

# NADA Service Class Homework

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## Service Department Analysis for Morrie's Inver Grove Mazda

NADA Class 329 Student 47

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Matt Haust, General Manager

Morrie's Inver Grove Mazda — 10 Mendota Rd Inver Grove Heights MN 55077

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## Advertising & Marketing

### Mazda Car Care – Genuine Mazda Savings

Expires: 2018/03/31

**\$5.00 off \$15.00 - \$49.99**

**\$15.00 off \$100.00 or more**

**\$10.00 off \$50.00 - \$99.99**

Regular maintenance is important to protect one of your largest investments. Save now on Genuine Mazda Parts and Service. Savings based on value of purchase:

*Plus applicable taxes. Valid only at MORRIES INVER GROVE MAZDA. Cannot be used with any other applicable offer. Mazda vehicles only. Prices may vary by model. Hazardous waste fee if applicable. Please present coupon at time of write-up. Coupon expires 03/31/2018.*

### Mazda Car Care – 4-Wheel Alignment Special

Expires: 2018/03/31

**\$89.95**

Poorly aligned wheels wear out tires prematurely and reduce gas mileage. Service includes:

- Inspect/adjust caster, camber and toe-in as applicable
- Inspect suspension and steering linkage
- Check tire wear
- Check tire pressure, adjust as necessary
- Computerized alignment
- Road test

*Plus applicable taxes. Valid only at MORRIES INVER GROVE MAZDA. Cannot be used with any other applicable offer. Mazda vehicles only. Prices may vary by model. Hazardous waste fee if applicable. Please present coupon at time of write-up. Coupon expires 03/31/2018.*

We continue to use couponing through our website specials tab. This quarter we are launching an all new paid Facebook campaign through Dealer Inspire. We have put a geofence around our competing Mazda and Independent shops targeting potential Mazda customers. The Facebook ads offer free diagnostics and 10% off manufacturer services. We took special care to bring our prices more in line using the Non-Dealer survey completed in the NADA Service Week pre-work.

# Non-Dealer Survey

Competitor Name	Lube, Oil & Filter	Rotate Tires	Balance Tires	Align Front End	Service A/C	Replace Front Disc Pads	Totals (Sum Rows)
NTB	24.95 5W30 72.95 5W20	19.95	89.95	89.95	N/A	99.95 190.99	324.75
Bobby & Steve's	35.00 5W20	19.95	79.95	89.95	39.95 NO Freon	189.95	454.75
Midas	24.95 5W20	Free	79.00	100.00	25.95 NO Freon	160.00	393.90
Walnut	29.88 5W20	10.00	49.00	N/A	N/A	N/A	98.88
Firestone	29.95 5W20	26.99	89.95	99.95	169.00 WITH Freon	149.95	615.79
Valvoline	39.95 5W20	15.00	N/A	N/A	129.95 WITH Freon	N/A	184.90
Competitor Averages	30.11	15.31	77.57	94.96	9.21	162.00	389.16
My Dealership	32.95	24.95	89.95	79.95	171.00	169.95	568.75

5W20

# Service Menu Update



## 2016 MAZDA MAZDA3

14cyl, 2.0L, FWD, Manual, 15,000 miles  
Maintenance Menu  
Prepared for Donohoo, Kimberly

## MORRIES INVER GROVE MAZDA

10 MENDOTA ROAD EAST INVER GROVE HEIGHTS, MN 55977  
6512178800

Previous Service 10,000 miles	Current Service 15,000 miles	Next Service 20,000 miles
<b>Mazda Recommended (S2) \$99.95</b> <ul style="list-style-type: none"> <li>• Replace engine oil and filter</li> <li>• Rotate tires</li> <li>• Inspect brake and clutch fluid level</li> <li>• Inspect engine coolant level</li> <li>• Inspect function of all lights</li> <li>• Inspect tire inflation pressure and tire wear</li> <li>• Inspect washer fluid level</li> <li>• Lubricate all locks and hinges</li> </ul>	<b>Mazda Recommended (S2) \$111.95</b> <ul style="list-style-type: none"> <li>• Replace engine oil and filter</li> <li>• Rotate tires</li> <li>• Inspect brake and clutch fluid level</li> <li>• Inspect disc brakes</li> <li>• Inspect engine coolant level</li> <li>• Inspect function of all lights</li> <li>• Inspect tire inflation pressure and tire wear</li> <li>• Inspect washer fluid level</li> <li>• Lubricate all locks and hinges</li> </ul>	<b>Mazda Recommended (S2) \$99.95</b> <ul style="list-style-type: none"> <li>• Replace engine oil and filter</li> <li>• Rotate tires</li> <li>• Inspect brake and clutch fluid level</li> <li>• Inspect engine coolant level</li> <li>• Inspect function of all lights</li> <li>• Inspect tire inflation pressure and tire wear</li> <li>• Inspect washer fluid level</li> <li>• Lubricate all locks and hinges</li> </ul>

We updated our service menus to align perfectly with factory recommended maintenance. Our dealer group provides a lifetime powertrain on all new car purchases. This warranty requires that our customer perform all of their factory recommended maintenance. Our previous menu was a generic all makes menu that caused confusion and mistrust from our client base. This simple change has helped us increase customer trust, profits and CSI.

# Facility: Capacity, Utilization and Limitations

FACILITY POTENTIAL	
Number of Bays	8
	x
Number of Days	23
	x
Number of Hours	9
	x
Effective Labor Rate	101
	<i>equals</i>
FACILITY POTENTIAL	\$ 167,256

FACILITY UTILIZATION	
Total Labor Sales	\$ 144,327
	÷
Facility Potential	\$ 167,256
	<i>equals</i>
FACILITY UTILIZATION	86.29%

We currently have space for 10 service bays, but only produce in 8 of them. Our new and used car photo booth takes the space of two bays. In the future, once we have utilized our 8 bays to their 100% potential, we should look to move our detail and photography department to a separate facility. The additional \$22,929 in sales represents \$17,364 of gross profit lost due to poor facility utilization. Based on our current expense structure, almost all of this gross profit would flow to net profit.

# Tech Proficiency using Conventional Productivity Method

NADA ACTUAL SERVICE ANALYSIS					
Performance					
	<b>Labor Sales / Month</b>		<b>Hourly Labor Rate</b>		<b>Hours Billed</b>
Customer Car*	\$ 50,244	÷	149.00	=	337.2
Customer Truck*	\$ -	÷	0.00	=	0.00
Customer Other	\$ -	÷	0.00	=	0.00
Warranty	\$ 27,602	÷	145.00	=	190.4
Internal	\$ 44,968	÷	149.00	=	301.8
Detail	\$ 21,513	÷	68.00	=	316.4
<b>Total</b>	<b>\$ 144,327</b>				<b>1145.7</b>
POTENTIAL					
	\$ 144,327	÷	1145.73	=	\$ 125.97
	Total labor sales for month		Total hours billed		Effective Labor Rate
	7.00	×	9	×	20
	# Service mechanical technicians		# Hours/Day		Working Days/Month
	1,260.0	×	\$ 125.97	=	\$ 158,721
	Clock Hours Available		Effective Labor Rate		Labor sales potential
How proficient are your technicians ?					
	1,136.0	÷	1,260.00	=	90.16%
	Hours Produced		Hours Available		Tech Proficiency
Customer labor divide by the Customer Effective Labor rate from the R. O. Analysis					

Considering the amount of maintenance and competitive work, our proficiency is very good. We need to increase our repair work significantly to improve tech proficiency. Our certified technicians can turn these small jobs around quickly, but are too highly compensated for the dealership to maintain a consistent profit. Our advisors must be trained to better take advantage of the 38% of vehicles entering our shop that are 2014 or older. This customer base alone can bring our department to a 40% repair mix. Our certified technicians are talented and motivated. They can easily perform at 120%+ proficiency on this type of RO. They have already proven this on our internal work.

## Analysis: Cost of Labor

Category	Sales	Gross	Gross as % of Sales
Customer Car	\$ 50,244	\$ 36,564	72.77%
Customer Truck	\$ -	\$ -	0%
Customer Other	\$ -	\$ -	0%
Warranty	\$ 27,602	\$ 23,125	83.78%
Warranty Other	\$ -	\$ -	0%
Internal	\$ 44,968	\$ 37,120	82.55%
Detail	\$ 21,513	\$ 15,417	71.66%
Adj. Cost Of Labor		\$ (2,927)	0%
<b>Total</b>	<b>\$ 144,327</b>	<b>\$ 109,299</b>	<b>75.73%</b>

Our gross retention of 75.73% shows me that our labor pricing, job assignment and discounting are not issues in the department. Our problem is very simple. Our Service Advisors are not selling enough work. 79% one line ROs and 14% repair sales paint a very vivid picture of what we are missing.

It would be very easy for me to be upset with our Advisors for their performance and blame them for all of our problems. That would be a short sighted reaction. Did we train them well? Is their pay plan motivating the right actions? Are we providing them with the tools and processes to be successful?

The answers to all of these questions is easy. The answer is, "NO!"

The great news is that we now have a starting point for improvement.

## Changes in Expense Structure

Expense Category	Dollar Amount		
Department Gross	\$ 109,299	% of Gross	Profile
Variable Expense	\$ 8,240	8.00%	
Selling Expense	\$ -	0.00%	
Personnel Expense	\$ 54,896	50.00%	40-50%
Semi-Fixed Expense	\$ 18,844	17.00%	
Fixed Expense	\$ 33,372	31.00%	
Unallocated Expense	\$ -	0.00%	
Dealer's Salary	\$ -	0.00%	
Total Expenses	\$ 115,352	106.00%	80%
Net Profit	\$ (6,053)	-6.00%	

At this point in only the fourth year in existence, expense reduction is not the major issue in the department. While we can always strive to be more fiscally responsible, department gross is the problem in our service department. We need to produce! Service Advisor training and production coupled with technician proficiency is what we need.

## Pay Plan Change

SERVICE ADVISOR PAY PLAN	
February 1, 2018	
CUST PAY & WARRANTY FLAT RATE HOURS PRODUCED	250
<b>TECH PROFICIENCY BONUS / FR HOUR SOLD</b>	
< 100%	\$2.00
100 - 105%	\$7.00
105.1 - 109.99%	\$7.75
110 - 114.99%	\$8.25
115 - 120%+	\$10.00
<b>*NOT CUMMULATIVE*</b>	
MONTHLY SALARY	\$2,000.00
OVERALL OSAT SCORE $\geq 9.2 = \$500$	\$500.00
ADVISOR OSAT SCORE $\geq 9.5 = \$500$	\$500.00
TECH PROFICIENCY BONUS	\$1,750.00
	\$4,750.00
ADVISOR OSAT SCORE $< 9.3 = (\$500)$	\$0.00
	\$4,750.00
DRAW	\$2,000.00
COMMISSION	\$2,750.00

We have decided to change our Service Advisor pay plan as outlined above. It was important for us to change the mentality from almost strictly labor gross to flat rate hours sold and technician proficiency to meet our objectives moving forward. We modified the pay plan reviewed in class to include a major emphasis on CSI with pain and gain. Two of our three advisors were excited for the change and the opportunity to make money based on production. Our third and most senior advisor realized quickly the gravy train was over. I expect a more focused team moving forward.

# Detail Performance Programs

Summary		Per RO																
Combined	Customer Pay	Internal	Warranty	Teams Setup	Advisor Perf Graphs													
Advisors																		
		Repair Orders							Sales				Gross			Percents		
Employee	DMS ID	RO Count	VIN Count	ROs/Day	Hours	Hrs/RO	ELR	Avg Days	Labor	Parts	Misc	Total	Labor	Parts	Total	Lbr GP %	Pts GP %	Pts/Lbr %
Bree Ellis	14097	116	116	4.5	93.50	0.81	97.61	1.86	79	73	2	153	63	25	88	79.5%	34.8%	92.6%
Jason George	14101	26	26	1.0	18.00	0.69	93.52	1.19	65	53	0	118	49	22	71	76.0%	41.1%	82.6%
Cory Behl	14119	306	303	11.8	206.20	0.67	86.08	1.45	58	47	0	105	46	21	66	78.5%	43.8%	81.1%
Michael Oconnor	14058	248	247	9.5	166.10	0.67	84.51	1.42	57	57	1	115	43	20	63	76.6%	34.9%	101.3%
Claire Hardy	14069	9	9	0.3	5.20	0.58	64.15	6.44	37	35	0	72	28	16	44	74.8%	45.9%	93.4%
Connor Cunningham	14004	2	2	0.1	1.00	0.50	64.99	1.00	32	16	0	49	26	4	30	80.0%	26.7%	50.7%
Robert Kuehn	14032	0	0	0.0	0.00	0.00	0.00	1.72	0	0	0	0	0	0	0	0.0%	0.0%	0.0%
<b>Total</b>		<b>707</b>	<b>701</b>	<b>0.0</b>	<b>490.00</b>	<b>0.69</b>	<b>87.75</b>	<b>2.16</b>	<b>61</b>	<b>55</b>	<b>1</b>	<b>116</b>	<b>47</b>	<b>21</b>	<b>69</b>	<b>78.0%</b>	<b>38.5%</b>	<b>90.2%</b>

The attached daily report through Axxessa allows our service manager to have real-time data to review with each advisor in our morning huddle. We can sort this report by internal, customer pay, warranty or combined. It is easy for us to dissect problem areas. For example, our internal HRS/RO is 1.98 while our customer pay stands at a measly 0.69. Now that we understand where our shortfall lies, it is much easier to move the needle in the right direction and create processes and incentives for improvement.

# Training

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REGION.....: MW      MIDWEST REGION
ZONE.....: Z01      ZONE 1
DISTRICT...: MWV04  KATHLEEN BARTH-DSM #04
DEALER.....: 61624  MORRIES INVER GROVE MAZDA
    
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EMPLOYEE NAME	JOB	CERTIFICATION LEVEL	CERTIFICATION DATE	JOB START DATE	DEALER INCLUDE DATE
JESSE, HOWARD	D102 Sales Manager	CERTIFIED	01/23/18	03/07/16	
JOSHUA, STERNAU	D108 F&I Manager	NOT CERTIFIED		08/01/16	
KIKI, CORUM	D108 F&I Manager	NOT CERTIFIED		10/10/17	
TERRY, BUCHHOLZ	D111 Sales Consultant	CERTIFIED	01/24/18	04/24/17	
JASON, BORNEMAN	D111 Sales Consultant	NOT CERTIFIED		11/04/17	
ROBERT, KUEHN	D111 Sales Consultant	CERTIFIED	01/24/18	03/07/16	
CHRISTOPHER, HANSON	D111 Sales Consultant	CERTIFIED	01/24/18	03/07/16	
ERIN, FAHEY	D111 Sales Consultant	CERTIFIED	01/24/18	11/01/16	
BRIAN, LEE	D111 Sales Consultant	CERTIFIED	01/24/18	02/23/17	
NICHOLAS, MANCHANTHASOUK	D111 Sales Consultant	NOT CERTIFIED		10/03/17	
TIRSO, RAMOS	D111 Sales Consultant	CERTIFIED	01/24/18	07/29/17	
TREVER, PRECHT	D111 Sales Consultant	CERTIFIED	01/24/18	06/19/17	
JEREMY, YARON	D111 Sales Consultant	CERTIFIED	01/24/18	03/07/16	
ERIC, ROBINSON	D202 Used Sales Manager	NOT CERTIFIED		03/07/16	
JASON, GEORGE	D301 Service Director	NOT CERTIFIED		12/01/16	
DUSTIN, BROWN	D306 Customer Relations Manager	NOT CERTIFIED		03/07/16	
IVONNE, ARZUAGA	D309 Customer Relations Coordin	CERTIFIED	01/24/18	06/26/17	
MICHAEL, O'CONNOR	D311 Service Consultant	NOT CERTIFIED		04/27/17	
BOB, KUEHN	D311 Service Consultant	CERTIFIED	01/30/18	03/14/16	
REMY, MARLATT	D329 Lube Technician	NOT CERTIFIED		08/29/16	
YENG, LEE	D329 Lube Technician	NOT CERTIFIED		03/07/16	
JASON, OFTOS	D332 Senior Technician	CERTIFIED	01/04/18	02/07/17	
CHONG, YANG	D402 Parts Manager	CERTIFIED	01/22/18	03/07/16	
CHRIS, BOMBARDO	D412 Parts Counter Person	NOT CERTIFIED		03/23/17	
# STEVEN, NELSON	D111 Sales Consultant	NOT CERTIFIED		12/04/17	02/02/18
# SHENA, YANG	D111 Sales Consultant	NOT CERTIFIED		01/29/18	03/30/18
# DANIEL, LEFLER	D111 Sales Consultant	NOT CERTIFIED		12/04/17	02/02/18
# PETER, NATHAN	D111 Sales Consultant	NOT CERTIFIED		01/30/18	03/31/18
# KEVIN, CALLAHAN	D111 Sales Consultant	NOT CERTIFIED		01/29/18	03/30/18
# CORY, BEHL	D311 Service Consultant	NOT CERTIFIED		12/22/17	02/20/18

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TOTAL EMPLOYEES.....: 0030
# GRACE PERIOD WILL END BEFORE END OF QUARTER
TOTAL CERTIFIED...: 0013
PERCENT CERTIFIED: 43%
    
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Currently, we have one certified Mazda technician. This puts us in a very bad spot in cases of vacation or illness. Of our seven technicians the skills sets are:

- One certified master technician
- 3 skilled non-certified technicians
- 3 lube technicians

Our policy moving forward is to increase our certified technician count by at least one every year. It is also our plan to promote one lube technician to journeyman technician as well. As part of our upward mobility initiative we have added a tool program for new hire lube technicians all the way up to certified graduates.

- New Hire Tool Set – earned in full after 2 years of service
- Journey Tool Set – earned in full after 4 years of service
- Certified Tool Set – earned in full after 7 years of service

## Special Tools



Our special tool area is tucked behind our photo booth drop tarp and is seldom used. The vast majority of our business is Mazda maintenance ROs that do not require special tools. Our inventory mainly consists of items required by Mazda when opening a new store.

As we progress towards improving our labor mix the need for special tools will increase. Our current area, while inconvenient for technicians is adequate for our business for the foreseeable future.

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# Repair Order Analysis

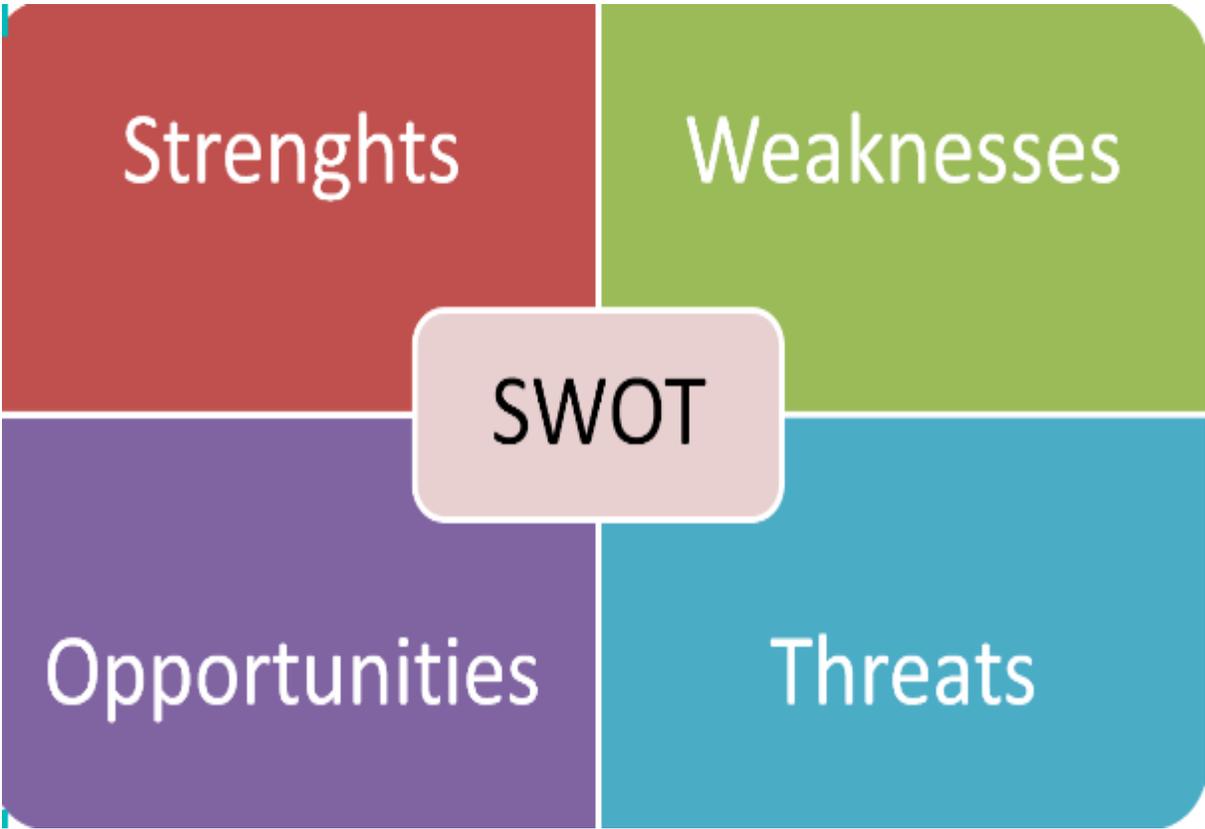
Repair Order Analysis Summary Report							
	Sales in Dollars	FRH's on RO's	Averages	Analysis			
Competitive	\$ 990	÷ 17.20	= 57.53	FRH Average			
Maintenance	\$ 4,526	÷ 50.20	= 90.16	FRH Average			
Repair	\$ 1,296	÷ 11.00	= 117.82	FRH Average			
Totals	\$ 6,812	÷ 78.40	= 86.88	Customer ELR			
Target Labor Rate			147.00	Per FRH			
Total Ro's in Sample	100	Difference		-60.12	Per FRH		
Cost of Labor							
Total Cost of Labor	1410.60	÷ Total Sales	= 20.71%	Percent Cost of Sales			
Total Cost of Labor	1410.60	÷ Total FRH's	= 17.99	Cost per FRH			
Repair Order Measurements							
Total Labor Sales	6,811.61	÷ Total RO's	= 68.12	Avg Labor per RO			
Total FRH's	78.40	÷ Total RO's	= 0.78	Avg FRH's per RO			
Menu Sales	100	÷ Total RO's	= 100	Percent Menu Sales			
Competitive FRH's	17.20	÷ Total FRH's	= 21.94%	Percent Competitive			
Maintenance FRH's	50.20	÷ Total FRH's	= 64.03%	Percent Maintenance			
Repair FRH's	11.00	÷ Total FRH's	= 14.03%	Percent Repair			
One item RO's	79	÷ Total RO's	= 79.00%	Percent One Item RO			
Model Year Analysis							
2019	2018	2017	2016	2015	2014	Older	Total
0	1	11	19	17	14	38	100
0.00%	1.00%	11.00%	19.00%	17.00%	14.00%	38.00%	

### Labor Mix

■ Percent Competitive	■ Percent Maintenance	■ Percent Repair
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We are missing the benchmark in almost every category in the repair order analysis of 100 ROs. Clearly, our first objective is to fix our 79% one line ROs. A simple strategy for recommending alignments and/or tire rotations will move this number in the right direction. Also, we must use the Get Transparency video tool that we already have at our disposal. Using the video tool on every repair order will not only solve one-line item ROs, but should help us significantly improve our 14% repair rate. We are 26% below guide in this category.



## Strengths

- 1.) Hardworking staff
- 2.) The dealership is located within an auto mall which includes Toyota, Chevrolet, Honda, Buick and GMC
- 3.) The Service Manager has over 17 years of Service Advisor experience and was the top producer in our larger Mazda dealership across town
- 4.) Recently remodeled facility with a very nice and comfortable customer lounge
- 5.) Strong new and certified sales departments who currently sell approximately 130-150 cars per month (100 of which are Mazda)

## Weaknesses

- 1.) Interdepartmental communication is poor
  - 2.) Our car wash process has a negative effect on technician proficiency
  - 3.) Two of our three service advisors are very new and undertrained
  - 4.) Advisor and technician turnover has had a negative effect on CSI and sales
  - 5.) Non-Mazda technician experience is low
  - 6.) Service Advisor sales techniques are poor due to low experience level and turnover
  - 7.) WE OWE process with sales is not seamless, causing CSI issues
  - 8.) Our store has only been in existence for 3.5 years
  - 9.) Space constraints for future growth. 8 service bays and no detail area
-

## Opportunities

- 1.) Get all technicians Mazda Certified
  - 2.) Extend the service hours to match sales
  - 3.) Initiate incentives to increase tech productivity
  - 4.) Have daily shop productivity meetings
  - 5.) Increased new car sales to increase the service customer base
  - 6.) We currently sell approximately 500 non-Mazda preowned units per year and need to capture the service business associated with these sales
  - 7.) 79% of our repair orders are one line
  - 8.) 38% of the vehicles coming into our shop are out of factory warranty or older than 2014 model year
  - 9.) 86% of our labor sales are either competitive or maintenance, 36% below the benchmark
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## Threats

- 1.) Overall public awareness of the store location
- 2.) Technicians are not comfortable working on non-Mazda vehicles
- 3.) Potential changes to the Mazda MBEP CSI program that could have a major effect on profitability
- 4.) Key competitor purchased an underperforming Mazda location within 20 miles of our location
- 5.) Advisor turnover
- 6.) Technician turnover

## Objectives

- 1.) Increase tech productivity.
  - 2.) Update service advisor pay plans that promote technician proficiency and flat rate hours sold
  - 3.) Create a culture where a change in CSI measurements is not a problem because we are taking care of the customer.
  - 4.) Create a culture where service and sales work cohesively and understand the important role each play in CSI and profitability
  - 5.) Create and advertising strategy that emphasizes brand awareness as well as competitive pricing
  - 6.) Reduce or one item RO's to 50% in 2018 with a long-term goal of 15% in 2020.
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## Strategies

- 1.) Produce a tech daily productivity tracker and post the results.
  - 2.) Create a calendar for tech training that ensures that two techs are not at training at the same time.
  - 3.) Modify X-time so that the inflow of work does not clog the service drive at peak times.
  - 4.) Change advisor pay plans to focus on tech proficiency and flat rate hours sold
  - 5.) Realign service and sales administrative staff to take over car wash duties for technicians
  - 6.) Service Advisor Sales training through MADA or NADA must be completed within a new advisor's first year of employment
-

## Tactics

- 1.) During every tire sale the customers must be educated by the service advisor on the need for an alignment check.
- 2.) All new technicians must have a training schedule set up for the year so we know when they will be absent from daily production.
- 3.) General Manager will attend the daily shop production meeting at least once a week.
- 4.) Meet with Mazda Service Regional Manager monthly to insure we are maximizing all Mazda factory programs
- 5.) Have a monthly contest with the service advisors on a different added service but start with alignment sales with a set of tires.

## Action Plan

Task	By Whom	Completion Date
Conduct daily shop productivity meetings	Service and Parts Managers	February 1, 2018
Produce a technician training calendar for 2018 and post it.	Service Manager	February 1, 2018
Track the number of tires sales and number of alignments each week.	Service Manager	February 1, 2018
Schedule ongoing meetings with Mazda Regional Service Manager	Service and Parts Managers	February 1, 2018
Update Service Advisor Menus to include factory scheduled maintenance intervals	Service Manager	February 1, 2018
Create Advertising and Branding Strategy	General Manager and LF Advertising	February 1, 2018
Modify service advisor pay plan promote technician proficiency and flat rate hours sold	Service Manager	February 1, 2018
Assign someone to call other shops to price shop monthly.	Service Manager	February 1, 2018
Initiate spiff program for alignment sales.	Service Manager	February 1, 2018
Realign support staff to complete customer car washes instead of technicians	General Manager	February 1, 2018
Create and send daily MBEP CSI updates to the entire dealership	General Manager	February 1, 2018

## Synopsis

We have an excellent opportunity to energize our service department. I have more confidence addressing long standing issues now that I have completed the service and parts weeks at NADA. I am now able to take the initiative to make a lasting mark on the service and parts departments with the help of our management team.

After many hours reviewing RO's and performing a detail SWOT analysis, we are comfortable bringing our new plan to action. February 1, 2018 is a big day for us. We updated advisor pay plans to align with our vision, introduced a branding and social media advertising campaign, re-wrote or wrote for the first time processes for daily productivity meetings, technician training, competitive pricing calls, eliminating technicians washing cars, and CSI monitoring and responsibilities.

Our journey will be long and take many turns, but we will have new written processes to guide us through the ups and downs. We also will have, in time, a solid foundation that will allow us to take more advanced steps in the future.

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