

# Service Qualitative Analysis

## **Strengths**

- Locally owned and operated company with great pay and benefits
- Air conditioned shop and training is provided
- Seniority and 401K
- Large loyal base
- Shuttle driver on premises
- 20 yr. President's Award dealership C.S.E. 96.5
- We care how we treat our customers
- Business development center that handles appointments
- Building a recon center, providing more room for lifts and more work

## **Weaknesses**

- Staffing
- Relationship with other departments
- We do not work on other makes and models
- Parts and service manager do not work well together
- Service hours do not mirror the sales department hours

## **Opportunities**

- Fastest growing county in our area, with the closest Honda dealer over 35 minutes away
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- We should start working on all makes and models
- Our growing used car department and recon center
- Increase \$ per R.O. with additional training

## **Threats**

- Lack of new car inventory- Less Hondas in the market place
- Older cars going to independent shops
- Lack of available techs

- Lack of motivated young employees
- Being held hostage by technicians

## Service

- Objectives**
- Increase gross on customer per labor
  - Increase R.O. count
  - Better working relationship with other departments
  - Keep our C.S.E.
  - Retaining top talent
  - Completed technician training
- Strategies**
- Put up a dealer competitive pricing board
  - Do employee activities with parts and service employees
  - Make sure we schedule same day appointments and DO NOT turn people away
  - Have training for advisors to help sell more work
- Tactics**
- Have meeting with team leaders and parts counter salespeople to make sure we are all on the same page
  - Send morning emails with service advisor cp from the day before
  - Make sure we are retaining all techs and not letting any leave
  - Have service manager review all discounts every morning
  - Show appreciation for the techs by having cookouts etc.

**Task**

- Meeting with service team leaders and parts counter people by August 1<sup>st</sup> with the General manager
- Service advisors daily numbers reported every morning, done by the service director, completed by August 1<sup>st</sup>
- Adjust parts pay plan of shop productivity on internal for quick turn around by July 1<sup>st</sup>
- Weekly meeting with parts and service manager by General manager by August 1<sup>st</sup>

**Synopsis**

It is evident over the last year we have made great strides in the right direction. We have hired 2 additional used car technicians, who are averaging over 60 hours a week since they have joined our team. We have done a better job getting used cars lot ready and have made more internal profit year over year.

We need to focus on our customer pay labor as it is gradually getting worse. Our service advisors need to be held more accountable and not make decisions for our customers. Our daily report will show information holding advisors accountable for a good or bad job from the day before. It will show R.O.'s written, labor \$, parts \$, hours and total. And other categories to help us hold people accountable and inspect what we expect.

To assist in growing our customer pay \$\$'s per R.O. We need to get technician videos as part of our pay plan and process. Putting this process in place will help customers see and understand why they need to do the repairs to their vehicle. This will help increase our dollars per R.O. and hours per R.O., which will provide additional gross profit.

We do a great job in our service department and have been very profitable but these things will take us to the next step. Our team has been with us for a long period of time and have a great customer following. Additionally, we do a phenomenal job taking care of our customers and we are a 20 year Presidents award winning dealership.