

Qualitative Analysis

Strengths

1. Teamwork- everyone is willing to help each other
2. Experienced techs- at full capacity for shop and techs
3. Positive team morale.
4. Service writers are respectful to customers and empathic.

Weaknesses

1. Parts availability
2. Advisors staying long term- stability
3. Communication between service and parts department
4. Techs not knowing if work is completed and wasting time in parts to find out if parts have been installed
5. Not enough lifts for the goals we set in production

Opportunities

1. More room needed for vehicles to produce more \$
2. Social media outreach and platform to attract more customers and have a solid footprint
3. Parts being more organized so turnaround time improves
4. Long term employment with advisors means stronger relationships with customer base
5. Growing population more money opportunities

Threats

1. Losing new customers due to availability and appt flow
2. Turn around time due to parts disorganization
3. Not enough lifts for the work scheduled
4. Schedule consistency- inspections before days off resulting in slower turn around time- need better dispatch
5. Recruiting and hiring techs
6. 2 new dispatchers within 3 months- shop is frustrated and prefers their own process away from foreman- getting team morale back on track
7. Oil changes for life on new cars and seeing a lot of one liners and discounts on work

Strategies/ tactics

1. Communicate part orders via reverse risk with parts ETA. Give access to techs so they can game plan their work to be completed/ have new dispatchers organize the pace and flow based on availability of tech and parts. Hold advisors/ parts accountable by tracking our order flow through this system. Create a pay plan for our new shop foreman based on productivity.
2. Track lost sales with parts manager and implement a game plan- incentive based
3. Daily shop meetings to game plan work in the shop and who can inspect incoming units based on days off etc. Restructure days off based on who will be most effective- create teams so we are not stuck with green peas and have experience flowing each day. Consider a bonus for big brother training.
4. Social media outreach- have our marketing team commit to consistent ads and videos to help build our social media culture and attract more business with our growing population. Advertise advantages, specials and discounts.
5. Build incentives for advisors to stay long term- eliminate the turn around and commit to opportunity review meetings with advisors to keep them engaged and motivated to grow.
6. Phone and empathy training- coaching solution-based thinking and keeping our customers engaged vs. considering work elsewhere.

Action plan

Eliminate all discounts and train on effective closing/turning methods- service manager Sept 30th

Train on Tekion system and implement a solid process- Service/parts manager Sept 30th

Adjust technician schedule into teams- service manager Sept 30th

Expand hours of operation since we cannot get more lifts- service manager/GM October 15th

Recruit more techs by hosting a job fair or visiting schools so we can expand hours- service manager October 15th

Daily tech meeting- service manager- effective immediately

Friday meeting with parts and service- parts/service manager Sept 1st

Track lost sales/daily fill rate and review in meeting on Friday

Synopsis

Our team has a lot of potential to turn more hours and gain a lot more work- this will help us limit our employee turnover. By keeping our employees engaged with opportunity meetings and closing tools we should see a huge improvement around the entire shop. Between organizing our communication and scheduling we have an opportunity to see more money flowing through our department. We will need to rely on advisor training so coach solution-based thinking and upselling our one-liners when we have

customers coming in for free work. If we can boost our average, we will see happier, busier and techs that will be more engaged. We will also need to ensure a great work/life balance and recruit more techs so we can expand our hours and get our turn around time in a better place. We will need to train our dispatcher to be organized based on tech working hours, parts ETA and work that needs to be prioritized on a day-to-day basis. When we lock in the schedule and dispatch advertising will be our next phase for customer base improvement. Social media marketing and