

Qualitative Analysis

Strengths

1. Good communication. Our service team does very well with keeping the customers informed.
2. CSI. We have a very high CSI rating thanks to how thorough our team is.
3. Our customer service is what sets apart from all other dealerships and retains our customers.
4. The work environment is a very positive upbeat setting we provide for our customers and staff to allow the moral to run at an all time high.
5. Customer pay. Since bringing in our new fixed operations manager who has 50 years of experience has doubled our customer pay.

Qualitative Analysis

Weaknesses

1. Smaller shop. Less bays, less techs which limits our pay / gross.
2. Parts are on back order for months.
3. Closed Saturdays while our competitors are open.
4. Our expense are extremely high in comparison which is really effecting or net.

Qualitative Analysis

Opportunities

1. New facility/building which will allow for more bays, more pay and overall growth.
2. Service specials which in turn hope to drive an increase in sales and new customer.
3. More parts sales focused on driving the wholesale side.

Qualitative Analysis

Threats

1. Being closed Saturdays could really drive our sales down and customer retention as our competitors are open.
2. After calling around to all of competitors in the area we have learned our shop rate is the highest in the area.
3. After market shops seem to be growing in numbers in our area which will eventually affect our sales.
4. Not enough appointments has always been an issue for us, but I guess you can never really have enough appointments.
5. Labour shortage has been an ongoing issue with our area and don't see that changing in the foreseeable future unfortunately.

Objectives / Strategies / Tactics

Objectives

1. Improve and upgrade service waiting area for more customer comfort.
2. Improve and drive more sales to increase gross.
3. Remove and replace old parts display with a new modern up to date version.
4. Focus on customer retention and not only new customers.
5. Work on better communication between service and parts.

Objectives / Strategies / Tactics

Strategies

1. Weekly meeting with all fix operations managers to discuss previous week and upcoming week.
2. Design and create weekly service specials ahead of time for the upcoming month.
3. Align our hours of operation to the hours of our competitors.
4. Design company promotional advertising boards to hang in service drive through so the customer sees all special and advertisements pulling in.
5. Look at software to allow techs to communicate in a more efficient and timely manner than walking to and from parts and service.

Objectives / Strategies / Tactics

Tactics

1. Shop foreman's pay to be decreased and adjusted with a set % of gross.
2. Loyalty program in place for customer discounts in parts and service.
3. Track lost sales for parts and service.
4. Competitive job/tech leader board in shop for techs to keep motivated.
5. Increasing parts and service hours accordingly.

Objectives / Strategies / Tactics

Action Plan

<u>Task</u>	<u>By whom</u>	<u>Completion Date</u>
Upgrade service waiting area.	Service Manager	Oct 1, 2022
New software for techs to Communicate more efficiently.	Service Manager	Sept 1, 2022
Track lost sales for parts and service.	Parts / Ser. Mgr	Sept 1, 2022
Weekly Parts Manager meeting.	General manager	Weekly
New Parts display cases.	Parts Manager	Oct 1, 2002
Advertise new hours for Saturday for service.	Service Manager	Sept 1, 2022
Weekly Service Manager meeting.	General Manager	Weekly
Managers pay plan to decrease and base off department gross.	General Manager	Sept 1, 2022
Design weekly service specials for upcoming month.	Service Manager	Monthly

Synopsis

With the hiring of our new fixed operations manager the productivity in the shop has almost doubled which in turn is a direct reflection on the service departments gross almost doubling as well.

Back ordered parts seem to be the new norm these days which every dealer is facing that problem and affecting our parts department sales.

Being closed Saturdays really puts us at a disadvantage with our competitors and our customers not being able to their needs which ultimately forces them to go elsewhere and loss of sales for us.

With the shop foreman's pay plan to be decreased and structured off a set % of the gross we hope the shop will run more efficient and productivity will increase as well.

One of our longest and biggest ongoing issues these days is the labour shortage that the entire area is facing. We hope to create a hiring package incentive program that will attract and draw more employees to our location.