

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> - Strong Tenure in our service department; Average service employee over 6 years. - Loyal Client base with 86% retention (3 years) on VIO's - Tenure promotes strong results in our service department. - Great Culture 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> - Warranty parameters are extremely strict and inflexible. - Clients are becoming price sensitive, because of rising rates and inflation people are holding their vehicles longer, increasing service demand, however, clients are shopping for the best prices. - Lack of experienced Journeyman technicians on the market.
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> - A stronger training platform will allow incremental growth to come more rapidly. - Vacant Hoists are an opportunity for growing our revenue stream. - Parts runners will increase technician productivity and profitability. - Better distribution of skill grouped op codes. 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> - EV Vehicles coming online with heavily reduced maintenance schedules. - Smaller footprint repair facilities coming on line both franchise and independent creating a highly competitive market for labor and repair. - Job market is robust creating threat to lose skilled labor to other industries. - Inventory and supply chain challenges straining units in operation pace for future servicing.

Objectives

- To create a more robust training platform, allowing our current production and efficiency to increase across parts and service.
- Add 3 additional journeyman technicians to the team.
- Shipper receiver to split parts running duties moving forward
- Review technician skill grouping and associated op codes.

Strategies

- We need to hire a shop foreman in the coming months. This should allow for an experienced technician to set aside time for individualized training. We also need to create an apprentice and new hire training regiment that is fixed with metrics to be obtained to prompt advancement through the training program.

Ex – Must be atleast 80% efficient on repairs with productivity including shop cleaning duties above 80%

Ex – New hires must complete all VW technical training courses via web based training before any work on vehicles can be performed.

- We must do a better job of highlighting the “Why work for Wood automotive group” Highlight our pension plan, benefits program, culture and overall reputation in the market as a dealer group. Job posting should not be so bland and generic.

- Our shipper receiver completes the bulk of his work by 10:45-11:30AM ; Following this he will convert to running parts to the shop. Current helps with the back counter in parts but has very low production numbers. I feel he can be better utilized running to the techs.

- Full review of our technician skill groupings monthly to ensure the most efficient dispatch and flow of work.

Tactics and timeline

- We will begin a performance and cultural evaluation of our current talent in the shop to create a shortlist of technicians who could be eligible for the shop foreman role. From there we will collect this group and let them know we will be doing evaluations over the coming months to hire for this position.
- Training program parameters will be established between myself and our service manager based on key metrics for the store and will be clearly outlined so oncoming shop foreman can deploy these trainings to the shop in future months.
- HR review of companies deemed to have strong hiring practices to determine if any revisions can be made to our current hiring process including job postings and feature statements about our company.
- Shipper receiver to shadow master tech in the afternoons for the next two weeks to understand the demands on the technicians as it relates to the parts department. This will better equip him to take on a parts running role in the afternoons.
- Technician skill grouping reviews to happen monthly moving forward. First Monday of every month.