



Wolfe Cadillac

Service Department Analysis

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17820 Stony Plain Rd  
 Edmonton, Alberta  
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Business: 780.482.5771  
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## Repair Order Analysis

Repair Order Analysis Summary Report							
	Sales in Dollars		FRH's on RO's		Averages	Analysis	
Competitive	\$ 12,039	÷	61.73	=	195.02	FRH Average	
Maintenance	\$ 42,291	÷	126.81	=	333.50	FRH Average	
Repair	\$ 36,149	÷	81.40	=	444.09	FRH Average	
Totals	\$ 90,479	÷	269.94	=	335.18	Customer ELR	
Target Labor Rate					133.76	Per FRH	
Total Ro's in Sample	100		Difference		201.42	Per FRH	
Cost of Labor							
Total Cost of Labor	10725.94	÷	Total Sales	=	11.85%	Percent Cost of Sales	
Total Cost of Labor	10725.94	÷	Total FRHs	=	39.73	Cost per FRH	
Repair Order Measurements							
Total Labor Sales	90,478.55	÷	Total ROs	=	904.79	Avg Labor per RO	
Total FRHs	269.94	÷	Total ROs	=	2.70	Avg FRH's per RO	
Menu Sales		÷	Total ROs	=		Percent Menu Sales	
Competitive FRHs	61.73	÷	Total FRHs	=	22.87%	Percent Competitive	
Maintenance FRHs	126.81	÷	Total FRHs	=	46.98%	Percent Maintenance	
Repair FRH	81.40	÷	Total FRHs	=	30.15%	Percent Repair	
One item ROs	19	÷	Total ROs	=	19.00%	Percent One Item RO	
Model Year Analysis							
2023	2022	2021	2020	2019	2018	Older	Total
0	2	3	8	13	14	60	100
0.00%	2.00%	3.00%	8.00%	13.00%	14.00%	60.00%	

Areas of Note:

- Maintenance @46.98% good customer retention
- Competitive @ 22.87% seems like an area of Opportunity
- 19% one item repairs show we have a strong service advising team
- Something to review 11.85% good or bad

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## **SWOT Analysis**

### **STRENGTHS**

- Cohesive team
- Strong work ethic and morale
- Room for advancement
- Ability to solution seek, & de-escalate conflict
- Low turnover rate with staff
- Great working environment
- Experienced Staff, knowledgeable
- Helpful Staff, courteous
- Loyal customer base
- Good communication between staff and customers
- Lighthearted environment, dog friendly
- Caring service manager
- Overall good reputation

### **WEAKNESSES**

- Limitation on loaners for customer due to inventory
- Limitations on stock basic items eg. Air filters
- Outgrown current space for potential work
- Challenging to work with other departments at times
- Communication between employees
- Employee and customer parking
- Lack of team building events
- Tools and equipment are not organized for efficiency

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- Communication between departments
- Customers think were hostile at times
- Inconsistency with technician time when its busy vs when its slow
- Parts availability

## **OPPORTUNITIES**

- The production of EV vehicles may bring in more services and customers
- Teachable environment
- Partnerships in the community
- Selling more GMPP warranties
- Potential to work more hours based on increased appointments
- A great opportunity to increase our CSI through reintroducing our BDC as part of our day to day
- With the introduction of more dealerships in the area, help to increase natural flow of customers to earn more walk-in business.

## **THREATS**

- More dealerships entering the market area
- Supply chain issues due to market(Covid)
- Lack of ability to help other departments due to busy and at capacity
- Ev Technology not being ready in a timely manner
- Physical space on the lot for growth
- The need for more technician bays and tech to handle the ups and downs of demand
- Customer expectations vs reality sometimes unattainable
- Economy
- GM reducing times for technicians to complete work

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- Continuous chip shortages on the vehicles diminishing the Cadillac experience.
- Communication between departments and cause trouble
- Potential of another stand-alone Cadillac store

## **Objectives / Strategies**

### **OBJECTIVES**

- Work with limitations of shop size by organizing tools and equipment for efficiency
- Work with the apprentice labour time and train how to work on increase number of work lines on RO's
- Continue efforts to improve EV readiness, to ensure we are industry leaders
- Continue to improve one line work orders by setting measurable targets.
- As a luxury store under GM's umbrella look at increasing our Labour rate to be more comparable to luxury brands instead of comparing to domestic brand as we have been.
- Increase our competitive FRHs 22.87% to 33% as to reflect our Maintenance average

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## STRATEGIES

- **TRAINING IS THE KEY TO WINNING AND WAR AND TRAINING IS WHAT WILL KEEP US IN THE TOP PERCENTAGES MOVING FORWARD ESPECIALLY WHEN IT COME TO THE EV MARKET**
- **CREATE INCENTIVES FOR TECHNICIANS TO HELP INCREASE WORK ORDER LINES FOR REPAIR ORDER EFFICIENCY**
- **REVIEW ON A QUARTERLY BASIS OUR ELR AND LOOK AT INCREASING IT TO \$155 LIKE OUR PARTNERED DEALERSHIP TO KEEP CONTINUITY AND TO IMPROVE THE STORES EFFICIENCY RATING**
- **WEEKLY REVIEW AND MISSED OPPORTUNITIES ON RO'S AS TRAINING STRATEGIES TO IMPROVE PRICING AND AVOID UNNECESSARY DISCOUNTING**
- **ENSURE MANAGER IS SPOT CHECKING REGULARLY WORK ORDERS TO ENSURE WE REDUCE MISSED OPPORTUNITY**
- **CROSS CHECKING INSPECTIONS BY SHOP FOREMAN TO ALSO HELP REDUCE MISSED OPPORTUNITY IN THE SHOP, THEN REVIEW THESE MISSED OPPORTUNITY WEEKLY WHILE THEY ARE FRESH TO HELP TRAIN ALL OF THE TECHS.**
- **SERVICE MANAGER TO CONDUCT WEEKLY RO SPOT CHECKS FOR THE FRONT END STAFF ALONG WITH SALES TRAINING TO MAXIMIZE THERE POTENTIAL DOLLARS**
- **TO KEEP THING FUNS AND ENGAGING EXPAND OUR CONTESTS AND GAMES TO STRIKE HEALTHY COMMENTITION AMONGST THE TEAM FRONT AND BACK.**

## Action Plan

<b>Task</b>	<b>By Whom</b>	<b>Completion Date</b>
Review of ELR amongst luxury	Service Manager	September 1, 2022

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competitors		
Increase Menu Pricing to maximize ELR	Service Manger	September 30 <sup>th</sup> 2022
Review or Missed RO opportunities	Service Manager	Weekly
Review of Inspections for Quality Control	Shop Foreman	Weekly
Spot check advisor appointment	BDC/ Service Manager	Daily
Implement Tool usage tracking system on ROs	Service Manager / Parts Manager	Sept 30, 2022
EV readiness	Shop Foreman	Sept 30, 2022
Track Apprentice Daily Punch Times	Shop Foreman	Daily

## Synopsis

The RO Analysis was and excellent exercise to review our efficiencies vs our greatest opportunities for growth. As one of the pioneers of the Cadillac Stand alone brand there are so many opportunities such as the regular review of our ELR to ensure we are bridging the gap from a domestic store to a comparable luxury store. We must capitalize on our strengths in menus selling and ensure our existing customers and new customer base are being given the same opportunities to increase sales from both the advisors and technicians by working together and training together to improve our

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accuracy. Working to keep our one-line RO's controlled and increase our competitive offering are great opportunities for growth.

Reviewing the SWOT from the staff's perspective really shed some light between what we as managers see our store and from what the ground level staff see us as. What was great to see is how similar our strengths came across. However, our weaknesses were a different opportunity. We definitely have some work to do on an efficiency level with the lack of space, and the perception of communication between departments. One of the biggest takeaways is the level of communication that needs to happen to ensure the greatest success. More so is the consistency of management at keeping these goals and action plans in check. As it is often said and often forgotten consistency and dedication to these habits are key.

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