

Service department analysis for  
Maguire Chrysler Dodge Jeep  
Ram

By

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N400

## **Strengths:**

1. Prime Location
2. Loyal Employees with low turnover rate
3. Dedicated and highly experienced Fix-Ops personnel: Director, Service Manager, Parts Manager, Shop Foreman all with at least 18 years of experience each and willing to change and adapt to market trends.
4. Constant flow of vehicle traffic
5. Highly experienced, trained and capable group of technicians

## **Weaknesses:**

1. Restricted number of lifts due to remodel/construction
2. Confusing parking lot due to access issues from construction
3. Lack of quality interdepartmental communication
4. Customer facing employees have poor attitude/low morale in current accommodations
5. CSI returns are often (but not always) reflective of current feelings from customer facing personnel
6. Not using lot porters/wash bay personnel in an efficient manner

## **Opportunities:**

1. Actively utilizing external advertising agencies to further promote business model
2. Standardized, although fluid, policies and procedures set in place to promote efficiency and increase customer handling skills
3. Increase interdepartmental meetings to advocate for healthier internal communication
4. Renew focus on CSI by increasing return rate and active delivery rate
5. Redistribute tasks handled by service manager to other capable hands within the department
6. Restructure responsibilities performed by lot porters/wash bay personnel to improve shop efficiency and customer handling

## Threats:

1. Constant state of construction and change for the foreseeable future
2. Bathrooms located outside present a possible safety hazard in winter months
3. Customer facing personnel treat clients as a number instead of building and maintaining rapport and relationships
4. Parts shortages delay repair process and adversely affect shop efficiency
5. Loss of business as customer inaccurately observe facility is either closed or relocated due to construction curb “appeal”
6. Looming concern that recent increase of shop labor rate to 20% higher than similar makes in area may lead to loss of customer business

## **Objectives:**

1. Increase sale price of competitive services
2. Improve shop moral
3. Increase department communication
4. Increase productivity and efficiency
5. Increase FFV and proficiency
6. Reduce stress on personnel in department
7. Maximize sale opportunities while vehicles are in shop
8. Promote better usage of lot porter/wash bay personnel

## **Strategies:**

1. Post KPIs in extremely visible areas
2. Conduct weekly shop (technician) and advisor meetings to discuss goals, progress, and efficiencies
3. Hold monthly team interdepartmental meetings
4. Set goals for technician training
5. Break down long term goals to more achievable daily individual goals
6. Establish set process and goals for status calls

## Tactics:

1. Consider different shifts to increase shop efficiency
2. Create a more production-based bonus plan for shop foreman/team lead
3. Raise advertising budget to promote shop status/operation
4. Increase location signage to encourage a less confusing parking lot flow
5. Review repair orders daily to ensure proper MPIs and processes are followed

## Maguire CDJR Action Plan:

<b>TASK</b>	<b>ROLE</b>	<b>COMPLETION DAY</b>
Investigate Completeive Pricing	Service Manager	10/1/22
Improve Moral	Service Manager/GM	Immediately
Promote Communication	All Dept Heads	10/18/22
FFV and Productivity	Service Manager/Shop Foreman	10/6/22 (ongoing)
Increase Efficiency	Service Manager/Shop Foreman	10/6/22 (ongoing)
Maximize Sales Opportunities	Service Manager/Shop Foreman	Daily
Shop Meetings	Service Manager/GM	Weekly
Increase Advertising	GM	12/31/22
Break down goals	Service Manager/GM	Weekly
Renew CSI Focus	Service Manager	10/01/22
Delegate Responsibilities	Service Manager	Immediately
Refocus Lot porters	Service Manager/GM	10/1/22

## **Synopsis:**

In whole, the repair facility is operating well in the conditions that we are currently in, however, we do not seem to be efficiently utilizing our time well enough to be the most productive selves we can offer each other and our customers.

Improved processes will be put in place to regain focus on ensuring our most valuable resources, the customers and our employees, are well taken care of. Breaking down long term goals will allow personnel to better understand what it takes to accomplish those goals day-to-day.

Reminding our customer facing employees that customers are not just another number, but are the source of our income,

will help allow employees to remain focused on customer satisfaction. We can create a more customer-centric environment by increasing communication with customers through status and follow up calls, parts status calls and active deliveries. Healthier communication within departments will help promote a more inclusive and productive work atmosphere full of checks and balances.

With proper processes and well-rounded leadership, we believe we are able to offer our customers the best place to entrust their automotive needs and employees the best and most supportive environment in which to grow and further their careers.