

STRENGTHS

- *Seasoned loyal technician base
- *Express lane service oil/tire rotation
- *Team environment
- *Friendly service staff
- *On-site service
- *Clean Facility
- *Customer first award Winners
- *Experienced shop foreman

WEAKNESS

- *Technicians approaching retirement
- *Under construction for a remodel
- *Proper service advertising/website/t.v/mailer
- *Service advisor training
- *Phone system- making sure calls are returned!
- *Customer Parking
- *Displays
- *Level of Chrysler Trained Techs
- *Parts taking to long putting together orders

OPPORTUNITIES

- *Extended evening hours/2nd shift
- *Volume growth in Variable to retain more customers
- *Increase number of Techs- We have the work
- *Proper dispatch for a better flow
- *Increased training- Service Advisors
- *Home grow young oil techs- due to lack of technicians available in the market
- *Increase service advertising

THREATS

- *Drive thru service lane construction expense, as well as lost business during remodel
- *Our technicians being poached by other competitors due to outrageous offers
- *Local competition- Smaller shops reducing pricing to take our work
- *High level Chrysler Trained Techs slowing down due to age/health

OBJECTIVES

- *Increase fixed absorption
- *Create a better flow between parts/service
- *Increase csi score
- *Increase hours sold/increase profitability
- *Hire and train new Techs
- *Create a happier shop/happy employees make more efficient workers
- *Weekly meetings
- *Increase my quick lane ELR
- *Train my cashier to handle calls properly
- *Change the way we dispatch

STRATAGIES

- *We want to get involved heavily with the community due to the fact that we have only been at this point for 2 years
- *Increase tire sales due to retention of that consumer
- *We are adding an all brand new drive through service lane for comfort and convenience to our customers
- *Price ourselves aggressively to our local market/advertise our years of experience
- *Kill our customers with kindness and respect
- *Youtube videos- examples of when something needs replaced or repaired

TACTICS

- *Change the way my service advisors are being paid to increase teamwork and sales
- *Weekly meetings with the service/parts manager to review goals/objectives
- *1 on 1 time spent with each employee weekly to show that we care- and handle any concerns/complaints before they get out of hand
- *Go after local business owners to service there vehicle fleets/offer specials to them as well as quicker promised times

ACTION PLAN

February 1st

- *Aggressively go after and hire at least 1 Technician
- *Sit with each Tech for a yearly review
- *Change Service Advisor pay plan

March 1st

- *Change my service managers pay plan- for better productivity
- *Weekly meetings Techs- Advisors- Parts/Service managers
- *Time to be Proactive- Attack Advertising

April 1st

*Review Chrysler Level Training with Techs

*Build a Display

*Complete Dispatch configuration

SYNOPSIS

This class has been extremely helpful for me, I'm just getting my feet wet with the amount of changes that are really necessary to grow my service department. I have spent the last month arriving to work at 7am to watch each service employee, when they come in, when they leave, how productive they are, if they're happy, how are they treating our customers. I found myself to be ashamed in certain cases, as well as proud in others. I'm currently tweaking a multitude of things so that we can better serve our customers, and be convenient.

I was able to complete the majority of my February action plan which felt great. We hired 1 new Technician, and he is killing it for us. I changed the service advisor pay plan, and I instantly noticed a better team atmosphere, as well as attitude. I was a little later on the yearly review of my techs than I wanted to be, however it is complete. When I walk through the shop I notice a team work environment, and satisfied technicians.

I realize that my work here has only just begun, however I'm more enlightened than I have ever been. I look forward to being proactive moving forward, now knowing I have always been reactive in the

service department. Most people hate change, myself included, but when done appropriately we see incredible results.

I would like to conclude with this example. We lost 3 technicians for various reasons in February, I found myself wondering how we would bounce back. I decided to shift the way we dispatched work, carefully schedule our customers, and offer ways for my techs to make more money/staying late/bonus obj for hrs turned/fixed first visit bonus, amongst others..... We all hustled grew closer as a team and while we achieved less hours yoy by 229 hours, we were able to increase our gross profit by \$5,057 dollars. This class had enabled me to navigate through a month just like last February, so thank you.

(IAN WEISER
CLASS 330)

Repair Order Analysis Summary Report

	Sales in Dollars	FRH's on RO's	Averages	Analysis
Competitive	\$ 2,635	÷ 26.50	= 99.43	FRH Average
Maintenance	\$ 7,564	÷ 83.50	= 90.59	FRH Average
Repair	\$ 4,947	÷ 44.80	= 110.42	FRH Average
Totals	\$ 15,236	÷ 154.80	= 98.42	Customer ELR
Total RO's in Sample	100	Target Labor Rate	98.00	Per FRH
		Difference	0.42	Per FRH

Cost of Labor

Total Cost of Labor	3476.00	÷ Total Sales	= 22.81%	Percent Cost of Sales
Total Cost of Labor	3476.00	÷ Total FRH's	= 22.45	Cost per FRH

Repair Order Measurements

Total Labor Sales	15,236.00	÷ Total RO's	= 152.36	Avg Labor per RO
Total FRH's	154.80	÷ Total RO's	= 1.55	Avg FRH's per RO
Menu Sales		÷ Total RO's	=	Percent Menu Sales
Competitive FRH's	26.50	÷ Total FRH's	= 17.12%	Percent Competitive
Maintenance FRH's	83.50	÷ Total FRH's	= 53.94%	Percent Maintenance
Repair FRH	44.80	÷ Total FRH's	= 28.94%	Percent Repair
One item RO's	9	÷ Total RO's	= 9.00%	Percent One item RO

Model Year Analysis

	2019	2018	2017	2016	2015	2014	Older	Total
	0	4	15	22	17	4	38	100
	0.00%	4.00%	15.00%	22.00%	17.00%	4.00%	38.00%	

Labor Mix



■ Percent Competitive ■ Percent Maintenance ■ Percent Repair