

SWOT ANALYSIS

N406-21

HADDAD SUBARU

ROBBIE FLEMING

STRENGTHS

- **Customers are very loyal to our service team. Meaning the customers usually like to work with the same advisor every time.**
- **Our Service Manager is very engaged in all customer interactions both good and bad to always be a familiar face of authority in the service department.**
- **Our Service writers work together with the technicians to make sure that all the information is told to the customers in a correct and appropriate manner.**
- **We are constantly gaining customers from surrounding areas for service. In turn this is giving great opportunities for growth for employees.**
- **Our technicians are constantly encouraged to continue more technical schooling to better themselves.**
- **Technicians are guided by senior techs to help make sure they do the work correctly and efficiently.**

WEAKNESSES

- **Customers have longer wait times do too to much work and not enough Techs.**
- **Technician Confidence is low with our express techs, resulting in longer express times.**
- **Service department waiting room isn't big enough, resulting in service customers unhappy for not having a proper place to wait if the room is full**
- **Service Writers sometimes don't have the correct word choices to the customer, resulting in confusion or misunderstandings.**
- **Currently no service drives, so customers walk back outside with the service writers to have car checked in.**

OPPORTUNITIES

- **Show detailing services in the service lounges and service area to promote detailing.**
- **Advertise that we can work on more than just Subaru**
- **Service cars in a quicker more efficient rate to make customer satisfaction go up.**
- **Services cars quicker to make sure Service lounge doesn't fill up so fast.**

THREATS

- **Independent repair shops are cheaper than we are for the same services.**
- **Customers are getting unhappy how long some services take, and in turn starting to refuse them.**
- **Other dealers promoting in our area could potentially take service business away.**
- **Not having enough parts in stock could have customers going to another shop to have repairs done**

OBJECTIVES

- **Improve customer wait times on express services**
- **Improve customer lounge so wait times don't feel as long**
- **Increase technician efficiency by getting the proper training**
- **Get writers more involved with keeping the customer in the know about the status of their vehicles.**
- **Track efficiency of open and close R. Os**

STRADEGIES

- **Check Independent Shops to see what they may be doing differently for efficiency**
- **Getting the express techs more training to possibly give more responsibility or to promote within.**
- **Having an open shop meeting discussing current status of hours sold, and where we need to be to get better**
- **Be more open to walk in oil changes, besides on the weekends**
- **Have the service manager get more involved with shop delegation to make sure all jobs are being handled efficiently**

TACTICS

- **Ensure technicians understand their pay plans and ensure that they are maximizing it to the best of their ability.**
- **More advertisement showing, we are competitive with like makes or models**
- **Making sure all writers know they have the authority to discount WITHIN reason to make work or make a customer happy**
- **Holding techs accountable for their punches and efficiency on cars**
- **Continue weekly meetings with all department heads to ensure communication between them all.**

ACTION PLAN

- **ADJUST TECH PAY PLANS TO MAXIMIZE GROWTH BY SERVICE MANAGER DONE BY FEB. 1ST**
- **ADVERTISE MORE SERVICE-BY-SERVICE MANAGER FOR FEB 1ST**
- **HAVE WEEKLY SHOP MEETING WITH TECHS DONE BY SERVICE MANAGER STARTING JAN 16TH**
- **INCENTIVES THE EXPRESS TECHS TO HAVE CORRECT AND EFFICIENT WORK DONE BY FEB 1ST WITH SERVICE MANAGER/GM**
- **MAINTAIN AN CONSTANT EYE ON SERVICE WRITER DISCOUNTS/WRITE UP BY SERVICE MANAGER FOR IMMEDIATE ACTION**
- **WEEKLY SERVICE WRITERS MEETING TO SEE CURRENT STANDINGS AND SEEING WHERE THEY COULD IMPROVE THEIR OWN INDIVIDUAL NUMBERS**

SYNOPSIS

WE NOTICED WITH US THE BIGGEST LACK OF GROWTH IMPROVEMENT IS JUST SHEER LACK OF EFFICIENTCY FOR US. WE NOTICED THE BIGGEST COMPLAINT WE HAVE WITH CUSTOMERS IS NOT ENOUGH SPOTS TO SIT IN SERVICE AND THE SERVICE TAKING TOO LONG

WE FEEL WITH INCREASING TRAINING AND INCREASING THE INCENTIVES FOR TECHNICIANS IT SHOULD IN TURN MAKE IT MOR EFFICIENT FOR US TO BE ABLE TO PRODUCE NOT ONLY MORE GROSS BUT HAPPY CUSTOMERS.

WE FEEL THAT IF WE HAVE HAPPIER CUSTOMERS AND MORE EFFIENT TECHNICIANS WE SHOULD BE ABLE TO UPSELL MORE WORK FOR THE TECHS IN TURN INCREASING MORE GROSS FOR THE SERVICE DEPARTMENT.

WE ARE HOPING TO ALSO BE ABLE TO SELL MORE THAN JUST REGULAR MAINTENANCE SINCE WE WILL BE MORE EFFICIENT AND NOT HAVE TO KEEP CUSTOMERS TOO LONG IN THE STORE

WE ARE LOOKING TO SEE THE PROSERPOUS FUTURE 2023 HAS IN STORE FOR US.

