

OBJECTIVES

Improve labor and parts gross on service repair orders.

We need to improve morale in the service / parts department. We are almost there.

We need to increase the amount of daily service repair orders that are written.

We need to make sure technicians are up to date on training

Adjust Parts matrix to determine if there are any markup factors that require constant changing.

Utilize X-time to maximize workflow, monitor reporting to make sure everyone is being productive and items are just not sitting in the queue waiting to be done.

STRATEGIES

Eliminate the ability for advisors to discount tickets. We need to make sure all pricing is being followed.

Install X-time to help with service scheduling, reporting, and pricing of estimates to send customer.

We need to increase the amount of work coming into the shop by adopting a more aggressive approach to recall emails and calling customers when their parts arrive.

We need to have shop meetings once every couple of weeks to discuss things that are needing repair, items that techs advisor's parts are having difficulty with, so we are all on the same page. Maybe even have a top performer announced during the meeting to increase morale.

Continue training the teams on items that they are deficient in tire sales, lost sales tracking, X-time report times.

Continue to monitor parts pricing matrix and all part sales are being sold at the correct pricing.

TACTICS

Service Manager must authorize all Labor Parts discounts on repair orders, and make sure the coupons are not double dipping a Repair order. Parts has already discounted an item then a coupon is placed on top of it.

Parts Manager must authorize all Parts discounts on counter tickets as well as checking repair orders.

Advertise Special discounts to attract more customers to the dealership.

Continue to monitor X-time reports to make sure technicians are sending videos / pictures to advisors to send with repair estimates.

Continue to Monitor X-time reports to determine there isn't a high wait time between technician to parts to advisor to sending the estimates to the customer.

Have a meeting with service advisors twice a month to discuss where they are at for the month and if there are any problems they are running into.

Have a meeting with Fixed ops management to review forecasts versus the current data. If we are currently on track, what will we need to stay on track, and if not what we will need to achieve the number we are shooting for.

SYNOPSIS

Overall, the dealership is in a good position currently to capitalize on the amount of traffic we have and with growth in the future.

With the installation of X-time and the ability to send pictures and videos of repairs to the customer there has been an increase in upsells and therefore gross profit. As well the customer is getting to see who is working on there vehicle which puts a face to the repair.

Additional staff may be needed in the future depending on dealership growth. With the increase in gross with X-time this should cover the fixed absorption increase added staff would cost.

The parts department is relatively well stocked with items the technicians need to repair the jobs the same time. If the do not he will pick the items from another dealership or overnight to get the customer back on the road.

ACTION PLAN

TASK	BY WHOM	COMPLETION DATE
Cut off Ability for Advisors to discount	Service Manager	01/02/2023
Look at Parts matrix to determine if they Require changes	Parts Manager	01/31/2023
Track X-time Reporting for productivity	Parts / Service Manager	Continuous
Bi-Weekly Service Meeting	Service Manager / GM	Bi-Weekly
Advisor Training increase in Tire Sales CP Gross increase	Service Manager	Continuous
Monitor Numa to determine phone call Traffic	Parts / Service Manager	Continuous
Install parts accessory display in service	Parts Manager	04/01/2023

<p>STRENGTHS</p> <p>Service CSI is one of the highest in the market</p> <p>Having a relatively new Service Advisor staff has been a benefit so we can train them how we need to.</p> <p>The Service Advisors bounce ideas off each other so they can see what works for one may work for the others and they work really well together.</p> <p>Parts department has a decent stocking level and will pickup or overnight to get the customer taken care of.</p> <p>Hours of operation are in line with competition in the area.</p>	<p>WEAKNESSES</p> <p>Service / Parts morale could be better.</p> <p>Most of the Service Advisors are still relatively new to their position and they are not overly experienced and are still training.</p> <p>Service drive foot traffic has been in a downturn since 2021 It is getting better but still not pre covid numbers.</p> <p>Currently there is no Parts Accessory display in service.</p> <p>We do not have an aggressive marketing campaign for the service department. Mostly it seems there are coupons set out for oil changes.</p>
<p>OPPORTUNITIES</p>	<p>THREATS</p>