



SERVICE
WEEK...
(best week ever)

FRANKLIN TOYOTA

Dealership

KYLE SHERFESEE

Student

N407

Class #

Repair Order Analysis Summary Report							
		Sales in Dollars	FRH's on RO's	Averages	Analysis		
Competitive		\$	÷ 33.10	=	96.17	FRH Average	

		3,183						
Maintenance		\$ 4,928	÷	38.10	=	129.34	FRH Average	
Repair		\$ 6,002	÷	35.60	=	168.58	FRH Average	
Totals		\$ 14,113	÷	106.80	=	132.14	Customer ELR	
				Target Labor Rate		122.00	Per FRH	
Total Ro's in Sample	100			Difference		10.14	Per FRH	
Total Cost of Labor	2205.80	÷	Total Sales	=	15.63%	Percent Cost of Sales		
Total Cost of Labor	2205.80	÷	Total FRHs	=	20.65	Cost per FRH		
Total Labor Sales	14,112.88	÷	Total ROs	=	0.40	Avg Labor per RO		
Total FRHs	106.80	÷	Total ROs	=	0.33	Avg FRH's per RO		
Menu Sales		÷	Total ROs	=		Percent Menu Sales		
Competitive FRHs	33.10	÷	Total FRHs	=	30.99%	Percent Competitive		
Maintenance FRHs	38.10	÷	Total FRHs	=	35.67%	Percent Maintenance		
Repair FRH	35.60	÷	Total FRHs	=	33.33%	Percent Repair		
One item ROs	0	÷	Total ROs	=	0.00%	Percent One Item RO		
Model Year Analysis								
2024	2023	2022	2021	2020	2019			
0	3	9	11	5	11			

WE

COMING

KYLE SHERFESEE SWOT ANALYSIS....

SERVICE NADA 407

STRENGTHS

1. We have a new remodeled facility which has been updated to accommodate customers for a better service experience. All things from Updated TV lounge, Café area, Customer waiting area with plugins for work stations.
2. Added on 2 additional bays for quick lube service, with Toyota we have Toyota Care which provides customers on new cars 2 years/ 45k miles complimentary service.
3. Our shop morale is at an all time high, technicians love their job, Advisors are always eager to learn and grow their ability to sell, and accommodate customers.
4. Our service manager is hands on not only with technicians and Advisors but customers as well.
5. We have a staff which is company based, they want to do whatever is best for the growth of the company.
6. Our dealership is the oldest individually owned dealer in the SETF region. 62 years in service under the same ownership.
7. We have a local college which has been increasing in size over the years generating almost 10,000 new students per year, and the school has a Tech program of which we work hand in hand in recruiting for future employment.

WEAKNESSES

1. Our service hours of operation are low, they end before sales ends and by 2 hours. Customers can not pick up their vehicle after 6:00 and can only drop off their car in a “drop box” area located by the service department.
2. We do not shop load, each morning Technicians will show up on time however due to vehicles being dropped off the previous night in a drop box, it takes advisors 30 minutes or more to get the vehicles from the prior day in the shop and work being performed.
3. We only have 1 master mechanic which slows down production on major jobs which also are the jobs of large number of profits.
4. Our pay structure is super strong however the downfall is our tech proficiency is so low that techs can spend more time sitting around than actually doing work. Much to which resorts from the morning non shop loads because we are constantly playing catchup in the shop.

5. Shop foreman is actually our master mechanic and his pay structure is off the shop hours. However by doing that he doesn't dispatch jobs quickly if he is tied up on a job or if the event he is off. Its almost like he doesn't know what to do
6. Customer time spent waiting is over 1.5 hours which causes customer satisfaction to fall and customer retention to fall.
7. We have no pricing displayed to customers in service, everything is either given by mouth of the service advisor or is simply just a "sticker shock" to the customer. So there is no preparation.
8. Service BDC is performed by only one person who is not motivated AND finds ways out of work at all times.

OPPORTUNITIES

1. Build an office in the shop for the service manager and make it where the Service manager is also the dispatcher, that way he/she can control tech proficiency. And by doing so will lower customer wait times, which can increase customer R.O counts per day. And improve proficiency dramatically as well.
2. Show a display on a tv screen of price charts in comparison to other dealers/ service centers in the area.
3. Add rental service where the customer can utilize a rental while their vehicle is being worked on for a small charge on a 4 hour time frame.
4. Shop load each and every day, extend shop hours to match sales. All porters will shop load with techs prior to leaving so that technicians can begin work as soon as they arrive at work and eliminate down/ play time.
5. By having service manager in the shop will also have an eye for cleanliness and organization. So the "junk piles" are eliminated. Easier to work around and overall feels much better to technician.
6. Raise internal rate to match customer pay. Used vehicles are customers as well, and the best customers to service.

THREATS

1. We have 3 Toyota dealers located within 30 minutes of us and customers will begin utilizing those facilities because of our wait times and/ or because we do not illustrate pricing to customer at all times being upfront and clear with each and every customer.
2. Our large jobs are taking 3-6 weeks to get through due to having only one master tech, who has become lazy and lacks a work ethic to push out those jobs quickly. Which will lead to us either discounting those jobs or customers going elsewhere on warranty work which lowers warranty dollars as well.
3. Technicians not getting enough labor hours to maximize pay plans due to shop proficiency being so low. Could cause some of our better aspiring technicians to leave for better pay and more labor hours at other competitors.

4. While morale is high for now it will lower dramatically if we do not find ways to get customers attitude more satisfied. The more customer complaints come in even if they do not stop servicing with us will cause Advisors to “walk on egg shells” and they cannot sell effectively feeling that their back is against the wall.

“WE COMING”

Objective!!!!!!!

Improve Tech proficiency and Facility Utilization.....

FIND 4 R's

Relationships, build **Respect** which provokes a positive **Response..**

Then we have **Results**

Company vision focused to keep everyone on track, AND “Keep the main thing, the main thing”!

-Customer Satisfaction

-Employee Tenure

-PROFIT

-Hours billed, are Hours worked OR LESS!!!

- Utilize Master Mechanic for more Major Jobs...

-Improve customer Pay R.O

-Decrease amount of 1 line Repair Orders.

-Increase other make R.O

STRATEGIES

*Service manager will be moving into the shop and acting as a shop foreman, dispatching tickets, overseeing day to day operations in the shop.

- Shop Loading EVERYDAY!
- Utilize all bays.
- Eliminate all advisors ability to discount until Service manager can provide an override.
- Show a board of pricing to competitors in the area. We WIN!
- Have customers pay upfront for rentals on a 4-hour basis. Letting them leave for the time that their vehicle is in the shop.
- Perform Video's to be sent to customer when explaining recommendations.
- Change appointments to "Reservation".

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TACTICS

- Shop Loading EVERYDAY! Each person will have a vehicle in their bay the day before they leave. Ready to start when the doors open, we have breaks after work not before. This will eliminate down time in the mornings when we are the most busy.
- Implement a bonus structure for each R.O that is completed in the actual time of the hours billed. Ex: .5 hrs is 30 minutes. Vehicle must exit service before the 30 minute time frame....
- Master Mechanic has been paid on the total number of hours the shop produces while only pulling 18-20 hours himself.... NO MORE! Master Mechanic will pull 40 hours/ week to qualify for the total hours billed in the shop.
- WE WILL Utilize all bays by hiring 2 more technicians, we will supply the employees "starter kit" for regular oil changes and maintenance. If the employee stays for 90 days we will supply \$2,000 to purchase additional tools needed for additional growth.
- Weekly meetings between GM, Service Manager, and Service Advisors. Illustrate where the department is in progress within the month. Have bonus available for Advisor who "Up-Sold" the most hours that previous week.
- We eliminate our Service BDC Person. Moving all Reservation calls to be answered and completed by Advisors...
- Build a pricing board on our 70" TV with a slide show showing pricing amongst our competitors.
- We will have a trainer, and weekly classes with technicians on how to properly video themselves and perform good etiquette while on camera so the customer feels they are being taken care of in the most professional manner.

ACTIVITY CREATES ACTION. WE HAVE A PLAN!

1. Dispatching changed to Service Manager- JANUARY 1 2023 – SERVICE MANAGER
2. ASSING A TRUE ASSISTANT SERVICE MANAGE, PERFORMED BY SERVICE MANAGER AND MUST BE ASSIGNED BY JANUARY 1 2023, SO THAT OVERRIDES CAN BE PERFORMED IN THE INSTANCE THAT THE SERVICE MANAGER IS NOT HERE
3. Raise Tech Proficiency to 70% from 40%. March 1 2023 – Service Manager
4. Weekly Meetings with ASM, SM, MM beginning.. January 15 2023- General Manager
5. Create google sheet to control expenses January 1 2023- GM
6. Have porters and tech's ensure shop loading is being performed. 1/1/2023 ASM/SM
7. Complete remodel of dealership, extended quick lube bays. June 5th 2023. GM

We have a beautiful opportunity to grow and help our employees reach their full potential.

We have failed as leaders, so changing the mindset and explaining our vision for the future is company based.

Managers will have to build relationships with employees, so that they can have the respect . Once that is done it should generate a positive response THEN we can produce results. I truly believe we have a doing problem not knowing. Our team has been so relaxed that we take the "easy way out" each time we run into a problem.

Our team has not been informed how much each employee impacts our service department every day. How valuable their time and efforts are while they are here.

We need to do a much better job of explaining how an employee can take advantage of their pay plan by maximizing the plan itself.

Also TIME IS MONEY..

Biggest change I want to go into service is manager intervention, and MOTIVATION.

LETS GIVE THEM SOMETHING TO WORK TOWARDS NOT FOR>>>

ITS TIME!!!! LETS GOOOOOO.