

Northgate Ford by Cheryll Miller N407

1. Marketing - We have will/have changed the culture in the Drive to be more customer centric. Pick up and delivery is offered to all customers at the time of the appointment and again at the arrival of the customer for of the appointment. Advertising on website and all our social media sites as well as a flyer attached to the customer RO.
2. Cost of Labor -Our techs are very well paid, which makes our cost of labor high. We are going to change the pay structure to make it more customer service oriented, giving the techs a sense of urgency to meet promise times, and turn more hours weekly.
3. Expenses - Our expenses are out of line. The service writer pay plan is being adjusted to put their pay more in line. The goal will be to minimize declined services and increase add ons. We are not selling our hours available.
4. Productivity - Our techs are only a little more than half proficient. We implemented a scheduling change, to schedule more towards tech ability and help try to control the workflow. We are also bringing on 3 new apprentices in the next 120 days.
5. Facility - To increase our facility utilization we are implementing an apprentice program, scheduling to ability of tech, and increasing Saturday hours to drive more maintenance work in the shop.

6.

Repair Order Analysis Summary Report							
	Sales in Dollars	FRH's on RO's	Averages	Analysis			
Competitive	\$ 240	2.00	120.00	FRH Average			
Maintenance	\$ 4,488	67.40	66.59	FRH Average			
Repair	\$ 13,334	95.40	139.76	FRH Average			
Totals	\$ 18,062	164.80	109.60	Customer ELR			
Total Ro's in Sample		0	Target Labor Rate Difference	109.60	Per FRH		
Cost of Labor							
Total Cost of Labor	5269.70	Total Sales	29.18%	Percent Cost of Sales			
Total Cost of Labor	5269.70	Total FRHs	31.98	Cost per FRH			
Repair Order Measurements							
Total Labor Sales	18,061.86	Total ROs		Avg Labor per RO			
Total FRHs	164.80	Total ROs		Avg FRH's per RO			
Menu Sales		Total ROs		Percent Menu Sales			
Competitive FRHs	2.00	Total FRHs	1.21%	Percent Competitive			
Maintenance FRHs	67.40	Total FRHs	40.90%	Percent Maintenance			
Repair FRH	95.40	Total FRHs	57.89%	Percent Repair			
One item ROs	0	Total ROs		Percent One Item RO			
Model Year Analysis							
2024	2023	2022	2021	2020	2019	Older	Total
0	0	0	0	0	0	100	100
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	

Labor Mix

■ Percent Competitive ■ Percent Maintenance ■ Percent Repair

Note- Synopsis on 100 Ro Review

Our competitive mix leaves room for additional sales in the shop. Knowing that our Ford customers likely own more than one vehicle in the household, it a great opportunity for growth. Informing our customer we service all makes and models can generate additional sales and increases our exposure to future vehicle sales when those customers are satisfied with our service department.

One Item repair orders are 39% of our RO count in this sampling. More training for advisors on informing the customer of current MPI results and planting seeds for future visits can improve this measurement. Timely and complete MPIs performed by the technician's will reduce one item repair orders while increasing labor sales and GP.

Labor cost is driving down GP% Focusing on dispatching to appropriate qualified techs along with adding techs will improve GP% We frequently find ourselves assigning work to over qualified techs when trying to put the customer's needs first.

7. SWOT

Strengths

1. Great product backed by manufacturer.
2. Solid group of Service writers with varying level of ability that work together to get the job done.
3. New Assistant service manager starting to be more supportive of the TEAM and help inspire them to grow professionally while surpassing customer expectations.
4. TEAMWORK
- 5.

Weaknesses

1. Lack of quality technicians
2. Appointment takers not being thorough enough explanations of problems when making appointments.
3. Over scheduling the shop
4. Lack of quality updates from technician/writer
5. Time to complete inspection and finish the job
6. Tech ability to complete work.
7. Lack of Management follow up
8. Tech ability to get work completed quickly.
9. Communication
10. Profitability

Opportunities

1. Growth of wholesale/fleet customers
2. Updating menu pricing
3. Incentivizing
4. Training the Dispatcher to better dispatch the work to tech ability.
5. Training the Appt setters to ask quality questions when scheduling.
6. Doing more Pick up and Deliveries for better CSI

Threats

1. Upset customers, CSI, lack of customer retention.
2. Express Team time to complete job
3. Lack of staffing in the quick lane
4. Lack of follow up by advisors with customers.
5. Labor rate \$185
6. Parts availability
7. Loaner car availability
8. Bad attitudes at work
9. Cleanliness of Shop
10. Lack of details on service advisor write ups

11.CSI – length of service complaint

Objectives

1. Improve Gross Profit %
2. Improve Tech proficiency, Productivity, and efficiency. (Main Shop and Quick Lane)
3. Implement training for the Service writers for WEPPA claims and GCCT cases.
4. Implement training for the BDC reps to get quality information at the time of the appointment for better dispatching.
5. Change Service Writer pay plan to keep the % of pay within guides.
6. Reinstate the comeback log to tracker to ensure quality repairs.

Strategies

1. Training for proper dispatching
2. Asst Serv Mgr to lead and train the Advisor team to write better write ups
3. Increase number of hours per technician
4. Discuss possible BDC department calling for declined service recommendations.
5. Explore different avenues for obtaining qualified technicians.
6. Shop meeting to discuss daily cleanliness of shop
7. Ensure Pick and delivery is offered to all customers

Tactics

1. Service Management must authorize all discounts on parts and labor.
2. Adjust Service hours to 6pm close Mond-Fri and look at 8-4 on Saturday(when staffed)
3. Lost sales analysis in by weekly Service Mgr Meeting
4. Track GP% in each category weekly to track trends earlier

<u>Action Plan</u> <u>Date</u>	<u>By Whom</u>	<u>Completion</u>
Shut off Computers ability to allow discounts	Serv Mgr	Feb 24 th , 2023
Track GP %	Serv Mgr / GM	Weekly
Coach Serv Writers Deficiencies	Asst Ser Mgr	Daily
Coach Dispatcher to properly dispatching	Serv Mgr	Daily

Change Lube ad to "Apprentice" ad 30th	Serv Mgr	January
Service Managers & Gm Huddle weekly	GM - Serv	Weekly
Tire measurement and Wiper check in drive	Asst Serv Mgr	Mar 1 st 2022
Change Closing hours to 6pm 2022	Serv Mgr	Mar 1 st
Reinstate comeback log tracker	Serv MGr-Asst MGr	Jan 30 th 2022

Synopsis

Our new Asst Serv Mgr help educate the advisor team how to write quality write ups and our BDC team on what quality questions to ask before scheduling. This will help the technician diagnose the issue quicker for better CSI and improve profitability.

Changing our hours of operation to close at 6pm, will better serve our customer base.

Offering pick and delivery will not only make our customers happy but will increase the amount of hours through the shop.

Implementing clearer processes to make the team operate more efficiently.

During the drop off process have our valet team measure tire depth and wiper function for increased our upsells prior to going in the shop.

Service manager will work directly with the dispatcher to improve distribution of tickets.

