

Tom Kastrati

Class N332

D'Arcy Buick GMC

Strengths

1. Great facility. We have perfect location, cleanliness, and have recently extended the number of service bays.
2. Customer retention. We have extremely loyal customers that will keep coming back to us.
3. Great customer reviews. We have a 4.5 star average across the board.
4. General Manager is more involved with service department to create growth and opportunity.
5. Knowledgeable advisor team and mechanics. This helps upsell and creates more profit.

Weaknesses

1. Communication within and between departments.
2. Availability of rentals for service customers. We frequently have to say that we have no more available.
3. Availability of same day scheduling. Saturdays are usually completely booked and customers have to schedule for the next week which creates irritable clients.
4. Comebacks. This causes extreme frustration for those customers and after this happens they typically do not return after their vehicle is fixed.
5. Not open on Sundays and we are open partially on Saturdays. Our union mechanics do not work weekends. Surrounding service shops are open on weekends.
6. Advisors do not walk customers inside to show them the waiting room or complimentary beverages. Newer customers are occasionally unsure of where to go.
7. Discounted service work significantly reduces profit.

Opportunities

1. Growth for volume and business.
2. Reach out and offer services discounts to local businesses and organizations.
3. Come up with and carry out new ideas to market our service department.
4. Extend business to clients in outer cities surrounding Joliet and farther out.
5. Change around parts desk area to be more appealing to customers with a different layout in the form of a "check out" section. This will allow for more profit and happier customers.

Threats

1. Misconception of cost between our dealership and local shops. Typical thoughts are that we are more expensive because we are a dealership. Sometimes we are actually cheaper for the same service.
2. Greater divide between writers and technicians than there already is.
3. Other shops are open weekends for service and we are not.
4. More comebacks result in bad reviews and negative word of mouth.
5. Local competition. There are several local shops that perform service work and we are competing with them for business.

Objectives

1. Improve communication and customer service of advisors.
2. Improve openness of days that are typically full to utilize our new service bays.
3. Limit comebacks as much as possible.
4. Increase gross on customer pay repair orders.
5. Improve availability of rental vehicles for service customers.
6. Market our service department with prices to avoid cost misconception and to compete with local shops.

Strategies

1. Require writers to obtain clearance for price discounts on services by Service Manager or General Manager.
2. Work with Service BDC Manager to improvise a schedule that works for customer demand.
3. Price out local competitors and advertise a price comparison.
4. Require test drives by technicians for every applicable service vehicle.
5. Train service employees for better customer service and communication.
6. Look into expanding oil change bays.

Tactics

1. Service Manager or General Manager must authorize all parts and labor discounts.
2. Add oil change bay(s) and hire appropriate technicians.
3. Add price comparisons to website as well as within the dealership.
4. Mechanics must test drive appropriate vehicles before and after service.
5. Advisors must complete appropriate training.
6. Approach local businesses and organizations to complete service agreements.