

## **Facility**

- Currently we do not have a focus on facility utilization, but rather other metrics such as hours sold, efficiency, gross per tech.
- Ensuring bays are scheduled to be occupied by a technician during all business hours
  - o Analyze staffing schedule
  - o Analyze bay layouts and assignments
- Properly loading time on each RO (current CI Event here at Campbell)
- Once time is loaded correctly on each and every job line, we can begin our improved scheduling system
- Improved scheduling system will allow us to truly gauge ship utilization (part of current CI Event here at Campbell)
- This will be achieved by the development, pilot, then full implementation of the time loading process as well as the scheduling system

## **Productivity**

- As with Facility utilization, we do not currently put the appropriate weight behind the proficiency metric, but rather focus on the metrics defined above
- RO Analysis Project to determine some root causes for low proficiency
- Tech discussions to determine any opportunities or weaknesses they may notice to log as a possible root cause
- Scheduling system from Facility topic will also play a key role in increasing proficiency
- "Go and see" some repairs from start to finish. Help get a fresh set of eyes on the process to determine any OFIs
- Focus on training and effectiveness of training as this will help boost proficiency
- Add proficiency metrics and goals to current service advisor and foreman bonus structures to drive not only billing but also tech improvement

## **Analyze Cost of Labor**

- We pay our techs an hourly rate with the potential for a customer pay and warranty bonus based on hours worked and efficiency (I know what you are going to say, it should be proficiency and we are discussing moving to that lol)
- We are not planning on making any changes to the current pay structure but we are looking at the bonus structure
- We are introducing a new potential income stream for our technicians who would like to mentor newer/green techs, with that being another form of payment
- Our area dictates a premium when it comes to pay of technicians, so because of this our personnel costs are always a focus as well as our labor prices to ensure we are maintaining margins as well as in line with roughly 40% personnel costs.

## **Changes in Expense Structure**

- We are not selling all available hours, with customer pay being better than warranty. Warranty is more hours paid versus sold but wanted to include as well
- We are making a push with proficiency and efficiency to help boost our metrics

- Scheduling and loading time process projects are going to play a huge part in this
- Expenses can be improved upon, leading to an increase in net
  - o Our biggest challenge was a 125% increase in our rent this past year due to our former landlord selling the property. This is a monster that hit us hard and we are still adjusting for

### **Level of Current Training**

- Currently our tech training structure is to find what we need to meet requirements then find the tech best suited to meet the requirement. I want to move away from this
- We are not currently fully meeting the minimum requirement due to two of our long term (one 12 years the other 19 years with us) leaving for retirement and moving out of state
- This hit our training hard and exposed our gap in training succession planning
- We are inline with base requirements but not inline when it comes to professional requirements
- Where I want to move towards is a more defined and personal tech development plan which would outline their strengths and weaknesses then create a training schedule and structure the tech's strengths first to maximize output then shift focus on some of their weaknesses that they would like to gain knowledge on

### **SWOT Analysis**

- Compiled data and touch on top result of each section
- Strength
  - o Top result was culture
  - o This has always been a focus here at Campbell, not only a positive and supportive culture but the true family feeling that we work very hard to maintain
  - o With this being our top strength, this is also the strength we strive so hard on maintaining especially during a time of growth we are seeing over the past few years
  - o Action Item for this strength would be to reinforce what we are already doing, continue field feedback from our employees, continue to support our employees when in times of need such as providing loans, introduce more team building activities on the department level as well as the entire corporate level including holiday parties, picnics, BBQs, etc.
- Weakness
  - o Top result was technology
  - o There is some question as to why this was noted as a weakness and we believe it was due to lack of communication and/or knowledge
  - o All technicians in the service department have the opportunity to receive their own laptop, USB link, and supporting hardware when they complete their system certification
  - o Training can be done at work or at home in which we will pay for the techs time
  - o I feel like this is not being communicated and/or understood by our teams
  - o Action items for this weakness is to recommunicate our current process for laptops with the service teams. Ensure they are set up to succeed and achieve the milestone needed for the laptop, step back and ensure we have enough common laptops for people who are training to use and share throughout the shop

- Opportunity
  - o Our top opportunity was training
  - o I touched on this in the level of current training topic
  - o We currently focus on requirements and develop training plans for our technicians based off of that
  - o We are working on changing this approach to formulate training based on technician and technicians' strengths and goals
  - o We feel with this approach there will be less of a focus on just meeting the requirement as we are building technicians in parallel with training, as well as having a solid succession plan in place with more options
  - o Action item is to further develop our training plan, shifting the focus to individual tech development as well as adding structure so that training costs are depreciated over time against the techs pay in a form of a loan that isn't required to be paid back unless the tech leaves the company. This will help us retain newly trained techs and protect our investment of training.
- Threats
  - o Top threat is competition
  - o On the other OEM level, we do have some competition from other OEMs in our area
  - o They have become very predatory over the recent years in regards to our staff, customers, and pricing strategies
  - o We have been able to adapt when reasonable but at the same time drive the value, we produce for our customers in regards to availability, logistics, technology, consistency, dependability, and our awesome customer focused service
  - o On the same OEM level, we do face some competition but we usually are on the receiving end of employees coming to us without us doing anything predatory to scout them
  - o We contribute this to our culture, values, and the focus we put on our employees
  - o Price was we are usually higher than our neighboring Freightliner dealers, but we find that we are the ones setting a standard with the other dealers' goal of undercutting us. So, because of this it hasn't made sense to base our pricing off of theirs, but to instead focus on the value we produce
  - o Near and Long-Term acquisitions will play a major part in the proximity and nature of our competition
  - o Action plan for now is to continue monitoring our competition including their hiring, pricing, and training practices to ensure we stay competitive. Continue to show and prove the value we add to each and every one of our customers