



DRALLE CHEVROLET
BUICK GMC

CINDY ANDERSON
CLASS 35

STRENGTHS

1. We work well together. The technicians are always willing to jump in and help and offer suggestions to each other as needed.
2. We Have loyal customers. Being in a rural community it allows us to know the majority of our customers by name.
3. We have experienced technicians and great training opportunities for those not as experienced that join our team.
4. We have upgraded our technology to X-Time software, so we can communicate better with our customers about the work needed or being performed on their vehicles.
5. We have replaced or repaired our equipment so the technicians can work more efficiently and proficiently.

WEAKNESSES

1. Time management with service advisor and technicians.
2. Communication with sales and service needs improvement.
3. Parts department doesn't keep sufficient stock. It becomes frustrating and inconvenient to the customers to have to have a return visit.
4. Not having the technology to do programming and work on all makes and models.
5. Marketing is not where it should be for the service department.
6. We are understaffed.
- 6.

OPPORTUNITIES

1. We have developed a progressive career path for our technicians.
2. We give the opportunity to get ASE certified.
3. Our Experienced technicians help to mentor our Jr technicians.
4. We have competitive pricing.

THREATS

1. Our service advisor hasn't had the proper training.
2. Lack of technicians. Which results in scheduling issues for customer convenience.
3. Our warranty labor rate is not where it needs to be currently.
4. Loss of work to other dealerships.
5. Parts being on back order.

OBJECTIVES

1. Get an increase in our warranty labor rate.
2. Improve technician productivity and time management.
3. Possibly get in house consultant agency to train service advisor.
4. Motivation technics for the technicians.
5. Improve customer pay RO sales.
6. Implement process to do mystery shops every quarter.

STRATEGIES

1. Add at least one more technician to our team.
2. Limit discounts for customer pay to help ensure a warranty labor increase.
3. Implement more marketing promotions i.e., get your vehicle ready for summer or winter.
4. Boost motivation and morale with incentives to accelerate workflow.
5. Get technicians in the habit of organization and cleanliness with their work areas.

TACTICS

1. Hire shop assistant to help with check in.
2. Service manager must authorize discounts.
3. Weekly level 10 meetings to review measurables and goals with technicians.
4. Bonus programs and incentives for shop foreman.
5. Meetings and better communication with parts manager.
6. Get estimates for tools to diagnose and program other vehicle brands.

OBJECTIVE/STRATEGIES/TACTICS

ACTION PLAN

TASK	BY WHOM	COMPLETION DATE
Implement pass code for discounting	Service manager	April 1 ST , 2023.
Review schedule daily to maximize time	Service manager/service advisor	April 1 st , 2023.
Create marketing campaigns for seasonal services	Service manager/IT manager	May 1 st , 2023.
Create tech bonus and incentive programs	GM / Service manager	June 1 st , 2023.
Implement weekly service meetings with techs	Service manager	May 1 st , 2023.
Create 5-5-5 for techs to go over goals and production	GM/ Service manager	April 1 st , 2023.
Consider upgrading inspection and programming tools	GM/Service Manager	June 1 st , 2023.
Implement training program for service advisor.	GM/Service manager	June 1 st , 2023

SYNOPSIS

It is apparent that we need to take steps to decrease our discounting practices in order to reach our profit goals. We also need to take steps in maximizing our time management and productivity. Creating technician bonus and incentive programs will help with that process.

Creating marketing campaigns will increase our service traffic and gross. Also, implementing a quarterly mystery shop and posting the competitive pricing in our service lane will help with upselling and will take the hassle away from our customers having to contact other local service departments for competitive pricing. Which helps build loyalty and trust.

In addition to the weekly level 10 meetings, scheduling quarterly 5-5-5 conversations with the techs individually to set goals, measurables, and check on their morale. I believe that this will increase their motivation and proficiency.

Upgrading our programming and diagnostic tools will give us the ability to work on all brands. This would help us reach our goal of profitability quicker.

Training and coaching programs for the service advisor would go a long way in improving our customer retention rates.

I am looking forward to reaching our goals as a team.