

SERVICE DEPARTMENT ANALYSIS FOR INTERSTATE FORD

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QUALITATIVE ANALYSIS

STRENGTHS

1. High traffic shop with a lot of regular fleet customers.
2. A busy quicklane section with 9 quicklane techs that give us the opportunity to mold into line techs.
3. We have a very experienced group of flat rate techs that have been here many years, with 3 techs having over 20 years each.
4. We have a general manager that gets involved with day to day operations in our service department.
5. We have a very good team dynamic where everyone is helping each other.
6. We have a great mentor in our service manager that has over 30 years of experience who we learn something new from everyday.

QUALITATIVE ANALYSIS

WEAKNESSES

1. Parts and service interaction does not mesh at times. We have started using CDK Smart with ECAT and are having trouble getting everyone on board.
2. We have several techs not being consistently productive from week to week.
3. Parts department has very few experienced counter people.
4. Service advisors are currently not using the diagnosis sheets for intermittent problems as the customers are being put into the system.
5. Not having all the proper special tools needed to do the job.
6. We have several employees with bad attitudes that seem to affect the entire department at times.

QUALITATIVE ANALYSIS

OPPORTUNITIES

1. To instill our dealer group vision of creating a working environment where every individual is inspired to grow professionally and surpass customer expectations.
2. We have a career path set for entry level technicians and advisors that we can count on to help with retention.
3. We have paid training for techs and advisors.
4. We are part of a large dealer group that has a lot of room for advancement not only in this dealership but 13 group-owned dealers.

QUALITATIVE ANALYSIS

THREATS

1. We have 2 Ford dealerships that are relatively close to us that are expanding to try and capitalize on the fleet and quicklane markets.
2. Our non-Ford competitors have longer hours of operation and are also open on Sunday's potentially taking some of our work.
3. Ford dealers near us are also starting to try and corner the market on the Electric Vehicles by installing the infrastructure needed to support them.
4. Our most inexperienced techs, being quicklane lube techs, are the first employees they see as they look into the service department. The viewpoint to the customer may seem that we do not have older experienced techs that they can count on to repair their vehicle correctly.
5. Independent shops advertise more than we do for service.

OBJECTIVES/STRATEGIES/TACTICS

OBJECTIVES

1. Improve technician proficiency.
2. Increase RO count especially for Quicklane.
3. Improve gross on customer pay RO's.
4. Improve shop morale.
5. Have weekly meetings between service and parts department to try and correct miscommunications causing no part, or the wrong part being ordered.
6. Start using customer diagnosis sheets for intermittent concerns.

OBJECTIVES/STRATEGIES/TACTICS

Strategies

1. To reduce 1 line RO's by enacting upsale spiff program.
2. Schedule one-on-one reviews with technicians and discuss what we could do to make them more productive.
3. Implement system that both parts and service can use to make sure we have the right parts here for the time the customer is scheduled. Looking at the pre-writes the night before and pulling the parts for the following day.
4. Having weekly meetings as a group with all the technicians to discuss things that can improve the shop and new things they may have discovered that could help another tech.
5. Start working on all makes and models to try and eliminate some of our independent shop competition.

OBJECTIVES/STRATEGIES/TACTICS

TACTICS

1. Advertise more for the service department especially for the competitive maintenance labor sales.
2. Enacting upsell spiff program for flat rate techs.
3. Advertise more for pick up and delivery for customer convenience.
4. Ensure pre-approved work has the parts already pulled for technicians and is in the vehicle as they pull it in reducing technician time in parts. Mostly oil filters and smaller items that are quick and can be pulled the night before for the appointments that are coming in the following day.
5. The service manager must sign for any discount over 10%.

OBJECTIVES/STRATEGIES/TACTICS

ACTION PLAN

Task	By Whom	Completion Date
Implement spiff program	GM/SVC manager	6/01/23
System to track 1 line RO's	SVC manager	4/01/23
Weekly Tech meetings	SVC manager	Weekly
Weekly Parts/service meeting	GM/SVC manager	Weekly
Pull parts for Pre-writes	Parts manager/Advisor	Daily
Employee reviews	SVC manager	Yearly
Increase Pick up and Deliveries	BDC/SVC manager	Daily
Advisor use of diagnostic sheets	Advisor/technician	Daily
Contact fleet customers	Assistant SVC manager/shop foreman	6/01/23

SYNOPSIS

After completing this class it has become apparent that we are missing out on a lot of potential upsells. The one-line RO's are a huge problem we plan on tackling by enacting an upsell spiff program that has already been discussed by both the General Manager and Service manager. It was eye opening to see that 87% of the RO's we write are one-line.

We also know that 2 Ford dealers both within 20 miles are expanding their Fleet and Quicklane departments. This has me concerned as we have seen a slight decrease in Fleet traffic. We plan on contacting fleet accounts we have not seen here in a while and see why they have not been coming back.

Ford is currently offering \$50 for each pick up and delivery of our customers. This opportunity helps in 2 ways by making it more convenient for our customers and also helping our bottom line. We plan to hire additional drivers to help out with this new program.

Weekly meetings with both parts and service departments should also help with customer satisfaction by making sure we have the right parts before the customer gets here for their appointments.

We know by enacting a lot of the previously discussed items that our dealership will be more efficient and productive. Enacting these new items should help with Kenwood Dealer Groups vision of creating a caring environment where every individual is inspired to grow professionally and surpass customer expectations.