

Service department analysis for Sterling GM/Buick/ Cadillac

Strengths

Large customer pay base. Average mileage of vehicles coming into service drive have over 50k.

Service director is new to this company but has over 20 plus year experience and is a leader willing to train.

Shop foreman is well seasoned and is loyal and only wants to see the whole department succeed.

Weaknesses

Pay plans had no incentive for technicians or advisors to improve. No spiffs or bonuses for exceeding expectations or improvements to job performance.

Short staffed on advisors.

Service hours of operations do not match sales department hours of operations.

No procedure in place for special order parts and getting customers back in to have parts installed in a timely matter.

Advisors not being held accountable to complete task.

Opportunities

College town with a steady income that does not seem to be affected by outside influence like inflation or world events.

Diverse social classes and growing communities.

Aggressively market service and parts department.

Install a dare to compare area pricing board in service lane.

Become more open to all cultures and attract more business from other businesses in the area.

Treats

Every brand of manufacture within a few miles of the dealership.

Stand alone Chevrolet Dealership close to dealership.

Lack of technicians in area.

Lack of experience service advisor in area

Inability to attract people to work at this dealership and not our competition.

Objective

Create pay plans that reward above performances and motivate everyone to become better at what they do.

Advertise aggressively to increase business to our service department.

Thinking outside the box to improve service experience to our customers.

Proactive thinking to handle problems that arise in the daily business.

Increase effective labor rates, hours per work order with training to work smarter instead of harder.

Strategies

Service director held responsible to train every member in the service department.

Service manager handles daily business for the service drive.

Hold weekly meetings with advisors and technicians.

Post a board in break room showing hours and tech production monthly showing improvement.

Quarterly reviews with every member of the service department.

Tactics

Service manager is the only person allowed to adjust pricing.

Adjust shop foreman's pay to be based off shop production with a bonus program for hours produce.

Adjust tech pay for hitting tiers. The more hours produced, the more paid per hour produced.

Adjust advisor's pay plans to produce more hours per R/O while increasing effective labor rates.

Increase door rates to be competitive in the area.

Special order process in place to ensure customers are handled in a timely matter.

Post service specials to website monthly.

Synopsis

Increase hours of operations to mirror sales department. Service director freed up to handle staffing, training, and advertising. Service manager handles all day-to-day issues. Director will hire more technicians, advisors, and support staff. Director will read all CSI's comments and document game plans for every member in the service department to become the best they can. All pay plans will reward over achievements. The more you produce, the more you will make.

Weekly meeting held to keep all members aboard and on the same page.

Director will increase opportunities by developing more ways to add to the net with proven tactics. Customers are wanting more options. Pickup and delivery, mobile services, and more ways to pay for services without going to the dealership.

We will also have a stand-alone accessory shop. With more vehicles not requiring maintenance to be done as often, we have to recoup this loss by becoming a one stop for all your needs and wants.

We look forward and excited for a bright future. By creating a more friendly, options of service, and taking care of all makes and models, we plan on a very profitable future with controlled growth.