

Strengths

1. Due to Kias continuing recalls we are afforded a good car count through our driveway with marketing to customers that have service campaigns and product improvements.
2. Our surrounding community is experiencing continued growth which adds to our PMA as well as our dealer group has four of the seven new car stores in the high desert community.
3. We are consistently improving our facility and its accommodations to meet customer expectations and provide an exceptional service experience.
4. We currently have a great shop atmosphere, the technicians do not seem to have animosity or power struggles going on. We have a very strong shop foreman that is very well suited for his position.
5. Our Service advisor team is well balanced and very friendly to the customer base. They try and provide a great experience each visit and this shows in our consistent KSI results.

Weaknesses

1. Time management becomes an issue often with all staff members in particular the communication between advisors and technicians.
2. Staff availability with callouts and vacation times
3. Kia parts availability often times creates customer dissatisfaction as there are extreme delays in parts acquisition.
4. Do not currently have a dare to compare board.
5. Some staff members are not engaged they are here only for a paycheck and do not push to be better or excel.

Opportunities

1. Multipoint inspection process has the most potential currently for Improved performance with video presentation taking the lead objective , second in multipoint would be customer engagement going through and opening the video reviewing each line item and then approving or declining the recommendations, so that are service advisor can promptly relay that information to the technician and parts departments.

2. Overall efficiency in technicians and advisors. By following set trained upon processes the advisors and technicians can increase their own performance levels thus helping overall production in the department.
3. Install a dare to compare board and also add a video to the monitors showing exactly what our process is to help the customer understand what we offer that is better than the alternative shops in the area.
4. Staff appropriately to have the customer immediately greeted at the driveway directly at the car before exiting the vehicle.
5. Add an additional night shift for technicians once the need meets a level that we need additional staffing on technicians to help with engines and heavy line items. (We had a night shift last year when we needed production hours available).

Threats

1. Independent repair shops are prevalent in our area creating a lot of choices for our clients. They are sometimes less in cost than we are but also do not offer the same warranties or amenities.
2. Because of the ease of warranty through Kia some of our advisors rely on warranty to provide hours and don't always do their best to sell customer pay work.
3. Insurance regulators have recently started denying customers car insurance if they own a Kia or Hyundai this can inhibit customers from buying new cars or used and in the long run limit service customer returns if it is not corrected
4. Improper manufacturer training on new technology and known issues from Kia. The manufacturer is hasty in their approach to

Address issues with cars and will often put out a TSB and then remand it sometimes within a few days of the original fix. This makes the dealer appear to not know what they are doing.

Objectives

1. Improve Multipoint inspection performance with training on how to present a great video and also getting customers engaged in the process so that they actually expect their video and ask where it is if not given. Manage $\frac{1}{4}$ time better to present the multipoint in a timely manner.
2. Manage discounts tighter so that the ASM will not give the margins away.
3. Improve communication so that the technicians and advisors can improve their interactions and create a quality tighter flow.
4. Watch work shop flow closely to make adjustments to shop to process as much work as possible in the allotted time given.
5. Work on customer facing presentation aesthetics, make sure my staff is appropriately dressed and ready to interact with the clients.
6. Improve the entry and accessibility for clients so that we create a great experience from prior to arrival to departure.
7. Work on phone skills and training to better serve the department and customer base.

Strategies

1. Create videos to demonstrate how to do a proper multipoint inspection video, Create word tracks for advisors and verbiage on the work order to let customers know to expect a video multipoint inspection and electronic interaction so that we can increase awareness and throughput.
2. Monitor discount codes and remove CSA ability. (completed) keep track of these discounts and totals to watch overall ELR.
3. Work with our current software program dealer-fx to improve training and usage which provides all the benefits to help with communication
4. Work with Dispatcher shop foreman to make sure and assign work properly and also to catch when technicians are stuck or lacking motivation to complete repair orders
5. Work on uniforms and overall cleanliness and presentation on customer facing staff
6. Add a podium and assign staff to the podium for quick greeting make sure staff is assigned and doing what is requested.
7. Provide phone training and scripts and do practice to assure the phones are being answered and proper information given.

Tactics

1. Monitor reports and go over results with staff regarding MPI production , Video Presentation , customer acknowledgement and results when process is followed
2. Provide results showing difference in gross and advisors payroll comparing previous months to the averages on the months when adherence was reached
3. Work with trainers and do one on one training to teach the usefulness of the system to the staff to improve communication.
4. Monitor daily production and opportunity to adjust and correct to create a positive outcome of production.
5. Order new uniforms and speak with personal regarding hygiene.
6. Ordered a new podium and work on the scheduling and entry area to create a warm inviting area for the guests
7. Arrange phone training for entire store if possible.

Action Plan

| Task | By Whom | Date |
|---|---------|----------|
| Work on video creation for both techs and customers to be completed by Paul Hayley, Louis Palos and Andy Wilson | | 07/01/23 |

Have already turned off the CSA ability of the advisors. Monitor discounts and make sure that they are properly applied as needed and that prices are being adhered to be completed by Paul Hayley this is being done daily Monday through Friday and in place already.

Pull up and review training videos on communication and have a general meeting as well as one on one training to help expedite this , Andy Wilson to be in charge and complete by 07/01/23

Shop foreman to have access to all work flow and technician efficiency as well as all cases in tech support, Daily reports of efficiency and production. Joseph Pearring in charge of this task and is currently done daily Monday through Friday.

Order new uniforms and review company handbook and make sure staff understands proper attire and being kept up.

Ordered a new podium and will have installed by 05/23/23 with front area being rearranged and designed for customer interaction. This will be completed by Paul Hayley by 06/01/23.

Provide Phone training and scripts with a trainer based on what we want to do as a company to be completed by Shawn Nazari and Paul Hayley and Pepe Cervantes by 08/01/23.

Synopsis

The breakdown in process evaporation is what affects the department and the store most of all. I often times have managers come to us and they are not sure how to handle a situation. This affects all departments. At this time there is not a protocol for turning over a sales lead. The departments need clearly written processes and training to interact with each other. Our service staff does a great job with what is directly in front of them but need time management and skill sets to help with follow up and incoming business. By adjusting the greeting and area that guest are greeted in this will help with attendance to incoming clients.

By training on phone skills and communication that will help alleviate customer confusion and help with upsells and doing the best we can with each car that comes through.

All of these items will help with customer retention and client returns as we will appear to have our business together.

Meeting and exceeding guest expectations is easier when the guests know what to actually expect and when we actually know what they expect and do our best to meet and exceed those goals.

Making things for the guest transparent and easily understood will create a profitable and growing business model that can continue to expand as the brand and customer base continue to evolve.

