

Service Department Analysis for
Allen Samuels CDJR

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N-413

STRENGTHS:

Our service department opens six days a week (Monday-Saturday). Hours of operation almost mirrors the Sales Department hours.

Our town is growing at a steady rate due to Baylor University

We have experience Service Advisors

We are located 45 minutes away from any of our competitors.

Our Service Department is new and attractive with a nice lounge area.

We still offer our customers service loaner vehicle unlike our competitors.

We offer courtesy wash when a customer gets an oil change.

WEAKNESSES:

We have a moderate to high technician turnover rate

Our service advisor does a poor job at communicating and following up with customers

We tend to get quite a few service repair comebacks

Our service department shop does not have air conditioning

We don't have enough technicians

We recently had a technician get promoted to Shop Foreman

We mostly outsource our non-Chrysler repair jobs

We are not maximizing our available labor hours

OPPORTUNITIES:

Create a more effective advertising program to attract more qualified technicians.

Get better phone skill/people skills training for Service Advisors

Organize team building activities for the department

Train technicians and purchase more equipment that allows us to work on other makes and models

We have a growing population of young people in our town because of Baylor University

Threats:

CSI are low due to our Service Advisors level of customer service

With a growing population another store can be built closer to us

With a lot of comebacks our service department customers could soon find another place to service their vehicle

The service department finds it very difficult to retain their technicians and Service Advisors

Customers have a hard time getting their vehicle serviced on a timely basis. We are currently two weeks behind on taking service appointments.

OBJECTIVES:

Track lost sales

Find a way to increase CP ELR in order to raise the warranty labor rate and achieve more gross profit

Increase the hours per RO

Improve technician productivity, efficiency, and proficiency

Provide more effective training to our technician and Advisors

Improve customer service by devising a better communication system

Focus on raising our CSI score by improving on how we answer phone calls

Hire more technician and find out what is causing the turnover rate

STRATEGIES:

Work on implementing a department responsible for answering and following up with service customers

Put in place a program that focuses on tracking lost sales

Minimize or even eliminate the ability for Service Advisors to place discounts on any labor or part without a manager approval

Multi Point Inspection are to be conducted on every eligible vehicle going through the service lane

Make sure we have a competent Shop Foreman who can assign the right work to the right technician

Target trade schools and colleges to find the best and brightest future technicians

Come up with a better pay plan that would attract better quality technicians

Have a more extensive hiring process for Service Advisors

Reward employees for good CSI scores

TACTICS:

Ensure we're finding ways to improve our overall morale in our organization

Increase tech proficiency through proper management and assignment of work.

Conduct weekly meetings with department head. Talk about current stats and opportunities to maintain and improve our departments.

Conduct daily meetings with Service Advisor to ensure everyone is on the same page

Track daily fill rate and lost sales in the Parts Department

Make sure management are holding themselves accountable before holding the Service Advisors and technicians accountable

Minimize the use of discounts from both Parts and Service Advisors unless authorized by a Manager

Improve our CSI scores by putting in place a consistent system in which customers are able to communicate with our Service Advisors more effectively

Hire more qualified technicians to minimize work overload which in turn will lower customer comeback, give us an opportunity to accept more appointments, and lower trade-in recon time

ACTION PLAN

TASK	ROLE	COMPLETION DATE
IMPLEMENT DISPATCH CENTER	GM/SERVICE MANAGER	JULY 1, 2023
WEEKLY MEETING WITH MANAGERS	GM	WEEKLY
TRACK FILL RATE AND LOST SALES	PARTS MANAGER	DAILY
TRAIN SERVICE ADVISORS	SERVICE MANAGER	WEEKLY
ELIMINATE DISCOUNTING	SERVICE MANAGER	JULY 15, 2023
ASSIGN WORK BY SKILL LEVEL	SHOP FOREMAN	JULY 15, 2023
FOCUS ON ADVERTISEMENT	GM/SERVICE MANAGER	JULY 20, 2023
CREATE TECH BONUSES	GM/SERVICE MANAGER	AUGUST 1, 2023
TEAM BUILDING EXERCISES	SERVICE MANAGER/FOREMAN	MONTHLY
ENSURE MPI DONE 100% OF TIME	GM/SERVICE MANAGER	DAILY

SYNOPSIS:

Every service department's main goal is to provide great customer service to ensure customer will continue to come back. The number one complaint most customers have against service departments across the country is that they have a difficult time being able to reach us. By implementing a system in which our customers are better able to reach us and receive information in a more efficient manner will immediately improve our CSI scores. To achieve this, we will create a separate dispatch center where the customer can get ahold of us anytime during business hours. For this to work more efficiently our technicians and Service Advisors need to establish good communication between each other to ensure the work is being done correctly and on a timely basis. We will also set up a rewards system when our department achieve great CSI scores.

Another area we can improve on is hours per RO. By consistently making sure we're performing Multi Point Inspections on every eligible vehicle running through our service lanes. We will also implement having our technicians use videos to show customers what repairs are recommended. Both strategies will ensure we create more business while creating trust and customer loyalty. We will also work on making sure the Shop Foreman is assigning work based on our technician's skill level, proficiency, and job type to ensure we are maximizing, hours, probability and maintaining a high FTFR. Implementing this process will maximize customer retention and minimize customer repair returns. By limiting discounting to only the service manager we can better track our ELR which in turn with hiring an outside company to assist us will help us raise our warranty labor rate.

Overall, I believe our service department has a lot of potential if we can just teak a few things here and there. As an organization our goal is to provide exceptional customer service while maximizing gross profit. We have a great group of people in our organization coming from all different backgrounds. Every Allen Samuels employee should come to work every day asking ourselves what we can do to make a difference in our town of 150,00 people. We also need to make sure we are treating our employees with the utmost respect. Our employees will appreciate that and in turn treat our customers with respect. Through these changes we will be able to continue to grow our company and maximize our profitability, customer satisfaction, and happy empolyees.

