

MYSTERY SHOPPING

The Mystery Shopping exercise can be carried out at varying levels in all departments within your business. Independent customer visits, telephone, email and website contact can be utilised by the Dealer to provide stake in the ground insights

STRESS TESTING PROCESS

Mystery Shopping can also be used to stress test processes. It allows a review of process before the apd team visits the site

ENTRY & EXIT INTERVIEWS

The Dealer Principal and the Management Team are an integral part of the change management process. It is important they are kept updated throughout the assessment

REPORT

The report will be delivered to the Management Team in an informal meeting. The report will contain the following content:

- Executive Summary
- Overview
- Recommendations'
- Action Plans
- Conclusion

During the meeting is important that all items are discussed, feedback is sought and an implementation strategy is agreed on



apd's Operational Assessment

apd's team of automotive industry experts in Dealer Operations perform an assessment on a Service Department.

The following aspects of Dealer operations and performance are reviewed during the assessment:

- Process management
- Operational performance (*Numbers*)
- SWOT analysis
- Communication
- Time management
- Organisation structure review
- Job descriptions
- Staff reviews (360)
- Facility optimisation

Once the assessment is completed a report is compiled and presented to the Dealership Management team to discuss the findings.

As a segway into the assessment a Mystery Shopping exercise would have been carried out to obtain research data that will be used as a foundation for the report. The mystery shop also provides the consultancy team with information regarding staff capability, stress levels during peak periods, booking availability, lead-times and estimates. Often this is the starting point of the assessment.

The assessment is carried out in conjunction with a series of entry and exit interviews with the Dealer Principal, Service Manager and other key operational staff in the Dealership. These interviews relate to communication structure, time management and facility optimisation.

The current report detailing the Daily Operating Control figures are printed and include sales, productivity, efficiency, unapplied time and facility utilisation numbers. A performance report will be collated and will be imbedded in the final report.

The assessment measures best practice processes against current operating processes. This provides a "Gap Analysis" that identifies causal factors and other insights.

The Staff reviews, Job descriptions and Organisation review provide an in-depth skills matrix and a training needs analysis to fit the right roles to the right people to maximise the productivity and efficiency of all staff in the department.

PROCESS

A series of actions or steps taken in order to achieve a particular end

COMMUNICATION

An exchange of information between two or more people

PEOPLE

The staff entrusted to deliver an exceptional Customer Experience

The report delivers an overview of the Dealership from both an operational and a performance stand point. The report identifies and highlights the gaps in the Operational Processes, the current Organisation structure requirements, staff level changes to meet the operational budgets and any changes that are required to the Job descriptions, roles and responsibilities.

From the performance perspective there will be a current and future budget delivered by manpower and facility utilisation tools available from apd Australia. The tools provide and include Productivity, Efficiency, Sales, Mix of Business and a Labour Sales vs. Budget reporting that can be updated daily based on a monthly forecast.

Where gaps have been identified, apd will provide an implementation timeline for the execution of Action Plans with the Dealer. The Action Plans will have descriptions of Action, Responsibility, Accountability, start and finish date and, more importantly, a KPI measure and a sign-off procedure. apd consultants will mentor and coach the Dealer through the process as required.

Process Management

Identifies the "Gap" in current operational processes

Operational Performance

The numbers that drive the profitability of the department are analysed and a report is provided identifying the areas for improvement

SWOT Analysis

A SWOT analysis is undertaken with the Dealer Principal and the Service Manager to identify strengths, weaknesses, opportunities and threats

Communication

Communication between the staff and the customer across all touch-points is reviewed and gaps in communication are identified

Time Management

The Service Managers time management effectiveness is measured and reported

Organisation Structure Review

A review of the department structure ensures that the department is in line with industry standards relating to productive and non-productive staff. The review also provides feedback on productivity and efficiency baselines for the department based on the availability of productive staff



Job Descriptions

All staff Job descriptions are reviewed to ensure that all staff are aligned to the current role and then updated to include positional changes, accountability, responsibility and KPI measures

Staff Reviews

All staff, no matter the role, will be given the opportunity for a one-on-one meeting with the consultant to determine areas of the business that are:

1. Roadblocks for the staff
2. Crisis points
3. Areas that function well

Facility Optimisation

Just as it is important to ensure that processes and staff are assessed, it is also important to check the operational functionality of the facility, front office, workshop and exterior confines

Report

A detailed report is provided to the Dealer Principal and Management Team on all of the subjects listed above. The detailed report provides insights, causal analysis and recommendations in the way of Action Plans to ensure that Best Practice Processes are achieved