



DEALERSHIP

WEEKLY INFORMATION NETWORK

www.DealershipWIN.com

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- Right now, grosses are good on the new car side because of demand but it's going to be a challenge for everybody going forward. So, I think it's an opportunity for everyone to start working on their businesses in other departments. The PPP money is going to eventually go away, the inventory is going to eventually come back but now is the time you should really have your foot on the accelerator.
- I think everybody in the car business believes that your problems are unique and they're not. Are you working on the business or are you working in the business? Where are you spending your time?
- I have a challenge for you to do for the next week – have a scrap piece of paper on your desk and right down every single thing you do in a day. I don't care what it is, you write it down. Then at the end of the week, you take a look at it and say is that really the best use of my time?
- You really need to start writing down the things that are keeping you up at night and what is your action plan to take care of them? You need to focus your attention on those because those are the things that are focusing on the business not in the business.
- For those of you in Fixed Ops, go down to your service managers and ask them what their inventory is. Most are still booking by windshield rather than hours.
- It's so important to know what you're booking, because what you put in is going to be what you're getting out.
- If you have any concern about what's going on in your service department, I highly recommend that you pull 5 cars a day from the service department, go through the RO and all the paperwork and make sure the car is cleaned to your standards. Make sure no sales opportunities are missed.
- What gets measured, gets improved. You should have as many metrics on FNI people as you do in the shop.

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- We have to get to the root causes for why customers are denying services, and we have to do it while they are in the shop. It's much harder to do it once they've left.
- Two tips: look at aged cars in the cashier's office from service and look at hold over vehicles for no parts. That will tell you a lot about what is or what is not going on in your parts department.
- When I go into a service department for the first time, I'll just sit there and act like I don't know what's going on. 90% of the people will ask me "Did you have an appointment?" "Why are you here?" "Who are you?" – there's no preparation. We spend \$1000s on software to tell us this and we don't use it.
- If we load up the shop, the techs will be happy. If you're going to build the business, build it around the 90% of business that you know you're going to get.
- I would encourage all of you to become students of other businesses right now- Specifically companies that handle mass quantities of people and how they handle them. You're going to be benchmarked by chick fil a by how they handle people or the Ritz Carlton. If you're a prestige car line and you're handling customers like everyone else, that's a proboles. If you go to a restaurant and get excellent service, find a way to incorporate those practices into your business.
- Spend less time in your business than on your business.

Questions:

- If the profit is so much greater for fixed ops, why does service take a back seat to sales?
 - o Because most of the people on the front end of the business have come up through the sales end and they don't understand service.
- What is your best practice for going after declined service after the customer leaves, from an internal process or externally for a marketing program?
 - o We called back a customer and offer a special on that service. I'm a big believer on calling them back and insisting that you've got your back. On the marketing side, I want salespeople on the service drive.
 - o Two things that need to happen – when they leave, you need to educate them on the safety and importance of that service. And then an email needs to go out to remind them and ask for the appointment.