ROAD MAP TO

SERVICE AREA WORKFLOW

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SERVICE AREA WORKFLOW INTRODUCTION AND ENVIRONMENT

Overview

This document will provide you with a basic introduction to Service Area Workflow and the environment you will use to execute it effectively. It will also give you a breakdown of how to implement Service Area Workflow and what to expect based on the previous experience of other managers. This has been broken down into a step-by-step guide to getting started, what you should see from each role over the first month, and finally, some tips from the managers who have already implemented Service Area Workflow. Understand that these are general guidelines to get you started, not dictated timelines. As long as you are seeing continuous improvement, you are on the right path.

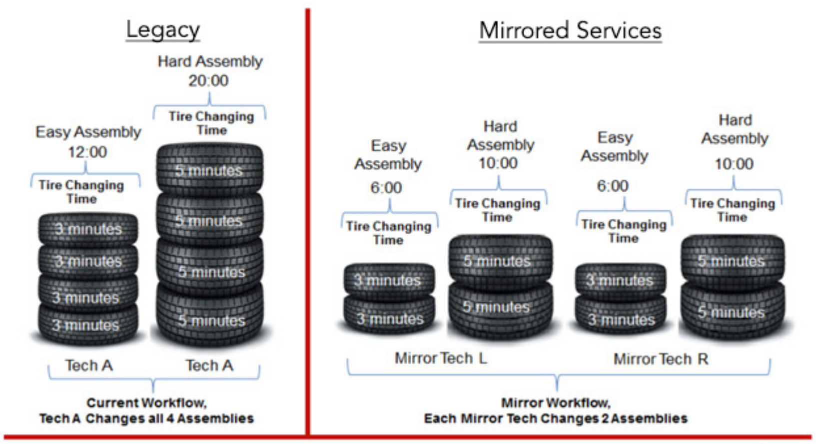
The first question most people have is: Why are we switching from Legacy Workflow to Service Area Workflow?

Legacy Workflow was designed many years ago and has worked very well for us. By taking what we have learned over the years, we have identified ways to simplify the process for our Service Techs while making the process of servicing a large percentage of our customers vehicles more efficient.

A few of the key benefits you can expect from Service Area Workflow with Mirrored Services are:

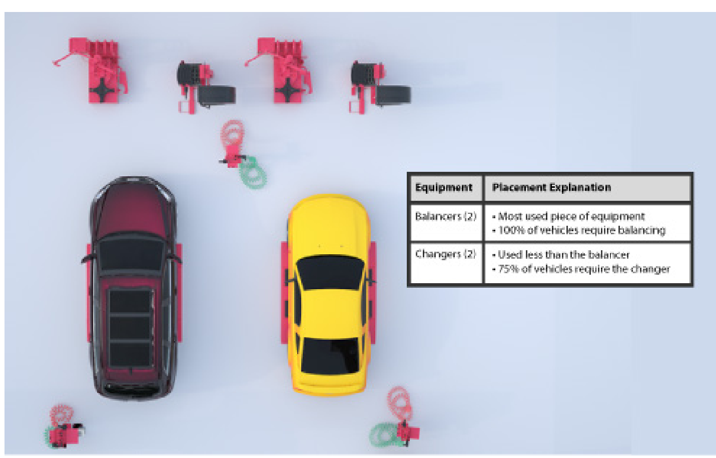
- Increased productivity. (faster and easier)
- Increased safety
- Increased quality
- Better service
- Less confusion with less direction from the Service Coordinator
- Increased ability to identify areas of improvement in the service area and correct them

How does Service Area Workflow with Mirrored Services reduce bay times?
As you can see in the diagram below, by changing how the two Service Techs approach the workflow on a single vehicle, the time needed to change four tires can be cut in half. It also reduces footsteps and overall fatigue for both Techs.



Environment

Below you will find the optimal equipment setup for Service Area Workflow. This will allow for both Service Techs to consistently use their own equipment and reduce steps throughout their day.



If you do not have your Service Area setup this way, it does not mean you cannot implement Service Area Workflow. You will still be able to perform Service Area Workflow with Mirrored Services and it will still improve efficiency, just not to the same extent as the ideal equipment setup. If you are in this situation, we recommend contacting the maintenance team to request the equipment be moved to the optimal layout.

Executing Service Area Workflow

When you are getting started with Service Area Workflow, begin with a four-person play, working on vehicles requiring the exact same work on both sides such as four new, two new, rotation and balance, etc. This makes up around 60% of the vehicles we work on.

As you gain experience executing Service Area Workflow, you will be able to find ways to work together and tackle other service needs in a more efficient and effective way.

GETTING STARTED

Getting Started

Based on feedback from managers that have already implemented Service Area Workflow in their store, the following is the ideal path to follow.

Identify a core team of five people to learn Service Area Workflow. This should include:

- Two Service Techs (ST)
  - These should be your most evenly matched Service Techs in the service area.
- One Crew Chief (CC)
  - They should have a demonstrated track record of time management as well as an intimate knowledge of inventory.
- One Service Coordinator (SC)
  - This needs to be not only an experienced SC, but someone that can take direction well. If they are not on top of their game and thinking two steps ahead, it will lead to inefficiencies and slowdowns.
- One Manager
  - This can be the Store Manager, Workflow Assistant Manager, or another manager of your choice. The key is that this person must be able to dedicate themselves to establishing Service Area Workflow in the Service Area with minimal distractions.

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Once you have identified your team, the first step is to go through the training. We recommend the following process:

- Manager reviews all of the training and videos available to understand general concepts of Service Area Workflow, as well as expectations for each role
    - If Service Area layout is not optimal, speak with your regional staff to have equipment relocated, if possible
- Manager and SC review training and videos (Service Area Workflow Advanced) to verify understanding and expectations
- Manager, SC, and CC review training (Service Area Workflow Intermediate) to verify understanding and expectations
- Manager, SC, CC, and STs review training (Service Area Workflow Basics) to verify understanding and expectations

Schedule time for this team after hours to role play through Service Area Workflow before attempting to execute during regular business hours.

- This allows the team to ask questions, clarify understanding of their responsibilities, and establish a more cohesive workcell.

The next step is to make sure this team is scheduled together and allow them to perform Service Area Workflow during business hours.

- When getting started, try to keep this workcell only servicing vehicles that allow for Mirrored Services to be performed (four new, two new, rotation and balance, etc.,).
    - Note: We understand the ability to do this is dependent on demand and staffing of your store but, when getting started, it is very difficult to jump between Legacy and Service Area Workflow.
- This is where the manager is key to keeping Service Area Workflow on track. You can take a step back and observe how each team member is performing in their role. When needed, you can step in and assist or coach in the moment.
- Throughout the shift, make sure to take note of the successes and areas for improvement.

At the end of the day, have a huddle with your Service Area Workflow team to recap and understand what happened.

- Find out how each person feels about their experience.
  - What worked well for them?
  - What did not work for them?
  - What can they do to reinforce the things that worked and fix the things that did not?
- If there are any successes or areas for improvement you observed that they did not identify, share these observations.
- Note: Continue the daily huddles until this team is working like a well-oiled machine. At this point, you can reduce the frequency of the huddles but do not stop them. If you do, they will likely fall into old habits and abandon Service Area Workflow and the benefits of Mirrored Services.

The closer you adhere to this guidance, the smoother the implementation of Service Area Workflow will go for you. Over time, you will be able to add complexity such as adding an additional Service Tech (referred to as a Singles Tech in Service Area Workflow) for a five-person play but do not start with this; it will fail. Once you have a core team that understands and executes Service Area Workflow effectively and efficiently, then you can begin training other team members.

1-2 WEEKS AFTER TRAINING

What you can expect to see one to two weeks after initial training

Service Tech:

- Working on Mirrored Service vehicles only (unless business needs dictate otherwise)
- Service Techs should be staying on their assigned side of the vehicle (unless assisting the other Service Tech with completing the vehicle)
- Both Service Techs starting and finishing work on the vehicle at roughly the same time
- Communicating with their supervisors any issues or concerns

Crew Chief:

- Pulling and staging inventory for the next vehicle to be pulled into the bay at the equipment the Service Tech will be using
- Immediately communicating any issues they find to their supervisor
- Pulling the next vehicle into the bay, with minimal empty time between vehicles
- Preparing the vehicle for the Service Techs to begin work

Service Coordinator:

- Organizing the vehicles coming into the bays, ensuring that Mirrored Service vehicles are the primary vehicle being worked on in this workcell (unless business needs dictate otherwise)
- Communicating information to team effectively
- Ensuring Service Techs are performing Service Area Workflow and not reverting back to Legacy Workflow
- Ensuring both Service Techs are starting and finishing the vehicles together, providing assistance, and coaching as necessary
- Working only out of two bays
- Ensuring CC has the product pulled and staged for the Service Techs before it is needed
- Verifying that all Best Practices are being followed in the workcell

3-4 WEEKS AFTER TRAINING

What you can expect to see three to four weeks after initial training

Service Tech:

- Expanding service beyond just mirror services vehicles
- Finding ways to reduce footsteps and actively finding ways to improve the efficiency in their workflow
- Both Service Techs starting and finishing work on the vehicle at the same time
- Seamlessly assist each other when needed to ensure vehicle is completed in a timely manner
- Owning their area and equipment, maintaining a clean and organized workspace

Crew Chief:

- Inventory pulled and staged for the next vehicle
- Pulling the next vehicle into the bay immediately after SC pulls vehicle out of bay
- Completed preparing the vehicle for the Serivce Techs to begin work before they are done with their current vehicle
- Communicating effectively with team members what has been completed and any other information they may need
- Identifying ways to reduce wasted time and optimize process (including working with inventory to ensure the right products are where they are needed)

Service Coordinator:

- Observing CC and Service Techs to identify areas of improvement in their workflow
- Communicating effectively the successes they see, as well as helping team members see ways to improve in their workflow
- Embracing the leadership role of the workcell, holding group huddles to discuss and brainstorm ways to become more efficient

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TIPS FROM OTHER MANAGERS

The first thing you should know is Service Area Workflow will provide transparency within your store.

- You will easily see who in your store contributes to store cleanliness and organization (5S) and who does not.
- You will quickly find out which employees take care of the store's tools and equipment and who does not.
- You will quickly find out the strengths and weaknesses of each employee.
- These are good things. With this information, you can help your team become better, faster.

These are guidelines; understand that you will need to adapt to vehicles that will not fit the Service Area Workflow model. In these situations, do what is needed, then make sure to transition back to Service Area Workflow.

Things that worked well when implementing Service Area Workflow:

- Identifying a core group of four (SC, CC, ST x2) people and having them work together, with the support of a manager, helping each member identify areas for improvement. As they see the benefits, so will the rest of your team.
- As a manager, joining the team and executing each role in Service Area Workflow (ST, CC, SC) helps you understand the process and the challenges each role may experience.
- Hands on and in the moment coaching.
- Emphasizing the need for each person to stay in the role they have been assigned.
- The simplicity of Service Area Workflow and Mirrored Services allows training of new Service Techs quickly.
- Hands on, after hours role play. Not being rushed and able to take the time to walk through the process to truly understand it.
- Communication, communication, communication.

Things that did not work well when implementing Service Area Workflow:

- Trying to pair up Service Techs with vastly different skill levels/experience
- Deviating from the recommended staffing level
- Deviating from the standard Service Area Workflow process
- Switching from Service Area Workflow and Mirrored Services to Legacy Workflow then trying to switch back
- Switching out Tech L and R with different Service Techs in the same shift

Things to watch out for when Implementing Service Area Workflow

- Service Techs (Left and Right Tech) will want to leave their partner before the vehicle is finished to start the next vehicle.
- Service Techs will want to use different equipment that was not assigned to them.
- Service Coordinators will want to use more than two bays.
    - This will put them in a position where they cannot:
        - Properly manage the timing within the bays
        - Observe team positioning
        - Observe Best Practices
        - Perform quality benedictions
        - Properly use the CSL

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Service Coordinators will resist performing pre-benedictions and updating the CSL at the designated time.

- They will feel it is too early to perform the pre-benediction but this allows us to help prevent service delays, build the relationship with the customer, and allows the customer time to get ready and be waiting to meet us at the vehicle.
- They will feel it is too early to click in the next vehicle, but the CC should be ready to pull the next vehicle in as soon as they pull their vehicle out of the bay. This also provides consistency across the board for reporting and can help to identify potential opportunities for growth.