

SWOT HOMEWORK

TRE LENTS

NADA CLASS 436

FIXED OPERATIONS 2 SERVICE

Strengths

1. Dealership has high retention levels that are tracked by Gulf States Toyota that have been over 100% for a rolling 12 month period.
2. RO count is strong, specifically CP RO's which have increased year over year for 3 years in a row.
3. Service Department has low turnover and continues to groom technicians through the T-Ten program as well as recruiting from the outside.
4. We have a pay grid for Technicians that outlines a path for advancement and pay raises based off education and time employed at the dealership.
5. Training has started for ASM's and will have continuing education bi-monthly moving forward.
6. Service Manager is a 10 plus year employee that worked his way up the ranks from Technician to Shop Foreman and now Service Manager with 2 years as Service Manager under his belt.

Weaknesses

1. The dealership does not have a consistent process from start to finish when handling a customer that comes to the Service Department.
2. Doing business the way we have always done it. Need to expand vision for growth and change.
3. Service Manager is a great employee and person but lacks the training in the ASM area and knowledge to grow the department.
4. No direct process for the customer experience from check in to check out. Every ASM does it their own individual way, not uniform.
5. Acceptance of change is difficult, will take time to adjust.
6. Internal work and Warranty work are way off.

Opportunities

1. Training is the biggest opportunity. We must train the people that touch the most people in the dealership.
2. Do more with customers we already have. Starting with uniform process from start to finish and is clear to the customer how that process will go from start to finish.
3. Video MPI's. This will become standard in the process.
4. Increase hours per RO and ELR through training and process.
5. Train Service Manager on being a Service Manager not just a Shop Foreman that got promoted for tenure.
6. Stop being a "LOSER"

Threats

1. Lack of training and the willingness by employees to change.
2. Independent shops taking our work and our employees.
3. ASM's doing what is comfortable for them, not what is best for the Dealership.
4. Lack of room at the dealership for growth.
5. Back ordered parts from OEM.

Objectives

1. Training. We will start and have continuous training for ASM's and Service Manager.
2. Video MPI's. This will become mandatory process.
3. Increase hours per RO and ELR through uniform process and expectations.
4. Clearly post goals and numbers for the department and have daily board for ASM's and Tech's showing current numbers and what they are tracking for the month.
5. The GM will continue to support and motivate by attending all training sessions with service employees.

Strategies

1. We have hired a training company to do ASM training. The training will be outlined and adjusted for classroom and active training on the service drive.
2. A direct process from check in to check out will be implemented and shared with the customer so that they will have the same expectation no matter what advisor they come in contact with.
3. Toyota Smart Path will be implemented and we will move away from X-time and start the Dealer FX software. This will allow transactions to be done from tablets and eliminate the use of multiple applications required from a desktop to currently service the customer.
4. Have clear goals for the department that are posted. Post daily and monthly tracking for motivational purposes.
5. GM to support and motivate employees for reassurance in the changes that are occurring to transition from old to new. Make sure that the changes don't fail and we go back to the same way we have always done it.

Tactics

1. Train. Train. Train
2. Post Goals and numbers for everyone to see.
3. Provide a brochure for the customers that outline the process that will occur during the time that we have the vehicle for service.
4. Do not spiff for the job at hand. This will be the norm not something that will have a start and finish to it.
5. The continuous training and experience for the employees with process will lead to higher hours per RO and ELR as well as a better experience for the customer.

Action Plan

Task	By whom	Completion
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|--------------------------------------|--------------|------------|
| 1. Start ASM Training | General Mgr. | 03/21/2024 |
| 2. Toyota Smart Path | General Mgr. | 10/14/2024 |
| 3. Dealer FX software | General Mgr. | 09/01/2024 |
| 4. Video MPI's | Service Mgr. | 09/01/2024 |
| 5. Brochure for customer expectation | Gen. Mgr. | 09/01/2024 |
| 6. Bi-monthly ASM training | General Mgr. | 05/01/2024 |
| 7. Service Goals Posted | Service Mgr. | 05/01/2024 |
| 8. ASM and Tech Posted #'s | Service Mgr. | 05/01/2024 |

Synopsis

I want to start with the clarity I have come to find in the “Lack” of training we provide for the Service Advisor’s in our company. First, I had to understand where we are and have a base line for what is needed. We have no process for our Advisor’s at no fault of their own, it is clearly on management. Second, enlisting the right people to help start the motion for change. We need to make sure that all levels of employee have input and are bought in for success. Third, developing a mental frame of mind that allows me to have a picture of what the change looks like. This mental picture has a clear process for the Advisor and customer for what their experience will look like while they are experiencing the visit to the dealership. Fourth, the need to motivate the people involved to get them prepared for the change that is going to happen. Everyone will be at different stages of change throughout this process and we will need to adjust to all of them along the way. Fifth, and probably the most important is communication. We must have the best communication to insure the success of the change. Finally, Action! It will be these actions that helps fulfill our potential and success as we grow.

In short, start training immediately. Install the right tools we need for the process. Get everyone up to speed on the new process. Set the expectation. Set goals for achievement. Motivate, support and succeed!

