



Cole Doxon

N 429

Name: _____

Class #: _____

Doxon Toyota of Auburn

1 ; Auburn, Washington

Dealership: _____

Location(s): _____

2 Initially ; 7 later

How many people participated in this meeting? _____

What is your vision?

Customer for life <input type="checkbox"/>	Gross profit domination <input type="checkbox"/>	Both <input checked="" type="checkbox"/>	Other <input type="checkbox"/>
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Explain:
 Our group average PVR is inconsitent (\$1,663.20) month to month due to holes in our sales process and our changing of insurance companies.

We will focus on making our processes more efficient with the tools that we currently have and we will work to improve our relationships among our employees and those who train management.

Identify a minimum of three strengths, weaknesses, opportunities, and threats.

<h3>Strengths</h3> <ul style="list-style-type: none"> -Culture of our Finance department. They get along and help one another when needed. -Finance BDC. Our managers all sit in one room in the middle of the showroom and use individual offices only when they have a customer. -We have a secure leader who does \$2,500 a copy. -Zurich F&I is hands on and provides consistent training. -Docupad allows us to be quick, transparent and up-to-date technologically. 	<h3>Weaknesses</h3> <ul style="list-style-type: none"> -Switching from Ethos to Zurich disrupted our sales training and forced us to start over in many aspects. -Docupad does not support the integration of certain documents. -Knowledge of certain products. -Large number of cash deals over the past 6 months.
<h3>Opportunities</h3> <ul style="list-style-type: none"> -We can utilize docupad more efficiently. If we don't see an increase in PVR then it may be time to remove it and focus solely on selling face to face. -Our dealership location attracts a diverse crowd of customers. -Relationship between Finance, Salespeople and Sales Managers. 	<h3>Threats</h3> <ul style="list-style-type: none"> -Organization of paperwork and missing signatures can create unneeded legal issues. -Turnover

How will you improve or solidify your strengths?

The culture of our Finance Department can be solidified by continuing to have our managers sit in the same office. This allows them to be collaborative with one another and brainstorm ideas when they are struggling to sell.

Our most efficient Finance Manager can be made secure in her position by giving her the title of Finance Director.

As we continue to do business with Zurich, the relationships between their representatives and our Finance Managers will continue to get stronger. Consistent training will make an impact over time.

We will have our Reynolds and Reynolds representative inspect our current set up with Docupad and give us pointers on how to integrate it more efficiently within our DMS.

How will you address and improve any weaknesses?

Our relationships with Zurich will become stronger over time and "starting over" my have helped us acheive a fresh perspective on certain aspects of sales training.

Ethos was focused on compliance where Zurich more focuses on selling skills and creating a good experience for the customer. This more matches our mentality of the dealership.

We will have our Reynolds and Reynolds representative inspect our current set up with Docupad and give us pointers on how to integrate it more efficiently within our DMS.

Our weak knowledge of certain products will be highlighted in a meeting with all Finance Managers where they will share ideas on how to sell effectively and transparently.

We will not allow cash deals to ruin the morale of the Finanace Manager. If the customer has cash, then they can afford other products as well. This needs to be a main point of emphasis due to the high volume of cash deals in recent months.

How will you maximize or improve your opportunities?

We will have our Reynolds and Reynolds representative inspect our current set up with Docupad and give us pointers on how to integrate it more efficiently within our DMS. We will also emphasize the importance of having customers touch the docupad system to make them feel as if they are making decisions.

Because our location attracts a diverse crowd of customers, we have the ability to train our Finance Managers to be versatile in their selling skills. This creates an increase in confidence and allows them to train others more easily.

We will track CSI with intent to find what worked and what didn't for certain types of customers.

Our implementation of the 2 minute drill allows the Salesperson and Finance Manager to discuss the customer's intent on buying, family life, hobbies etc. It preps the Finance Manager while also instilling a team atmosphere within our sales process. If the Salesperson is busy, the Sales Manager should update the Finance Manager due to them knowing the customer after working the deal and thanking the customer after they signed the proposal.

How will you address and overcome any threats?

Organization of paperwork will be corrected through the hard work of our Office Staff and monthly meetings between our Office Administrator, Car Billers and Finance Managers.

We still use Ethos as a HR aid and they come quarterly to audit deals and score us on compliance. This will help with missing signatures and sloppy paperwork.

Turnover among Finance Managers has decreased over the past year and will continue to do so because of our newfound, improved culture. Our Finance BDC creates a team atmosphere, forcing them to help each other and be collaborative.

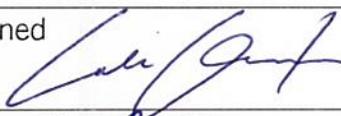
Exit interviews will be done on every employee who leaves us to gauge culture issues or process challenges.



What is your expected time frame to achieve desired results? Months? By what date?
 By 08/01/24 our Finance Department will be averaging \$2,000 PVR.
 We are currently averaging \$1,663.20

What performance metric will you track to determine successful change? PVR? Products per? CSI?
 We will track both PVR and CSI

Who participated in this SWOT?

Name Cole Doxon	Title Fixed Operations Director
Name Cooper Doxon	Title General Manager
Name	Title
Name	Title
Name	Title
Signed 	Date 04/12/24
Signed by dealer Management 	Date 4/12/24