

JONES

100+ YEARS

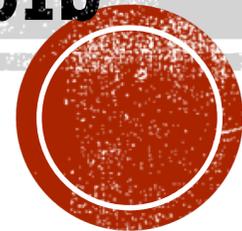
TOYOTA

FIXED-OPS SWOT ANALYSIS

JHEURY MORAN VIVAS

SALES DIRECTOR

JONES TOYOTA



CLASS 344

- Large staff of technicians that is well experienced and certified, including one of the largest staffs of Master Certified Technicians.
- Clear process from drop off to customer pick up which is followed by all staff
- Strong team that is encouraged to be positive and respectful
- Shop is equipped to handle a large volume of repairs
- Toyota is a strong brand that offers 2 years of free maintenance
- Consistent traffic which is fed through a company program that offers a lifetime of free oil changes
- Ownership has a proven history of promoting from within
- Communication between advisors and tech
- Top 10 in the Country in retention

STRENGTHS 

- The parent auto group has a service BDC for all locations. Due to this, a lot of phone calls can be passed off poorly from BDC to writer
- Since our shop is consistently busy the rotation for walk-ins can be mishandled
- The service BDC is not in the same building as Jones Toyota which leads to a lack of communication when scheduling appointments.
- Low staff of porters and greeters
- Drama between staff and how negative actions are handled
- Even though owners hire from within there is low turnover which doesn't allow for frequent availability of promotions
- Communication between the Sales Department and Service

WEAKNESSES 

- CSI Scores need attention
- Improved income for writers and technicians
- Customer service skills training for all customer facing staff
- Setting up a clear advancement program for technicians
- Online testing and training for technicians
- Raising the quality of the RO's by training the staff to upsell

OPPORTUNITIES 

- Lack of walk in traffic rotation process
- Ignoring low CSI performers
- Allowing drama from all staff
- Lack of attention to the details in recall paperwork
- Negativity from all staff
- Competitive prices
- Smoking in the shop

- Improve the staffs understanding of the walk in rotation process
- Improve CSI with attention to low performers and recognition for top performers
- Increase the communication between Sales and Service
- Work with the BDC and Service so they can bridge a clear communication gap
- Communicate clear rules and boundaries for drama and smoking
- Maximize the schedules of porters and greeters, and add additional support staff if needed
- Improve the completion of recall paperwork

- Hold a weekly meeting between Managers, ASM, and BDC Managers to keep an open communication between all parties
- Set designated smoking areas convenient to the service area without interrupting non-smokers space
- Create an incentivized CSI plan rewarding high performers with bonus's
- Sales Managers and Service Managers to meet once a week to cover all possible issues that need attention
- Adjust schedules so that the more “dramatic” staff are paired with positive staff to limited the negative environment
- Dedicate a team to walk in traffic so that the scheduled appointments are given the attention they need without overlooking walk-ins
- Create a detailed process on recall only paperwork

Task	Role	Completion Date
Install a smoking station outside the service dept.	Assistant Service Manager	4-18-19
Create a recurring weekly meeting for BDC and Service management team	Service Manager	4-17-19
Create a recurring weekly meeting for Sales and Service	Service Manager	4-17-19
Evaluate writers/staff to find 2-3 writers for strictly walk-in traffic	Assistant Service Manager	4-25-19
Post a chart recognizing high CSI performers and meet with low performers	Assistant Service Manager	4-24-29
Start signing off on all recall paperwork	Assistant Service Manager	Immediately
Hire 1 more porter and 1 more greeter	Service Manager	Immediately
Incorporate our corporate trainer into Up-Sell training for ASM's	General Manager/ Service Manager	5-1-19

ACTION PLAN 

The Jones Toyota service department has been in a constant state of growth over the last few years. Since we offer free oil changes for life on all New Toyota's purchased, we have never had a lack of business. To keep up with the demand we have attempted to promote from within and add new staff accordingly. In the process of growth we have fallen short in a few of the basics which could snowball into lost customers and employees.

Some of the issues that were brought to light have immediate fixes. Smoking in the shop will not be tolerated and a new outdoor convenient smoking area will be implemented. Recall paperwork must be completed perfectly to guarantee factory pay so we will have the ASM sign off on all completed paperwork before it is processed.

Communication is key for continued growth. Service, Sales, Parts, and the BDC all feel like there is a gap that needs to be bridged. Creating a brief once a week meeting to cover appointments, needs, and issues will help with daily issues like over/under scheduling and expectations. Communicating with the staff about their achievements will go a long way as well. We will start publicly recognizing high CSI achievers and working with low performers to get their scores improved

To improve the process for walk-ins we will analyze the staff to find 2-3 writers dedicated to walk in traffic. Customers want to feel that walking in to our shop is an easy option. If they see us fumbling with something as simple as that, they will go to somewhere else.

Overall we have a great Fixed-Ops Department but small changes and bridging gaps in communication between departments will take us to the next level.

SYNOPSIS 