

SWOT Action Plan Analysis and Strategies

The goal of the Service Department is to mitigate our weaknesses, take advantage of our opportunities, and combat our threats.

Mitigation of Weaknesses:

1. **Consistency in Process, and standardization**- Create a recurring training program that highlights and reinforces dealership processes, procedures, and standards. Provide an training environment that creates mock scenarios that allows employees to sharpen and practice their skills as they learn and understand processes, procedures, and standards.
2. **Lack of consistent Diagnosis**- Provide a technician buddy system that encourages low and mid-level technicians to ask level III and Master technicians questions when diagnosing problems. Take the stigma out of being ashamed of asking for help.
3. **Quick Lube Production within Toyota time standards**-
 - a. Complete a time and motion study of the Quick Lube process.
 - b. Review results with Service Director, Quick Lube Manager, and Quick Lube Team.
 - c. Develop procedures and a checklist that outlines the process flow and efficiencies required to complete the quick lube actions within the necessary timeframe.
 - d. Conduct a period of trial and evaluation.
 - e. Tweak the process to ensure timelines and standards are met.
 - f. Implement new process.
4. **Technician Training**- Implement a program to track technician training and skill levels. Also create a “career growth path” for technicians (apprentice through Master Technician). Sit down with every technician and determine their individual career goals; then put together a plan to accomplish the goal(s).

Opportunities:

1. **Increased revenue in Service Drive, Quick Lube, and Main Shop**- Implement the following:
 - a. Trela- CSI system that provides immediate customer feedback to the Service Director, Service Writers, and other management. Benefit- allows intervention/remedy at the earliest opportunity by leadership (prior to customer departing facility).
2. **Hunter Quick Check System Installation**- The dealership is currently testing a Hunter Quick Check system that will scan every car coming into the service drive for wheel alignment and tire thread

depth. The dealership has tripled its number of wheel alignments over a thirty-day period.

3. **MPI Turn Times (Electronic MPI)**- Evaluating software that will allow MPI data results to be near real-time transmitted to customers with in 15 minutes of arrival on the service drive.

Threats:

1. Multiple competitive vendors are entering our local market for tire and brake sales (Just Tires and Just Brakes). We are reevaluating our prices on tires and brake jobs currently.
2. A total of 18 Toyota dealers are located in the Dallas/Ft Worth Texas area which create tremendous competition for new car sales. This is a continuous threat that only can be combated by providing the best “Customer Buying Experience” along with a reputation of being honest, professional, morale, and acting with integrity.
3. Two new dealerships being built in direct market area—Subaru and Honda. Same remedy as identified in item 2 above.
4. Other dealerships stealing employees- We have instituted a “Career Growth Path” program for all employees. We have also ensured that our Pay Plans are in the top 5% of the market.

Darryl W. Conley

Class N351