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N346

Toyota of Gastonia

Service SWOT Analysis

Strengths

- 1.** Great service manager and Shop foreman with over 18 years of service here at Toyota of Gastonia. The service manager really cares about the customer and her employees.
- 2.** Knowledgeable staff with the average tenure over 8 years(techs).
- 3.** 2 super groups with 2 very strong leaders.
- 4.** ASM's work together as a team and help each others customers regardless of who initially greeted them.
- 5.** Business has been here over 20+ years and has a large customer base.
- 6.** We have a large facility with the total potential labor sales of \$484704.00/month
- 7.** We have invested in Xtime which is a computer system to help with scheduling appointments and managing shop potential.
- 8.** We are remodeling the service lane and customer lounge to make it more accessible for the customers and more efficient for the staff as well starting in November.
- 9.** We have 6 Master Techs with the ability and desire to help train the other techs

Weaknesses

- 1.** Staffs sense of urgency.
- 2.** Service hours don't mirror sales hours
- 3.** Diagnostic mistakes
- 4.** Selling confidence in ASM's
- 5.** Staffing shortage(more ASM's)
- 6.** Parts availability
- 7.** Learning Xtime and implementing the process

- 8.** Short term visions
- 9.** Quality time between the ASM and the customer to establish trust, its more get them in and on to the next one.
- 10.** Tenure of ASM's (less than 2 years for all but 1)
- 11.** 2 many 1 line tickets need to upsell more jobs for techs

Opportunities

- 1.** Marketing and prospecting
- 2.** Lube tech and technician development program for advancement
- 3.** Stability in service drive.
- 4.** Install a non dealer competitive pricing board.
- 5.** Growing area on the outskirts of Charlotte which is one of the largest cities in the state.
- 6.** Building a Vision and executing it.

Threats

1. We have 4 other Toyota stores with in a 15 min drive.
2. Increasing number of independent shops that are open longer everyday and on Sunday's, which offers convenience that we don't currently offer.
3. Time it takes to do basic service.
4. Most Toyotas are being recommended for oil changes every 10,000 miles which makes it harder to build a relationship with customers.
5. ASM's think we are doing the customers a favor by fixing their cares and not realizing they can take their cars anywhere and we should be excited that they chose us.

Objectives

1. Increase Labor hours per RO on parts and sales
2. Utilize the facility to 100% capacity
3. Increase proficiency to Nada guide of 120% from 87% that we currently are.
4. Develop a vision and get total buy in from total department.
5. Improve CSI by improving customer relations
6. Increase employee moral

Strategies

- 1.** Monitor ASM discounts on parts and labor
- 2.** Increase Repair work % to 40% by training ASM to maximize up sales and train techs to make video presentations of customers issues to help ASM close the deal
- 3.** Hold daily shop meetings to discuss moral and process that need to be implemented to increase shop proficiency.
- 4.** Increase daily hours to mirror sales
- 5.** Put Spiffs in place for proficiency over 120%
- 6.** Monitor and post CSI scores and base pay plan % on being over district.

Tactics

- 1.** Service manager and Parts Manager meet daily and look at discounts to insure that the ASM don't discount and tie it to their pay plan. Create a Google docs page to keep track and monitor it effectively . (GM) Jan 1 2020
- 2.** Incorporate a video walk around into all multi point inspections to help with ASM selling. (Techs, Asm) Jan 1 2020
- 3.** Implement Road to the sale training and phone training to help increase RO labor and parts sales and to increase appointment %.(GM, Service Mgr. GSM) Jan 1 2020
- 4.** Hire enough staff to create teams to increase store hours while allowing the staff to maintain their family life outside of work. We will prospect at local vocational and technical schools and implement an apprenticeship program to handle all basic oil changes. (Service Mgr) Jan 1 2020
- 5.** Have weekly meetings with staff about CSI and what we can do to increase the customer satisfaction and explain to the staff that it is a direct correlation to retention and gross profit. (Service MGR, Shop foreman) Jan 1 2020
- 6.** Incorporate a financing source to help our less fortunate customers pay for repair work that they need. (service mgr, GM) Jan 1 2020

7. We need to get a parts runner to have highly utilized parts readily available for techs to increase proficiency. We don't have to hire anyone else we can rotate the parts staff on hand. (Parts Mgr) Jan 1 2020