

Audi North Scottsdale SWOT Analysis

Strength:

- Customer oriented team:
 - Customer service, Customer loyalty,
 - Providing for customers and meeting expectations
 - Advisors are respectful towards customers,
 - Always try to go above and beyond for a customer,
 - Customer oriented, Genuinely care about their customers,
 - Great employees who are willing to go the extra mile

- Quality team members:
 - Long term employees
 - Good Techs
 - Attitude,
 - Cooperation,
 - Coworker relationships,
 - Welcoming environment for new employees,
 - Great buzz in the air from employees

- Audi, the brand
 - Audi is growing,
 - Up and coming brand

We have a core team in service that has worked for Audi a long time. They have long-term relationships with their customer's. Many have been with the dealership since it opened. The team is customer oriented and focus on meeting customer expectations. They generally care about the customers and are willing to go the extra mile to meet the needs of the customer.

The team member's work together to develop the new employees. There are good co-worker relationships and there is a great buzz from the employees. Attitudes are good for most.

The Audi brand is growing which generates excitement. The staff fell like there is much opportunity with this brand.

Weaknesses:

- Communication
 - Communication on the drive
 - Lack of communication among advisors, cashiers, and valets
 - Lack of leadership on the drive
 - Lack of willingness to help one another, among the service advisors
- Staffing Needs:
 - Not enough techs
 - Not enough cashiers in the morning for the rush
 - Not enough valets in the morning to handle a rush in an organized fashion
 - Organization
 - Authority on people being late
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- Work Flow
 - Small service drive
 - Tow-ins
 - Cars in shop too long
 - Parking services vehicles
 - Not getting vehicles through shop in a productive/timely order
 - Having to log back into the computers constantly all day; need finger print or hot key for passwords

Communication and organization for the valets on the service drive.

Not enough shop space during the peak hours of the day. Twenty-eight bays for twenty-eight techs

Poor communication between the advisors, cashiers and the valets leads to longer wait times for customers than is necessary.

Need more space. Eight service advisors are packed into the service area and three don't have a place for customer to sit or stand at their desks.

Scheduling cashiers and valets to assist at peak times of the day without hiring additional staff.

Controlling workflow to get the most out of team and still provide a good customer experience

Opportunities:

- Advancement for employees

- o Growth within the company
- o Plenty of room for growth
- o Opportunity for advancement Opportunity to learn and grow
- Work space organization
 - o Having a parts associate actually up front then having to wait go get them awkwardly
 - o Expansion; more racks in the service bays
 - o Moving into shop
 - o Have a podium man for mornings for keeping track of loaners and greeting customers

The some significant opportunity for the Audi North Scottsdale service department will take place in the next few months. A new building for sales and the service drive will allow for a better, more controlled experience for our customers. The opportunity will be to maximize the new facility space and new environment. We will also be increasing the number of bays from 28 to 40, which will allow for growth in shop capacity and physical space. We will have the room to increase the number of techs, which will reduce wait times to get vehicles into the shop further enhancing the customer's satisfaction. More service bays and more techs will also provide the service advisors the ability to focus on upselling additional work without the risk of overloading the tech.

Threats:

- Facility Organization
 - o Separated Shop
 - o Hiring process
 - o Under staffed for customer volume at rush times
- Customer Concerns
 - o Meeting customer expectations
 - o Recalls and overall Car quality
 - o Running out of loaners and sending customers to enterprise
 - o Dirty loaners upsetting customers
 - o Not answering or returning customer phone calls
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- Employee Concerns
 - o Employees losing sight of our mission
 - o Too much load at too fast of a pace
 - o Relaying information in a productive and timely fashion may prove to be very difficult

The addition of a new building and new service bays also has some treats. First, the service bays will be located in a different building about 1000 feet from the service drive. Coordinating the movement of cars between the two facilities will be paramount. In order to keep the tech focused on repairs the service valets will need leadership and a plan to move the cars efficiently.

Objectives:

A plan is underway to increase the number of service bays and the number of tech with the addition of a new facility

The goal with the new facility is to develop an efficient flow of cars from the drive to the shop and back without disrupting the technician's efficiency.

Additionally, we will need to increase the gross on customer pay repairs orders by focusing on adding more lines per service RO.

Increase the productivity of the service writers. (3 are new employees and were added in anticipation of the move)