

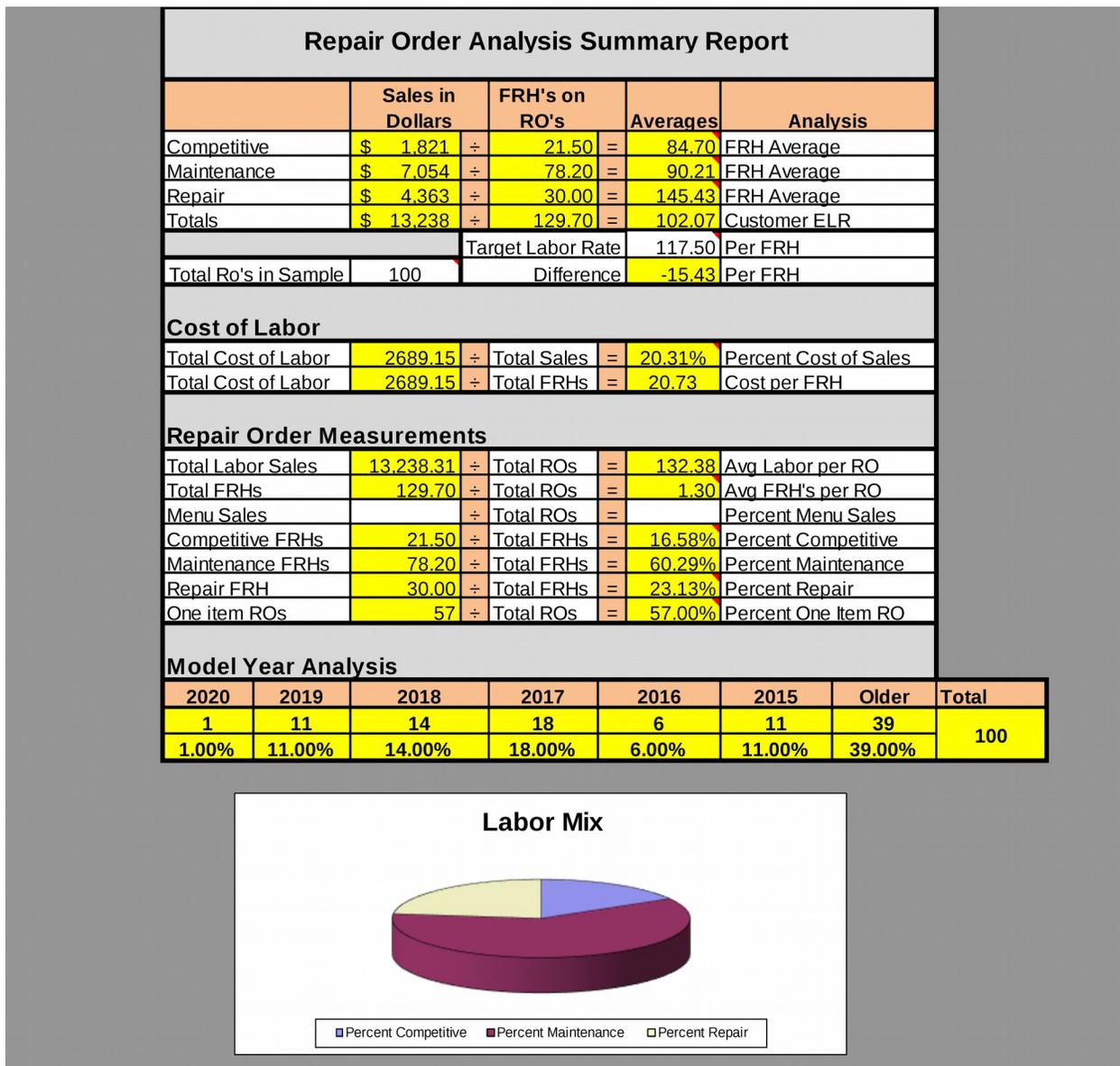
Service Department Analysis for Toyota of Fort Worth by George Rollins N353-16 and RO Analysis by Tech

George Rollins N353-16

Toyota of Fort Worth

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Here is the summary page of our 100 RO analysis:



## **Strengths:**

1. Our most recognized strength by employees is the quality of our personnel. We have excellent leadership and empower our staff to take care of our customers.
2. Our service director and service manager are top notch, and are excellent dealing with customers as well as the staff.
3. We have adequate staff levels with both technicians and service advisors to serve our customers in an efficient manner.
4. We have and maintain a family atmosphere with our staff and customers.
5. We offer a shuttle service and also have service loaners/rentals available.
6. We have the strength of the Toyota brand.
7. We have a very large customer base with great traffic.

### **Weaknesses:**

1. We are way behind the times with technology. Our service write up system is antiquated and slow.
2. We do not have a shop foreman.
3. We do not have a good MPI process / system.
4. Some of our advisers have weak sales performance and that hurts the entire department.
5. We do not do a good job of spreading out appointments. We'll get waves of customers of unmanageable levels at certain times.
6. We have some staff members that have not been adequately trained.

### **Opportunities:**

1. Stimulating tire sales is a great opportunity for us

2. We need a digital MPI tool to speed up our process in the shop as well as help increase sales.
3. Training! We can do a better job training our advisers and technicians.
4. Better customer communication with customers and expectation setting. Under promise and over deliver.
5. Offer a 4 hour rental for \$15. This will increase our customer satisfaction without as many people waiting in the lounge as well as bring in some additional gross with better TRAC vehicle utilization.
6. Technician bonuses to increase proficiency.
7. Install Dare to Compare sign on service drive.

**Threats:**

1. Losing technicians to other careers. Compensation competition with other industries is sharp. Most skilled careers pay \$30+ per hour for plumbing, hvac, etc.
2. Losing staff to other competing dealerships. We have lost two technicians and one adviser to a competing Toyota dealership in our market.
3. Independent repair shops are a major threat. Of the consensus opinion, over 50% of staff recognized that independents are one of our biggest threats.
4. Losing customers due to their frustration of our staffing and shop loading during peak times. We struggle with a high volume of customers at certain times.

**Objectives:**

1. Increase hours per RO and decrease number of one line RO's

2. Get a digital MPI tool implemented.
3. Boost tire sales.
4. Offer a 4 hour rental for \$15 to our clients.
5. Install a Dare to Compare sign on the service drive and on website.
6. Increase our ELR so that we can apply for a warranty labor rate increase.

**Strategies:**

1. Continue to train and motivate service advisers.

2. Implement the digital MPI tool from AutoLoop.
3. Add a Dealer Tire specialist to the service lane.
4. Have TDS set up a code for 4 hour rental for service customers.
5. Have Fastsigns make 4 hour rental sign as well as Dare to Compare sign.
6. Minimize discounts to increase ELR.

**Tactics:**

1. Have Eddie Serna continue to measure performance and coach advisers one on one for areas of improvements.
2. Get approval from corporate to implement the digital MPI from AutoLoop.
3. Get approval from corporate to add the Dealer Tire specialist for service lane.
4. Contact Frank Bianchi at TDS to create the code for our 4 hour rentals.
5. Select a proof for Dare to Compare sign.
6. Work on alternative tech compensation for small jobs that kill our ELR like batteries and brakes.

**Action Plan**

<b><u>Task</u></b>	<b><u>Completion Date</u></b>	<b><u>By Whom</u></b>
Train and coach advisers	Eddie Serna / Production Mgr	Daily
Get approval to implement MPI 11/30/2019	George Rollins / GM	
Get approval to implement Tire Specialist 11/30/2019	George Rollins / GM	

Call Frank Bianchi at TDS to set up 4hr rental Jeff McGarr / Service Director  
11/01/2019

Mystery Shop for dare to compare sign Miles Morris / Parts Manager  
11/15/2019

Create alternate tech pay for low hour jobs Jeff McGarr / Service Director  
11/15/2019

**Synopsis:**

It's clear that we have tremendous opportunity to grow our service department. Our biggest deficit right now is digital MPI and adviser upselling. Focusing on these things will give us an immediate boost in productivity as well as a boost in

employee morale. The staff will appreciate the investment in technology that makes their jobs easier as well as more lucrative.

We have an excellent staff overall, but guidance and training will continue the development of our personnel.

Merchandising ourselves as a one stop shop for anything vehicle related will also increase retention and gross opportunities.