

“Service Department Analysis”

“Toyota of Bedford”

Presented by:

Jeff Studniarz 012-23



Strengths

- 1.** Our service department values its technicians. Both new hires and veteran are recognized as assets.
- 2.** Clean, organized and provided with state-of-the-art equipment. Our facility is air-conditioned and properly equipped for any job.
- 3.** UCM willing to help service and maintain a direct line of communication even on days off.
- 4.** Full repairs on qualifying certified units. Toyota of Bedford ensures quality and maintains integrity by continually meeting the CPO requirements of the manufacturer and the demands of the clients.
- 5.** Quick and efficient service, keeping clients satisfied. 20 service bays, 2 quick lube bays, 3 details bays and a scissor lift/alignment rack. s
- 6.** Proper staffing to ensure service standards is met. We maintain 2-3 service lane greeters as well as 5 service writers and a staff of nearly 25 people to ensure this efficiency.
- 7.** Commitment to client satisfaction by all who interact with clients. Toyota of Bedford strives for client satisfaction as well as repeat business.
- 8.** Team work. Proper procedures and protocols help all of our team members work cohesively.

Weaknesses

- 1.** Lack of training. It was a common theme in regards to continual training as well as training for new hires.
- 2.** Honest open communication between Parts, Service and Sales. As cohesive of a unit as we feel we may have at times there will be mis-communication and forgetfulness. As a team, we need to strive to be top notch and professional.
- 3.** Not fully repairing older cars on the used car lot. With Safety in mind there are cars that will be wholesaled as well as cars that will be fixed according to regulations.
- 4.** Client reception and answering phones. The perception of having room for improvement with incoming phone calls came up more than once. Directing calls, placing calls on hold accordingly and sometimes having to place a call on hold in order to take a second call is a necessity.
- 5.** Poor follow up on parts orders. Talking with several ASM's and technicians it seems that the follow up on parts orders seems to be like the scarecrow from the wizard of OZ... everyone is pointing the finger but nobody will admit fault. Following up on parts orders is both the responsibility of the service writer, the technician and the parts people as well.

Opportunities

- 1.** To learn new skills. There are a lot of employees throughout the entire department that are seeking new and greater skills.
- 2.** Periodic meetings to update employees on changes and issues within the department. I feel that the company holds tech meetings on a monthly basis, is it possible that more of the entry level employees are seeking knowledge on the direction of the department.
- 3.** Moving up within the company. This was a common theme among this survey. There are multiple employees that either feel that they deserve a promotion or they would appreciate the opportunity to learn more to be able to grow
- 4.** More consistent processes by all service employees. It was voiced that there are several areas of opportunity from greeting to detail and everything in-between. More training is necessary to keep clients as well as employees satisfied.
- 5.** Parts mix. Having the correct parts mix as well as phased in parts is detrimental to faster turnaround times. Although our parts department is operating at nearly a 90% fill rate the 10% feel like they just don't have what is necessary to fulfill their jobs... keeping in mind that that 10% is made up of SOP's and other variables they are seen as just not readily available.

Threats

- 1.** New hires, lack of training. Without proper training, newer employees will learn bad habits and ultimately our clients will suffer.
- 2.** Accepting less than our best as a norm. When someone is complacent they will do just enough to get by and make a check. This area ties into opportunities within the dealership as well.
- 3.** Negative attitudes can be cancerous.
- 4.** Flaws in the system. There were a few employees with this same response. Their feedback included communication, management roles and direction from those who should be their ASM's. This feedback reflected resentment and distrust.
- 5.** Miscommunication between sales, service and parts.
- 6.** Losing customers and volume. This piece was more in-depth than I thought it would be. Employees vocalized the deteriorating city that our dealership is located in and how it has affected our client base and volume. This item is fully open to conversation.
- 7.** Competition. Both brand and independent locations are challenging but current technicians are taking side jobs to make ends meet.
- 8.** Changes in management and employees. This store has seen 5 general managers' within a 7 year period and about a dozen sales managers, finance managers, service writers and so on. Turnover has been a way of life at this store. The

employees have become numb to their superiors... it seems that they are working with hope, but change is inevitable.

Objectives

- 1.** Improve the level and frequency of training
- 2.** Improve on communication throughout the department
- 3.** Train and coach reception on answering phones and directing clients
- 4.** Improve follow up on parts orders and keeping turn rates higher
- 5.** More advertising and public relations to draw more client in.

Strategies

- 1.** Institute more formal training to ensure employees are up to date on process and procedures
- 2.** Communication is sometimes difficult, but when employees are enlightened with knowledge of ongoing events they will feel more empowered and a bigger part of the team.
- 3.** Finding a balance between parts and service as they work side by side all day everyday... advisors, techs and counter people need to be a cohesive unit and truly work together
- 4.** Train reception as well as anyone who touches incoming phone calls to give clients a 5 star experience is a must. We need to take the time to coach and train on incoming calls and procedure's to follow.

Tactics

- 1.** Formulate actual phone scripts to follow and train weekly
- 2.** Using modern technology utilize google docs to have a shared file of all special order parts and who has followed up on these
- 3.** Communicating verbally as well as electronically to ensure everyone stays on the same page with any and all issues.
- 4.** Work side by side with parts and keep a running tally of anything that may or may not be cohesive to the

Action plan

<u>Task</u>	<u>By whom</u>	<u>completion date</u>
Training for reception 12/1/17	Service mgr /customer relation mgr	
Google docs for sops 9/1/17	Service mgr/ customer relation mgr	
Continued education/procedures 12/1/17	HR/service manager	
Institute "in-house side jobs" 10/1/17	service mgr/ ASM's	
Monthly combined service and parts meetings 9/1/17	GM/ Serv.mgr	

Synopsis

After reviewing all of the S.W.O.T analysis's from our current service employees it seems that hours of operation and facility are not even on anyone's radar. Sticking points for a majority of the service employees are procedural items.

If we can accurately and systematically install more training and utilize more technology to keep lines of communication open it would have a dramatic effect on moral and client satisfaction

There were some pages returned with complete nonsense, although considering the sources I did not want to discount them all together... there are some employees who are dissatisfied with other employees as well as managers. I feel that including both service and parts in the "tech meetings" will be a big help in this matter.

This project has brought some items to light that I would have never known were actual concerns in this department. I look

forward to implementing some changes and being a part of the progress.