

SWOT Analysis for

DW Toyota of Las Vegas

Strengths

- 1 Service department thrives on One Team, One Dream spirit which is what we as a dealership emphasize
- 2 That transfers throughout the store resulting in having strong interdepartmental relationship
- 3 Technicians using every training opportunity available from Toyota to better their skills
- 4 Strong BDC
- 5 Highly motivated/ energetic/ willing to do/ help/ whatever it takes carwash team
- 6 Technicians are willing to help each other and make sure that job gets done right first time and in timely manner
- 7 Service manager job is divided between two managers. One responsible for techs and inside the shop and other one for writers and service drive based on their experience and it is working great

Weaknesses

- 1 We only have two shuttle vans and loaner cars, and that sometimes create unhappy customers, especially in peak hours
- 2 Communication with the customer can be better so that they don't feel left alone
- 3 Service hours of operation do not mirror those of the sales department. Mon-Fri open from 7-6 and Sat 7-4. While sales are open Mon thru Sat 8-9

Opportunities

- 1 Improve active deliveries to enhance customer satisfaction index
- 2 Add one more person to BDC to ensure captioning of every customer phone call

- 3 More training for the advisors so that they can build more value on the drive
- 4 Treating every customer same way, regardless are they here just for oil change or anything else. Doing proper workarounds with every customer.

Threats

- 1 There is a lot of independent shops around us. Some of them are open longer hours than us. Some are even open Sundays making it way more convenient for the customer.
- 2 Service retention is dropping due to unsatisfied customers. You don't get a second chance to make first impression.
- 3 We are not going to be able to grow if we do not retain our current customer base.

Objectives

- 1 Improve gross on customer pay RO labor sales
- 2 Improve gross on customer pay RO parts sales
- 3 Decrease amount of one line RO's
- 4 Improve technician productivity, efficiency and proficiency

Strategies

- 1 Start express lube in order to minimize amount of time customer spend waiting on oil change
Including walk-ins
- 2 Discuss lost sales tracking with parts manager and implement best practices. Inter departmental relations are excellent and we need to use that as a building block to implement new policies
- 3 Make emphasis in weekend departmental meetings on importance of keeping in touch with the customers while they waiting and keeping them updated on what is going on with their vehicle
- 4 Create training schedule for advisors. They are key part for department profitability and have to be treated as such

Tactics

- 1 Service advisors will do full walk around with every customer. We will treat every customer as opportunity to do business just like in retail sales in order to maximize our sales and gross profit
- 2 Both service managers will have meeting every Friday with Parts manager and discuss lost sale posting. They will also look at emergency purchases to increase profitability of departments
- 3 Advertise promoting our highly skilled technicians with highest level of expertise, being able to get the job done right...First Time! To attract the customers from going to independent.
- 4 Consider either promoting somebody internally or hiring a full time shuttle driver

Action Plan

Task	By Whom	Completion Date
Service advisors doing Full walk around	Service Advisors	Daily
Reviewing lost sales Reviewing emergency purchases	Service Managers Parts Manager	Every Friday
Advertise promoting our Toyota Certified Techs	GM/ Service Manager	Quarterly
Hiring Full time shuttle driver 2019	GM/ Service Manager	December 1,

Synopsis

Our biggest task is to make sure that we retain our current customer base and keep growing thru capturing new ones. CSI is Huge Deal. Time customer spends at our dealership is huge deal. Our dealership looks great and have fantastic layout which is allowing us to communicate/ stay in contact with the customer thru out the whole transaction. We need to use that for our advantage. Got to treat every customer like a welcome guest to our house and make sure that we wow them so much that they will never even consider going anywhere else. We need to make them become part of our family.

Doing so we will definitely keep our customer base and gain new one. Advertising our strengths, things that non Toyota service can't offer will play in our favor. Making small personal adjustments with shuttle driver should help huge with CSI. Having training schedule for service advisors will make them more confident doing walk arounds with every customer which will result in lesser amount of one line repair orders and increase in gross in service and parts.