



**Service  
Department**  
**THOMPSONS**  
FAMILY OF DEALERSHIPS

**Analysis for**

**WE CARE**  
**Thompsons**  
**Toyota**



**by Tim Stockwell**



**BUICK**

**GMC**

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**TOYOTA**

**N365**  
**www.thompsonsauto.com**

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**Aug 2020**

# Strengths

1. Ownership displays desire to train, grow and succeed.

2. Team work, positive attitude and camaraderie.

3. Top technicians in shop have great knowledge and excellent work ethic.

4. Company name recognition in community is very strong, and dealership is very community focused.

5. Leadership is knowledgeable and team has willingness to improve.

6. Facility is top notch and maintained to high standards.

7. Strong partners within the industry, willing to help us succeed.



# Weakness

1. Service Advisor closing percentage is low (15%), and currently department has low hours per repair order.

2. Web site offers are lacking.

3. Facebook marketing is lacking.

4. Service manager does a poor job of implementing processes.

5. Knowledge base of young technicians is lacking.

6. Parts department Personnel knowledge and inventory are lacking.

7. Service schedule - Need to return to a 4/10 schedule.

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8. Alignment machines age and lack of efficiency.

9. Porter process, lack of direction and efficiency.

## Opportunities

1. Web site improvement (parts/service).

2. Facebook marketing plan.

3. New alignment machine.

4. Service manager leadership and processes

5. Continued growth of asm's/technicians.

6. Consistent processes followed

7. Connecting with community and customers even more.

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8. Increase hours per RO.

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# Threats



1. Destination dealership, small town with small customer base.

2. Daily car count in inconsistent.

3. Finding and keeping good Personnel.

4. Current hours/schedule were cut back due to Covid. Need to get back on 4/10 Schedule



5. Covid 19 - Uncertain economic future creates lack of consumer confidence and reluctance to spend money.



6. Product gets better every year, less maintenance/repair needed equals less opportunity to create revenue.



7. Independent facilities - Toy Shop has

strong name recognition in community as well and some customers perceive independent repair shops as less intimidating/less expensive.

## Strategies



1. Increase online offers.

2. Make ASM sales training a priority.

3. Increase hours per RO.

4. Increased technician training.

5. Service manager accountability for processes not followed/implemented consistently.



6. Day to day process for lot porters clearly defined.



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7. Community involvement for service staff.

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8. Hire two more techs to return to 4/10

schedule.



## Tactics

1. Hire fixed op's digital for arts/service web offers.

2. Hire Chris Collins for sales training.

3. Create items for service advisors to sell and implement spiff program.

4. Build apprentice technician program, road map to more revenue.

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5. Service manager accountability, training and expectations clearly defined and consequences of failure to implement clearly explained.

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6. Written daily porter process.

7. Attend community events to further generate a feeling of goodwill in existing or potential customers. Order Company labeled product to give away....water bottles, pens, etc.

8. Get ads posted and work with recruiter to get two Toyota technicians with certification.



# Action Plan WE CARE



Task      By Whom      Completion Date

Fixed op's digital launch 08/21/20

Chris Collins BUICK GMC TOYOTA 08/21/20

Advisor sales spiffs Jay 08/28/20

Create Tech apprentice program Tim/Jay [www.thompsonsauto.com](http://www.thompsonsauto.com) 08/31/20

Service manager Accountability Tim 08/31/20

Written daily porter process Jay/Tim 08/31/20

Attend community events Tim 08/31/20

Hire two Toyota techs Jay/Tim 08/21/20

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## Synopsis

**WE CARE**

We have a good team and many positive things happening in our service department. My goal is to create a great place to work that people want to be part of. Since my arrival here in Nov 2018 we have turned over the shop and the new team is dynamic and on board. We have replaced all but one advisor and we still have some sales training to do with this new team. I put in a new service manager to keep the status quo but he is letting simple processes fall apart. I believe the team is almost there and we can do big things in correlation to the smaller sized dealership we are. Our ownership understands the vision and supports what we want to do and what we can do.

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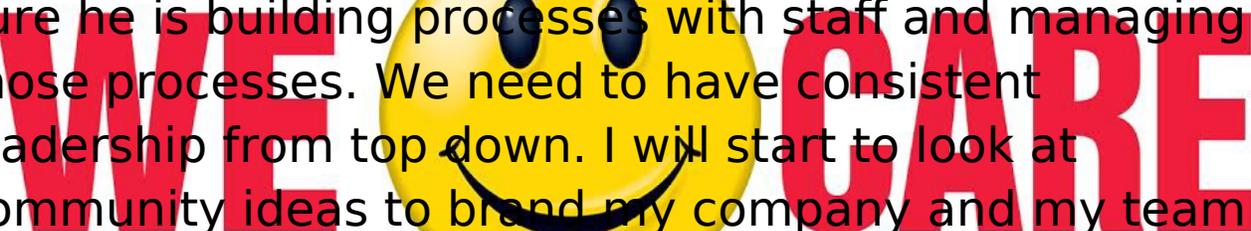
We have identified some of our concerns and installed a plan to address these concerns. We will develop a

better online presence and generate more Facebook ads. We will train our advisors and continue to work with them daily to make them the best they can be at communicating with our customers.

I will develop an apprentice program for training our less experienced techs to ensure they are on a path that keeps them motivated and excited to keep growing their skill set. We will also get two more techs hired so we can go back to our popular 4/10 schedule.

Lastly, I will work with the service manager to make sure he is building processes with staff and managing those processes. We need to have consistent leadership from top down. I will start to look at community ideas to brand my company and my team with.

I believe with process and execution we can make this service department better than it's ever been!



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## Repair Order Analysis Summary Report

	Sales in Dollars	FRH's on RO's	Averages	Analysis
Competitive	\$ 3,120 ÷	32.55 =	95.84	FRH Average
Maintenance	\$ 5,503 ÷	47.20 =	116.58	FRH Average
Repair	\$ 11,652 ÷	83.00 =	140.39	FRH Average
Totals	\$ 20,275 ÷	162.75 =	124.58	Customer ELR
		Target Labor Rate	136.00	Per FRH
Total Ro's in Sample	100	Difference	-11.42	Per FRH

### Cost of Labor

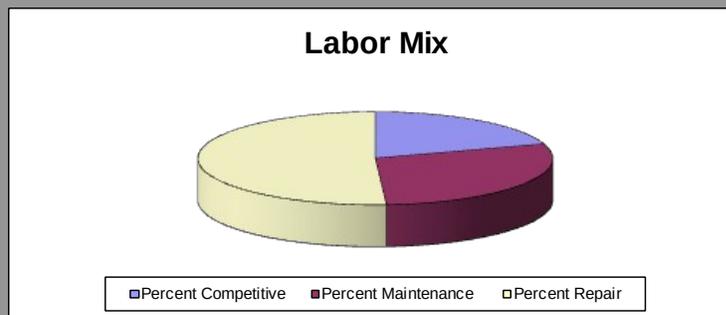
Total Cost of Labor	4272.80 ÷	Total Sales	=	21.07%	Percent Cost of Sales
Total Cost of Labor	4272.80 ÷	Total FRHs	=	26.25	Cost per FRH

### Repair Order Measurements

Total Labor Sales	20,274.67 ÷	Total ROs	=	202.75	Avg Labor per RO
Total FRHs	162.75 ÷	Total ROs	=	1.63	Avg FRH's per RO
Menu Sales		Total ROs	=		Percent Menu Sales
Competitive FRHs	32.55 ÷	Total FRHs	=	20.00%	Percent Competitive
Maintenance FRHs	47.20 ÷	Total FRHs	=	29.00%	Percent Maintenance
Repair FRH	83.00 ÷	Total FRHs	=	51.00%	Percent Repair
One item ROs	40 ÷	Total ROs	=	40.00%	Percent One Item RO

### Model Year Analysis

2021	2020	2019	2018	2017	2016	Older	Total
0	0	2	12	13	9	64	100
0.00%	0.00%	2.00%	12.00%	13.00%	9.00%	64.00%	



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