



AO1 Chris 01

Store: Asbury Automotive Group, Courtesy Toyota of Brandon

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The fixed operations 2 TMS excel template is for October 2017 data. The current facility is undergoing major construction and at this time has no special tools room. The parts department is facilitating the technician's needs for the shop.

At this time we are producing 47% through October 2017 in net to gross. Please see the illustration below.

P&L Summary	
	Oct 2017 YTD
	+
Net Income	+\$2,638,574
Net Income % Grs	+46.97%
Net Income PVR	+

Our additional focus on technician proficiency and bay utilization will increase our profitability to 48.5%. Based on our SWOT analysis feedback, culture of the department is where we focused our action plan.

Strengths

- Amount of inbound phone calls
- Programs available
- Dependable service managers and technicians
- Excellent cashiers and receptionists
- Good place to work
- Camaraderie
- Technicians
- Management
- Team work
- We have been together like family
- Being able to communicate, execute plans, and fix vehicles in a timely manner
- Customer service provided by advisors and technicians
- Great team work, we work like a well-oiled machine
- Harold always takes customer calls
- As a whole? This dealership is band aided together and I feel as if we are balancing on the fence of a good or bad dealership
- As a technician, 80% of us work well with each other and help each other
- Ulitpro
- Recommended upsells
- Most of the technicians work hard

- Some service advisors are willing to advise customers of repairs
- Frank Rosa is always on top of his game with customers
- Shop foreman and master technicians offer help when asked
- Good moral
- Always trying to improve service department for employees and customers
- Good management support
- Toyota is a good make to work for
- Good benefits
- Flexible scheduling
- Ability to increase opportunities and advance
- Good management
- Good company to work for
- Good benefits
- Flexible schedule
- Majority of employees are good hearted people
- Good location
- Many talented employees
- Great employees
- None
- Good management
- Training available
- Good communication

- Service advisors that write up cars
- Customer loyalty
- Sense of family
- Having a head porter to manage the drive-Jason
- Location
- Support staff, we work well together
- Open door policy with the managers
- Doing multiple jobs on different days
- Communication
- New service department coming soon
- Seems like management does try to help
- Good technicians
- Good service advisors
- Management
- Team work
- Support staff
- Listens to suggestions
- Friendly and relaxing

Weaknesses:

- Lazy
- Bad attitudes
- Long wait times
- Under staffed
- Parts inventory lacking
- Knowledgeable technicians
- Under staffed
- Service advisors that limit their day to 10 repair orders per day
- Technicians that do not fix it right the first time
- Not proper training for newcomers
- Limited resources to exceed customer expectations on night shifts
- Too many decisions being made without consultation with the technicians
- Work ethic
- Integrity
- Honesty
- Equipment sometimes broken, missing parts of equipment

- Trash is a hassle for technicians to take out every day
- Night crew leaves mess for morning crew
- Advisors not taking phone calls
- Shuttle service
- Slow techs
- Advisors do not actually know how to communicate with the customer. they prefer to text a customer than to physically explain and show the customer the problem
- Texting is not a professional way to work with your customers
- Technicians not paying attention to detail
- Communication between advisors and technicians
- Communication between management and techs is awful
- There is so much change and very little communication or it is late communication
- Team work
- Selling points for advisors
- Sending techs to school
- Need more equipment
- Appointments
- Cars take too long to get back to the shop
- Service advisors are afraid to tell customers what their car needs. Not upsells, actual repairs (example- tires are at 3/32", RF ball joints loose the tire could fall off on a bump. Advisor does not even take the time to tell the customer or read my notes)

- The director is hard to find a lot when looking for him
- Some advisors need better training
- Lack of work space
- Dated / Faulty equipment
- Arbitrary places for advancement
- Unequal work distribution
- Cherry picking
- Communication
- Maintenance of equipment
- Lack of work space / bays
- Faulty equipment
- Unequal distribution of work
- Not paying for ASE's
- Advisors knowledge of general vehicle mechanics
- Poor structure within technicians-multiple team leaders are responsible for smaller technicians groups
- Repair orders stamped "waiter" when owner is not present
- Difficult to dispatch
- Equipment is abused, broken
- No building maintenance person
- No A/C in shop
- No hot water
- Parking = chaos / disorder
- Night service

- Need to know a better understanding of technicians
- Lower labor rate for customers
- Lack of training for advisors
- Need to send seasoned techs to school
- No accountability from management, lack of motivation
- Will not fix issue right the first time
- Service advisors with no sense of urgency
- Service advisors that do not answer phone calls
- Service advisors need more time with customers to sell
- Some service advisors that do not write up a lot of cars
- Gloomy outlook
- Accountability
- Discouragement
- Dispatcher in shop
- Lack of porters / shuttle drivers
- Unbalanced work load
- Lunch breaks-do not always get one
- Shuttle-to the mall and back, takes too long to go 10 miles and customers complain
- Lack of trust in management
- Utilization of work force
- Distribution of work
- No accountability
- Lack of advertising (TV / Radio)

- Lying to staff
- No accountability
- No enforcement of rules
- Dirty bathroom and shop
- Labor times cut for technicians
- No maintenance man
- Need more advertising
- Need lower labor rate
- Accountability for advisors
- Advisors answering phone calls
- Active delivery
- Advisors returning customers calls

Opportunities

- New building
- New people
- Everyone can be a team player
- Having a detail staff for service only
- Make sure all the service advisors have all the tools to be successful
- Show appreciation to employees
- Training of technicians
- Some of us could use ASE manual to study for ASE test. (I am not a good test taker and would like to get more ASE under my belt)
- Work with Lyft or shuttle to ensure customers are picked up and dropped off in a timely manner to prevent angry customers making complaints
- People need to apply themselves
- Stop making changes and take a step back and look to see what we can do as a unit
- Care for each other as a family

- Employees need to feel appreciated if you want them to turn hours for you
- Make your employees feel important
- New shop
- Certifications
- School
- Benefits
- Pay for ASE testing
- Send tech to training classes
- ASE schooling
- Asbury is large, easy to transfer
- Steady room for growth
- ASE covered by company
- Toyota school advancement
- Growing skill set
- Schooling
- Increase porter staff
- Room to transfer to different locations
- Room for growth
- Ability to gain experience in my field of work
- Hire more porters
- New dealership
- We need more dedicated service advisors
- ASR Pro

- Construction
- Set time aside for training for people who want to learn more
- Training-Jacksonville school
- ASE paid for if passed
- Pay increase with certification upgrade
- Improve the shuttle service (shorter radius / more drivers)

Threats:

- Construction (water being turn on and off 3 times)
- No sense of urgency (equipment down for 1 week)
- Changing clock in times
- Too much turn over
- Other dealerships that have parts availability and have better service than us
- With all the changes, a lot of good techs are leaving
- Hostile approach to unruly customers
- Lift maintenance
- First aid kit, not sure where it is anymore
- Shop cleanliness
- Bathroom cleanliness
- Back tire room is too small, no one takes tires out / hassle

- Oil spills
- Trash
- Hazardous chemicals laying everywhere
- Careless techs and advisors
- Having to drive to another lot to get PDI's
- Hiring more technicians than needed for work load
- Lowering tech time (moral killer)
- Mandatory Saturdays
- Cherry picking
- Not making line for growth
- Not covering ASE cost
- Continued hiring new employees when space and work is already limited
- Lowering turn time
- Mandatory Saturdays
- Broken equipment
- Small parts availability
- Very high labor rate for customers
- Upselling too aggressively on every service visit without checking customer history-can lose customers
- Building
- Parking
- Too many coupons
- Accountability

- No lights in parking lot when leaving at night
- Wait times for customers
- Aggressive upselling

Qualitative Analysis

Strengths:

1. We have a large customer following even though are facility is dated. We have a great dealership location. Even under construction our repair order count is steadily increasing.
2. Asbury Automotive provides, and has invested in many useful programs including tools such as electronic MPI's, employee benefits / time keeping all on line and available to each employee. We provide excellent benefits.
3. We are under construction at the present time and this has lifted moral.
4. We offer many employee training incentives such as paid computer based training for our technicians, ASE test reimbursement and also paying up front for technicians testing registration and test fees.

5. All service staff have an open door policy with the entire management team. This keeps the line of communication open for all employees for their suggestion on how to improve our business.
6. With several stores in the Tampa market, and many more in the Asbury Automotive group, there is room for advancement and other opportunities on any level.
7. As a whole, we work very well as a team. We have a dependable management staff that offers good support to the rest of the team. A good mix of technicians and advisors. We are a little heavy on master technicians mainly due to many technicians that have worked here for over 10 years. They feel as if it is a family and a great place to work. They work well with the service advisors and have decent communication. The entire team, including the support staff, is very involved and truly cares for the customer's best interest.

Qualitative Analysis

Opportunities:

1. Assemble a technician training plan and study program outlining a timeline for completion including ASE testing achievement. This will outline also pay rate advancement opportunity to coincide with tenure and work ethic.
2. Properly staff service porter and shuttle staff properly and dedicate detailer just for the service department.
3. Fabricate advisor training curriculum so when service advisors begin to write service they are training properly in proper processes.

4. Have more employee appreciation meetings, lunches, and cookouts. Awarding employees in public will help boost morale.
5. New facility.
6. Help build a team atmosphere

Qualitative Analysis

Weaknesses:

1. Being understaffed.
2. Repair equipment in a more efficient manner and update.
3. Communication between technicians and service advisors.
4. Communication with management and technicians.
5. Training for advisors.
6. Clean work area better as we are limited in space with construction.

7. Centralized dispatch.
8. Work life balance.
9. Radio and TV advertising, mostly only do SEM, Social Media and mail.
10. More training for technicians.
11. Listen to technicians more, listen to their ideas.
12. Need more advisors and technicians for night shift.
13. Train technicians on efficient working habits.
14. Better stock of fast moving parts.
15. Better control of parking with construction going on.
16. Insure facility is operational during construction.

Qualitative Analysis

Threats:

1. Possible employee resignations for not feeling appreciated. Also due to facility challenges, construction restrictions, shop cleanliness, shop organization, dispatch, correct parts inventory, or lower work life balance.
2. Old equipment needs to be maintained at higher levels than newer equipment.
3. Overselling and over recommending maintenance flushes by the advisors and technicians.

4. Customer defections due to excessive wait times to service the vehicle due to being understaffed, no parts in stock.
5. Possible excessive lot damage and or accidents having to drive to another lot off site to retrieve PDI's.

Objectives / Strategies / Tactics

Objectives:

1. Improve training for technicians.
2. Improve technician and other employee morale.
3. Improve parts inventory for fast moving parts.
4. Improve process for parts delivery to technicians from parts department.

5. Coordinate parking to elevate longer wait times for customer's cars to be serviced.
6. Improve quality of multipoint vehicle inspections by technicians.
7. Improve dispatch process to level work distribution.

Objectives / Strategies / Tactics

Strategies:

1. Look at technician work schedule to help balance work / life balance.
2. Evaluate competition to make sure we are competitive in pricing for menu items.

3. Tweak technician bonus incentives to help generate more CP hours turned by each technician.
4. Keep all employees updated on new facility upgrade time line.
5. Improve advisor selling techniques.
6. Evaluate detail staff to possibly have staff for only service customers.
7. Have more frequent technician / advisor appreciation lunches-cookouts.

Objectives / Strategies / Tactics

Tactics:

1. Initiate ASE study group for technicians to help pass ASE tests.

2. Hire more technicians for night shift.
3. Evaluate parts inventory for proper stocking of fast moving parts.
4. Hold all employees, especially technicians, accountable for cleanliness of shop.
5. Evaluate all shop equipment for proper function and safety.
6. Hold monthly and quarterly technician meetings.
7. Staff porter / valet / shuttle driver properly for workload.
8. Properly staff service advisors, especially night shift.

Objectives / Strategies / Tactics

Action Plan

<u>Task</u>	<u>By Whom</u>	<u>Completion Date</u>
Create ASE Study Group 1-1-18	Shop Foreman	
Hire more technicians For night shift	Service Manager	1-1-18
Evaluate parts inventory 1-1-18	Parts Manager	
Accountability for Shop Cleanliness	Service Manager	11-30-17
Shop Equipment Evaluation	Service Manager	11-30-17
Shop Meetings	Service Manager	12-10-17
Proper Valet Staffing	Service Manager	12-15-17
Service advisor staffing	Service Manager	12-31-17

Synopsis

With the additional hiring of service advisors for the night shift this will allow the advisors time to spend more time with each customer to properly follow the processes outlined for a successful experience for the customer and for the department's profitability.

Increased service advisor and technician training will help achieve sales and gross profit goals.

Proper staffing of service valets and shuttle drivers will help elevate the customer experience and considerably cut down on customer's wait time to have vehicles repaired. Also by delegating specific parking areas for vehicles waiting to be serviced and or picked up will help the efficiency of the department.

By changing the department's outlook on listening more to the advisors and technicians, along with the support staff, will really give us a better idea on what they have to deal with on an everyday basis. What their struggles are, and what better ways we can improve the working conditions while we are under construction and ultimately improve the customer's experience.

By increasing the communication between management staff and all employees will give the employees a better understanding on what is happening department wide and the employee recognition will indubitably boost morale and the bottom line of the department.