

Aaron Pyle

Qualitative Analysis Zanesville Toyota

NADA class #388

Strengths

1. Team atmosphere...Good Employee morale
2. Well established/liked in the community
3. Knowledge of product/experience
4. Work ethics
5. CSI rating at great level...the overall feel and friendliness of the organization trickles down all the way from the top managers
6. Toyota Brand is very trusted and respected....many loyalists only want certified Toyota mechs working on vehicle

Weaknesses

1. Service hours with minimal Saturday hours currently offered
2. Communication....between parts as well as sales to service.
3. Follow up intensity...giving up after minimal effort or just to checkmark
4. Training could be stronger and occur more often
5. Inventory levels
6. Not treating SAs or members like sales staff

Opportunities

1. Start offering different services...undercoating, bedliners, ceramic
2. Many new offices and buildings being built in the area...approach for fleet or market for service pickup @work
3. Smaller shops in town are really back logged due to shortages and lack of staff, we should be able to capitalize on that and accommodate new customers
4. Offer extended hours during the week and open longer on Saturdays

Threats

1. Tech pay in the greater area increasing exponentially
2. Supply chain delays and backordered parts
3. Social media influences...the 1 bad review left by a customer
4. Staffing shortages due to sickness or finding help
5. Toyota customers holding out for service visits because of the great reputation of longevity the cars have
6. Labor rates fluctuating for warranty work

Objectives

1. Increase daily RO count
2. Decrease the amount of 1 line Ros
3. Treat Service more like sales staff and view department as such
4. Track the lost sale more effectively

Strategies

1. Begin a community business outreach program and market picking up cars from workplace for service.
2. Train SAs to sell more and create a bonus program based off of improvement.
3. Involve service in daily Sales meeting and share with them the scope and vision
4. Meet with service manager to discuss tracking the lost sale and pay closer attention to the true results and act on them
5. Offer extended hours for service during the week and expand Saturday schedule

Tactics

1. Adjust tech shift schedule to accommodate more traffic
2. Figure out a fair rewards program for upselling
3. Market heavily in and around businesses for easy, convenient service pickup and delivery
4. Crosstrain staff with sales shadowing and encouragement
5. Encourage excellence training/seminars and make it rewarding

Task

Extend service hours.....GM.....by 4-1-22

Track daily fill and lost sale....Parts Manager....Everyday

Create a rewards program for 2+ line RO...GM/Serv mang....4-1-22

Market extended hours and times....All Management...4-1-22

Include Service in Sales meeting...GM...3-5-22

Begin online service campaign...Service/IT mang...4-1-22

Synopsis

Our biggest stumble is missing out on Saturday service. When we implement a full day of open service on Saturday I believe the numbers will speak for themselves. This is the last of the changes to hours that is a must since we have taken over the store. It will take some time for everyone to realize which is why I feel it is crucial to coincide the marketing campaign when we roll out the new hours.

As noted earlier our percentage of 1 line ROs in the sited example is completely unacceptable. We need to change our approach to service in general. As we continually covered in class we need to treat service as if it is sales, because after all it really is. By attending our sales meetings and including them I feel we will see a marked difference in the service department.

Also, by working with the GM to determine what rewards based program will work this could really be a great 2 step system to get us on track and where we should be as a whole.

Repair Order Analysis Summary Report									
		Sales in Dollars		FRH's on RO's		Averages		Analysis	
Competitive		\$	1,611	+	16.00	=	100.71	FRH Average	
Maintenance		\$	2,887	+	29.00	=	99.54	FRH Average	
Repair		\$	7,357	+	71.85	=	102.40	FRH Average	
Totals		\$	11,856	+	116.85	=	101.46	Customer ELR	
				Target Labor Rate		110.00		Per FRH	
Total Ro's in Sample		100		Difference		-8.54		Per FRH	
Cost of Labor									
Total Cost of Labor		1984.60		+	Total Sales		=	16.74%	Percent Cost of Sales
Total Cost of Labor		1984.60		+	Total FRHs		=	16.98	Cost per FRH
Repair Order Measurements									
Total Labor Sales		11,855.56		+	Total ROs		=	118.56	Avg Labor per RO
Total FRHs		116.85		+	Total ROs		=	1.17	Avg FRH's per RO
Menu Sales		0		+	Total ROs		=		Percent Menu Sales
Competitive FRHs		16.00		+	Total FRHs		=	13.69%	Percent Competitive
Maintenance FRHs		29.00		+	Total FRHs		=	24.82%	Percent Maintenance
Repair FRH		71.85		+	Total FRHs		=	61.49%	Percent Repair
One Item ROs		90		+	Total ROs		=	90.00%	Percent One Item RO
Model Year Analysis									
2023	2022	2021	2020	2019	2018	Older	Total		
0	0	24	9	11	12	44	100		
0.00%	0.00%	24.00%	9.00%	11.00%	12.00%	44.00%			

