

Wondries Toyota

Service Department Analysis/ Action Plan

NADA Class N398

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Qualitative Analysis-Strengths

1. Newer Toyota building with up-to-date lifts, lighting, wi-fi for shop, large boutique shop, comfortable showroom, and lounge area for customers.
2. Dealership had been in business in the same location for over 42 years, great customer base.
3. Our shop capacity is spacious, but it needs to be filled by techs and vehicles.
4. The shop foreman is experienced and trained. Also awarded Champion title from Toyota, he is always communicating with techs, advisors, and Toyota factory.
5. Service manager and Parts manager have been with our company for over 15 years. Both promoted to their role within the last 2 years, they are open to learn and collaborate.

Qualitative Analysis- Weaknesses

1. Service department hours do not mirror those of the sales department. Service department is not opened on Sundays.
2. Service department does not work on all makes and models for additional business.
3. Service bays are underutilized. Facility utilization rate is low.
4. Mobile customers are not able to make same day appointment.
5. Customer retention rate is low.

Qualitative Analysis- Opportunities

1. Start working on all Makes and models.
2. Train staff on mobile appointment and mobile QR codes.
3. Use Video MPIs
4. Turn one liner guests to service manager or service driver manager.
5. Use Service Menus.

Qualitative Analysis- Threats

1. There are seven dealerships within one hundred yards of us, each day we compete for new business, we must stand out to capture additional business.
2. Losing techs to our local competitors.
3. Stalls not fully utilized to make income.
4. Customer use other service when they cannot make same day appointment.

Objectives

1. Increase Daily RO's written by accepting all makes and models. Taking same day appointment.
2. Decrease one liner. Review MPI to set up for next visit if not sold today.
3. Improve gross on customer pay RO parts and labor sales. Turn to managers when unable to sell.
4. Expand service department hours to accommodate guests.

Strategies

1. Hold meeting with tech, advisors, and service manager to ensure we are aware of changes. We are servicing all makes and models, open Sundays and will be advertising it.
2. Create QR code for service department to increase appointment. Parts department QR code for parts specials.
3. Sell 4 pack on older vehicles, will have master technician inspect unit for work.
4. Video MPI to grow customer pay.
5. Marketing on internet, mobile. We service all makes and models.

Tactics

1. Parts manager, service manager and general manager to meet weekly to review forecast vs tracking. Are things going on track or something need to be adjusted will be reviewed and discussed.
2. Market special discounts, extend hours, service all makes and models to attract new customers.
3. All pricing discount must be authorized by department manager.
4. Shop foremen, senior master technician will be inspecting older, higher miles vehicles to improve customer-pay RO parts and labor sales.
5. Have parts runner in place to increase tech proficiency.

ACTION PLAN

TASK	ROLE	COMPLETION DATE
Add Service BDC rep for online appointment	GM/ Service Manager	September 1
Using Video MPIs	Service Manager	September 1
Create Tech proficiency bonus program	GM/ Service Manager	September 1
Adjust tech/advisors working hours	Service Manager	September 1
Service advisor in sales meeting/ training	GM/ GSM/ Service Manager	Weekly
Parts staff in sales meeting/ training	GM/ GSM/ Parts Manager	Weekly
Weekly Service/ Parts manager meeting	GM	Weekly
Extend service hours of operation	GM/ Service Manager	October 1
Advertise new extended hours and discounts	GM/ Service Manager	October 1
Hiring five technicians	GM/ Service Manager	October 1