

Service Department Analysis

Rudy Luther Toyota - Debbie Tufts N402

Qualitative Analysis

Strengths:

- We have a lot of traffic and a high volume of vehicles to work on
- Low turnover of repair technicians and advisors
- There is an open door for express techs to ask for help without being belittled
- We have nice people
- 1. Team work and good employees

Weaknesses:

- Light duty pay
- Technology is constantly updating. We have made improvements with computers, but most things we order are on backorder which is out of our control
- Fairness - some people get in trouble when other do not
- We need more training
- There is not an opportunity for growth (promotion)
- Service Runners
- Management
- Lack of accountability
- No one is ever on the same page

Opportunities:

- Work distribution could change to help work flow
- When doing major-heavy line work, technicians shouldn't have to multitask and look for a bigger job
- Training

Threats:

- Warranty work is drying up
- Less one on one training with newer techs can lead to more broken parts and equipment
- Car batteries take up shop space. They should be stored on pallets. This will save time and energy in the long run.
- Too busy which could cause burnout
- Takes too long for upsells
- Management

Objectives:

- Improve the initial guest experience and the vehicle delivery experience
- Improve the time to complete the repair
- Improve the communication in the shop and with the customers
- Improve the morale and the image of the shop

Strategies:

- Work on advisor accountability
- Observe the drive process – both the greet and delivery
- Look at opening up the drive write up process
- SMART action planning with managers
- Assign key responsibilities
- Train on leadership strategies
- Shop meeting with service and parts to discuss clutter and cleanliness
- Look at a more standard appearance of employees

Tactics:

- Open the drive/write up process
- Monthly meeting with GM and Service Managers
- Weekly meeting between service managers
- Divide responsibilities among service managers

SMART Action Plan

November 22,
2023

Name Debbie Tufts

Date _____

Business Rudy Luther
Toyota

Department _____
Service/
Parts

Email -

Position _____
GM

No.	DO: In order to achieve this goal, I/we must:	"R "	"S "	Date Assigned	Date Reviewed I	Date Reviewed II	Date Due	R D	G N
	List Action Steps - SMART Actions Necessary to Achieve the Goal								
1	Assign responsibilities among service managers	D/ J		11/22/ 22			12/31/ 22		
2	Change service lane write up process	All		11/22/ 22			12/31/ 22		
3	Monthly KRM Meeting with service managers	D		11/22/ 22			12/31/ 22		
4	Weekly meeting between service managers	J		11/22/ 22			12/31/ 22		
5	All team meeting about uniforms/cleanliness and clutter	All		11/22/ 22			12/31/ 22		
6	Train on leadership strategy	D		11/22/ 22			12/31/ 22		
7	Observe the drive experience greet and deliver	J		11/22/ 22			12/31/ 22		
8	Meet with Advisors bi-monthly	All		11/22/ 22			12/31/ 22		

Synopsis

Strengths

Rudy Luther Toyota has tremendous amounts of opportunity. Our location on a major highway between an affluent residential and downtown Minneapolis affords us the potential to capture a high volume of traffic. Through our staff efforts, we continually see strong customer loyalty numbers. This equates to a large pool of available vehicles for technicians to produce hours from.

One of our greatest strengths is our shop comradery and inter-department relationships. The environment of 'Team-Work' is prevalent through most every employee, and crosses between Repair, Express, Parts, and Advisors. The ability of our lesser-skilled/experienced Express Techs to freely walk up to and ask a Journeyman for help, is a value that is shown day in and day out. The knowledge imparted on new employees and those looking to advance their own career, is something that will continue to put our Service Department in a strong position. It creates a learning environment, which equates to higher skill levels, increased proficiency, and employee retention.

Weaknesses

Due in a large part to our excellent employee retention, opportunities to step to the next level are rare. We have multiple Light Duty technicians who are fully certified and ready to begin their Journeyman career, however there are no openings for a Journeyman position in our shop. Toyota's 'high-volume maintenance, minimal needed repair' has continued to lower our need to repair technicians. We are the shop they want to spend their careers with, so they stay as a Light Duty technician performing routine maintenance year after year.

Another area of weakness can be exemplified at our Service Runner position. Minimal effort to look and act professional has a detrimental effect on customer intake, as well as Service Drive efficiency. Our runners lacking direction/standards, is also seen in a lack of accountability in the shop as a whole. Employee coaching and discipline is slow, which causes certain detrimental attitudes/processes to fester, and ultimately flourish. When coaching techniques or disciplinary action is taken, the employee is left feeling they were unfairly treated.

Management struggles to stay of the same page, due to poor communication. Decisions are often discussed and made without all three managers present, and without being able to offer input. We operate a 75 person strong Service Department, with an average of 200-250 customer per day, and the number of moving pieces often requires quicker than ideal decisions. Follow up and relating pertinent decisions between management needs to improve.

A final weakness is an unfortunate sign of the current electronics/technology struggles. Automotive manufacturers update their vehicle technology at lightning speed, and the dealership level is often struggling to keep up. Many of the core-requirement technology is and has been backordered for a disabling amount of time. The inability to get needed diagnostic equipment, all the way down to the inability to get replacement wheel-lock keys, causes real customer satisfaction issues, as well as slows down tech training and mastery.