Lexus Downtown Service Department

Fixed Operations:

After going through the SWAT exercise with our service advisers, I realized most of them are having the same thought process and we need to have a proper procedure in place. One of the main issues that I have noticed is not having enough technicians and this issue is really visible in any exercise that I have done. This is one of the reasons why our advisers don't have the confidence to sell more jobs and hours. As you can see in my calculations; our technician's proficiency is at 211%, but our facility utilization is in the mid 80's.
Our team is very new and it's a perfect time for us to make some constructive changes. To create a team with a new culture in which the client service comes first and to make sure our business is increasing in it's profitability.

We have an ad out to hire more technicians. We should have four more technicians so that we can bring down the tech proficiency to 125%. Then we will measure it again with our fixed operations manager and our controller.

A very important thing that we found out is that we are placing a very basic competitive job to our most senior tech, which has a direct effect to our profitably. Effective immediately: we are addressing this matter and we will check it on a weekly basis and get the DMS report and go through it with our fixed operations manager.

Specific: The goal is to hire more tech and direct the proper job to the proper technician.

Measurable: The department can go through the numbers, based on the financial statement, on a monthly and weekly basis.

Achievable: The department has specific strategies to achieve the bring down of the tech proficiency to 125% from 211% and direct the right job to the right person. Gross profit increase and has a specific timeline for doing so.

Relevant: Overall objective is to decrease tech proficiency and direct the right job to the right person.

Time-bound: Has specific timelines within one month.

By: Erfan Hashemi