

**Longo Toyota of
Prosper
Daniel A Sanchez
PAG 16**

Strengths

1. The team is flexible.
2. Strong bond between employees.
3. Tekion has increased productivity.
4. David and Daniel have changed the service department for the better
5. The service department provides good customer service.
6. Morale is good, so we take better care of the guests.
7. We have the ability to grow as a team.
8. I have a career path.
9. Longo has very loyal guest
10. David helps the shop a lot when he is available.
11. We have very competitive pricing.
12. We are willing to do anything to make a guest happy.
13. David is a big help and has done a great job training us
14. We have a lot of new guests wanting to visit LTP
15. We have grown the store a lot in the last two years.
16. I enjoy coming to work because of the people I work for
17. Our Master techs are very skilled and efficient.

Weakness

1. We can be impatient at times.
2. Tech schedules are never accurate. Need them to get to work on time like the ASM' and parts team.
3. Writers hog work
4. ASM's do not write good concern lines.
5. Level 2 technicians need real mentors to grow.
6. Parts have gotten better but they still struggle ordering parts right the first time.
7. Shop needs better maintenance. It gets messy at times.
8. Cars get dispatched to multiple techs for different jobs.
9. Cars get held when technicians are off and won't get worked on until they return.
10. Our tire inventory is never accurate.
11. One of the parts guys is not very friendly.
12. ASM's need more training.
13. Need more focus on the entire MPI process.
14. Lack of technicians
15. High check in times
16. CP RO documentation is bad.

Opportunities

1. Be more understanding at times.
2. Communicate with parts for better solutions.
3. Be more honest with each other.
4. We have a lot of new people moving in, which is giving us more work.
5. Need to do better with MPI inspections and MPI upsells.
6. Need to organize the shop.
7. Need better mentorship for level 2 and TXM
8. There is always an opportunity to improve our best practices.
9. More combo codes.
10. Need an op code for lof, rotate and filters.
11. Would like some sales and cxi training.
12. I think service specials are outdated. We need better coupons to attract more guests.
13. TXM is always short staffed.

Threats

1. Other service departments have better pricing.
2. Other shops have better pricing on simple work.
3. ASM quality could be better. We need to teach them how to sell on the drive.
4. Need a shop foreman.
5. Letting guests leave without making sure they know what work has been done.
6. Tech's not investing enough time on MPI's.
7. The carwash causes more problems than good.
8. Our waiting area is small. We need to make our guests more comfortable.
9. TXM is always short staffed.
10. Rising cost of parts/ supply chain issues
11. Lac of technicians
12. On going parts delays

Qualitative Analysis

Objectives

1. Improve menu packages on the service drive.
2. Improve coupons for PMA.
3. Improve MPI effectiveness for technicians.
4. Create and implement ASM sales training.
5. Improve shop cleanliness program
6. Make hiring a bigger priority

Strategies

1. Get feedback from ASM's on most requested services and use feedback to create packages and op codes.
2. Spend more time studying our PMA and use information to create competitive coupons that are relevant to our area.
3. Shop competition for most effective MPI utilization. Make sure to publicly recognize the MPI Champion of the week.
4. Partner with HR and create staffing goal
5. Dedicate one day a month to 5's the shop with techs and facilities support.
6. Need to dedicate time for Billy to stay in the shop to help with technical support.

Tactics

1. Use information from ASM meetings to create opcodes. This must be revisited every 45 days to make sure opcodes are relevant.
2. Prior to approving monthly coupons, spend 30 minutes surveying our PMA to make sure coupons are relevant.
3. Present MPI Champion effectiveness to TXM and let them know we use the ASR tool to help measure their success. ASM will vote on who had the best MPI for the week.
4. Dedicate one sales topic for ASM training a month. Focus Penske way training on this topic.
5. Incentivize cleanest bay winner to engage team.
6. Target AM , tech schools and have constant marketing around staffing TXM
7. Pick a designated time Billy will spend in the shop to help techs with and stick to the schedule.

Qualitative Analysis

Task	By Whom	Completion Date
Create Op codes for menu packages	SVM	August 1 st
Survey market for competitive coupons	FOD	Due on the 25 th of every month
5's shop once a month	SFM	Due on the 16 th of every month
Create ASM training guide	SVM	August 1 st
Create & implement MPI rewards program	FOD	July 17th
Implement Billy Shop schedule	SFM	July 1 st

Synopsis

It appears we have a few opportunities to improve on. The most evident is in the shop. The team feels there is a weakness in our staffing process, MPI, cleanliness and leadership. The lack of structure and confidence in the shop has hindered real growth for our service department. While there has been more growth than we can handle, there is the perception the shop does not have structure.

With more focus on the shop and regaining confidence from the team, I feel we can gain more productivity from the technicians. There was a comment about lack of training for our level 2 program, which is designed to build technicians for the future. I believe we need to put a big focus on shop floor management and have a bigger focus on shoulder-to-shoulder training. Coupled with a cleaner shop, our shop will exert confidence.

Our second biggest opportunity is with ASM training, prepackaged menu items and coupons. The team has been asking the service management team to get more competitive with coupons as we often get offers from other dealers we need to match. Lastly, we have a very young ASM team that requires a lot of hands-on training. To make their learning process easier, we also need to implement menu packages to help sell and be more efficient.

Our hours per RO are on the low side, which is expected with a young team. However, if we focus on a training topic once a month and put a big emphasis on teaching during our weekly meetings, I feel we could have a bigger impact.

The store is still very young but has seen a lot of change. We have seen 20% + growth going on two years in a row. A lot of opportunities have been missed because we have grown very quickly.

Qualitative Analysis

This has been a good reminder: As a business leader we strive for growth as it is what drives our business. However, we need to make sure we can scale appropriately without affecting our team.