

# en·gauge

 **TOYOTA**

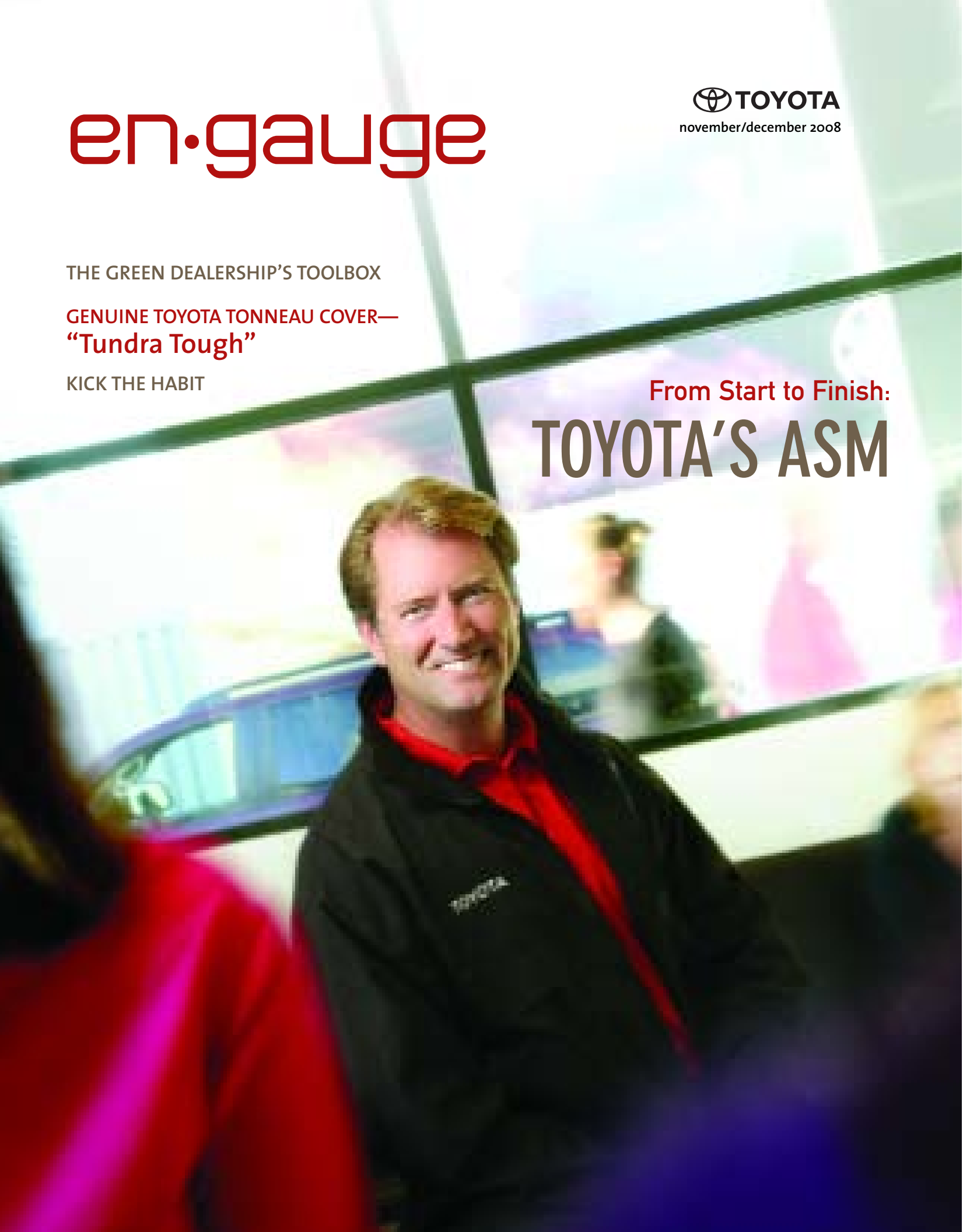
november/december 2008

THE GREEN DEALERSHIP'S TOOLBOX

GENUINE TOYOTA TONNEAU COVER—  
“Tundra Tough”

KICK THE HABIT

From Start to Finish:  
**TOYOTA'S ASM**



## contents

### FEATURES

**4 From Start to Finish: Toyota's ASM**  
In part 3 of the SPOG (Service and Parts Operations Guide) series, *en-gauge* looks at service reception and the many important roles of the ASM.

**50 Years in America: A Toyota Retrospective**  
**10 Part 4: Era of Expansion—1989-1998**  
Toyota continues to grow...

**Face of Your Dealership**  
**12 The Technician**  
MDTs (Master Diagnostic Technicians) share how to please your "ultimate boss"—the customer—and make them lifetime service devotees.

**14 Kick the Habit**  
Competitively priced Genuine Toyota Radiators can increase your sales and customer satisfaction.

**16 The Service Hub**  
Storing fast-moving parts in service bays speeds express service.

**18 No More Shooting in the Dark**  
With dynamic mapping and fresh data, Toyota Service Opportunity goes online

**20 On the Road to Compliance**  
Get ready for hazmat.

**21 In the Fast Lane**  
A dream job as a NASCAR technician awaits a recent graduate of Toyota's technician development program.

**22 Genuine Toyota Tonneau Cover—"Tundra Tough"**  
Add versatility to your truck.

**Reduce, Reuse, Recycle**  
**23 The Green Dealership's Toolbox**  
Go to the Toyota Recycling/Environmental Awareness Website on Dealer Daily and learn how you can reduce waste at your dealership.

**Fuel**  
**24 Going Mod**  
Online and on style, the new *en-gauge* Website is a powerful new tool for you!

**25 Toyota Owners Online—Keeping the Customer Close**  
Toyota Owner's Website gets a new look and new tools to connect Toyota owners to the brand.

**26 en-gauge Challenge #32 and Prizes**



## Be Memorable

WITH THREE DECADES OF SERVICE and parts experience, I know how important the Assistant Service Manager's (ASM's) role is at our dealerships. Given that ASMs see more customers on a daily basis than most of the other positions, they're a crucial customer touch-point. Studies show a memorable service experience builds customer loyalty and is directly linked to future vehicle sales. However, what's most distinctive about the ASM position is the need to possess superb interpersonal skills and vast product knowledge. We understand that it takes a very unique person to do both well.

To help, Toyota's Service and Parts Consulting Department provides a broad range of resources and support to keep ASMs up-to-date on every new piece of information. Our group develops key ASM reference materials like the ASM/Parts Professional Reference Guide and Service and Parts Operations Guide. For the last several years, we have also been working with the product development groups at each of the major Dealer Management Systems to ensure their systems support the processes being recommended by Toyota.

It all comes down to recognizing the importance of the ASM position. Their unique placement within the dealership combined with superb customer handling skills directly impact both customer retention and satisfaction—two key components to future vehicle sales.

Jim Fleischer  
Service and Parts Consulting Programs  
Manager, Toyota Motor Sales, U.S.A., Inc.

EDITORIAL STAFF  
editor  
Roberta Ritter  
managing editors  
Elisa Liehr, Marc Herron  
copywriting and design  
Liehr Marketing & Communications  
art director  
Kathleen Kaiser  
contributing departments  
Accessory Sales and Marketing  
Customer Relations  
Field Operations  
Fixed Operations Personnel  
Development  
T-TEN/AYES/ATC  
Parts and Service Marketing  
University of Toyota



**our mission**  
The mission of *en-gauge* magazine is to unite Toyota professionals in their common quest for excellence with timely, relevant information about Toyota products, programs, people, facilities and industry trends. It will foster a sense of pride in being a member of the Toyota family and inspire a greater camaraderie toward higher levels of customer service.

# FROM START TO FINISH: TOYOTA'S ASM

**STICK TO THE BASICS**—and you'll earn a loyal, trusting family of customers.

[1] Keep customers updated about the service process.

[2] Teach them about the inner workings of their vehicles.

[3] Involve them in all phases of the write-up process.

Service reception starts when customers arrive on the service drive and ends with a clearly written repair order. During the process, educate the customer and build relationships. In our continuing series of articles highlighting the sections that have been updated in the new Service & Parts Operations Guide, we share dealer testimonials, program examples and educational priorities that serve as guidelines to help set the tone for a positive service experience.

continued on page 6



## WHY SUCH A FUSS?

TOYOTA'S ASSISTANT SERVICE MANAGERS (ASMS) PLAY A UNIQUE ROLE IN DEALERSHIP OPERATIONS.

BECAUSE THEY CONSTANTLY INTERACT WITH SERVICE CUSTOMERS, ASMS HAVE A SIGNIFICANT IMPACT ON CUSTOMER SATISFACTION AND RETENTION AS WELL AS OVERALL DEALERSHIP PROFITABILITY.



## >Your Great Ideas

(From Challenge #30)

This issue of *en•gauge* marks Challenge #32 (see FUEL, pages 26-27), a recurring feature that produces highly creative and thoughtful responses, along with innovative and practical ideas other dealership associates can learn from. But it's not always easy to choose just one, so read below for other great ideas from Challenge #30. To refresh your memory, this Challenge looked for ways to add more value for customers and create additional income for your dealership. We also invite you to go to [www.engaagemagazine.com](http://www.engaagemagazine.com) and submit your own great ideas for the current Challenge!

### GIVING SOMETHING BACK

Considering economic challenges facing consumers, Michael Casteneda, Assistant Service Manager at Desert Toyota of Las Vegas, Las Vegas, Nevada, suggests a H.E.L.P. (Helping our Economy Level and Persevere) package including a gas card, oil change and fuel economy inspection. "We need to give something back to our customers. This is one way to show we care, while fostering retention."

continued from page 5

### EDUCATION-CENTERED SERVICE

A successful service reception educates customers, engaging them in the process. "Customer involvement is priceless," says Daniel Dixon, Fixed Operations Director of Toyota of Dallas in Dallas, Texas. "You need to understand what the customer needs to meet their expectations. We involve customers the minute they arrive. We'll pop the vehicle's hood, explain what's going on and why. Involving the customer makes them part of the process, lets them weigh their options, make informed decisions and feel good about service—even if additional work is needed."

This practice has earned Toyota of Dallas one of the highest dollars per R.O in the area. Plus they've attained the green standard in all four service reception areas: Understanding Customer Needs; Recommending Appropriate Work; Explanation of Work/Cost/Time; and Vehicle Drop-Off Time.

### EXPERIENCE COUNTS

Daniel Briggs, Parts and Service Director of Elmhurst Toyota Scion in Elmhurst, Illinois, who has been with Toyota for over 20 years, speaks from experience. "We've cultivated trust and loyalty in our customers by paying attention to relationships," says Briggs, noting that customers who purchased cars in the 1980s still come back. "Our main competition is an independent repair shop, so relationship-building and a family atmosphere are essential."

Citing the value of customer retention programs to further solidify relationships, Briggs says, "Many of our older clientele are unfamiliar with Bluetooth or Navigation systems. We hold New Owner Events which cover operating both systems and we give them a DVD to take away so they'll have something to refer to when they get home."

### CELEBRATING OWNERSHIP

New owner events are ideal for introducing new and certified used car owners to service departments, which is why Briggs and his service manager, Brian Corrigan, host bi-monthly luncheons. "Our goal is to eliminate apprehension and inform customers," says Briggs, "which instills confidence in our service depart-

ment." Michele Baum, Fixed Operations Manager at Ganley Toyota in Akron, Ohio, finds that regular new owner events motivate customers to actively participate in the service process. Baum says, "Customers learn about their vehicle from a Master Diagnostic Technician who takes the mystery out of all aspects of service, from checking the oil to changing a tire. Educating our customers is the best way to instill customer trust."


Baum's ASMs routinely introduce customers to the technicians who work on their vehicles to help personalize the service process. "Most people don't think of having their car serviced as enjoyable. We look for ways to change that perception."

Customers often request specific ASMs and technicians for future visits. "We know our customers have a lot of service options," adds Baum. "Educating and keeping customers informed every step of the way adds value and shows that we appreciate their business."

### TEAM BUILDING

As one of the few female Fixed Operations Managers, Baum recognizes that she impacts her dealership in a unique way. "Customers are often surprised when they ask to speak to the manager and I appear," she says. "I have no problem recommending a male ASM to help someone who prefers working with a man. At the same time, my presence puts many female customers at ease." Today, Baum defines the success of Ganley's service department by her employees, adding, "Everyone supports each other and is committed to our customer service goals."

At Elmhurst Toyota, Briggs credits the longevity of dealership personnel to ongoing cultivation of a family atmosphere. "Many of us have been here since the 1980's," he says. "It creates a positive environment for all of us and for our customers, who can see and feel the sense of unity. They stay with us because they've become part of our family."

Consult SPOG for a more in-depth look at service reception and the ways to seamlessly integrate customers into the service process. 

## > Face to Face

### The Important and Unique Role of the ASM

Toyota's Assistant Service Managers (ASMs) play a unique role in dealership operations. Because they constantly interact with service customers, ASMs have a significant impact on customer satisfaction and retention as well as overall dealership profitability. The ASM is also the hub of communication for all repair activities, and a vital link between the customers and the dealership.

#### SURVEY SAYS...

Results of the ASM Service Delivery Survey and focus groups underscore the importance of the ASM's role in service delivery as a key driver of customer satisfaction. What's more, satisfaction with the actual service delivery process is more important to retaining service customers than any other single aspect of the service

department overall. What customers want during that all-important service delivery is, hands down, communication. Specifically, they want a thorough explanation of work performed and a corresponding explanation of the costs. They also expect charges to match the estimate they approved. Equally significant is that the vast majority of customers want this information to come directly from the ASM, not the cashier.

#### SO HOW ARE ASMS MEETING THESE NEEDS?

Each ASM participating in the focus groups had a unique vehicle delivery method. Several of the more experienced ASMs said they tailor deliveries to each customer's personality and priorities. Virtually all call customers when the work is

done, some when they have final prices and others as soon as the work is completed. Also, some ASMs said they offer to explain RO details on the phone, while others wait until the customer arrives to talk with him or her face to face.

"There are many variations on a good service delivery, as long as it's 100 percent focused on the customer," says Dawn Ziebarth, Strategic Planning Manager, TMS, U.S.A., Inc. "ASMs have a lot on their plates. They're writing multiple repair orders and working long hours, while trying to generate revenue and provide great customer service at the same time. Service delivery, however, is important because it is the last opportunity to provide a lasting impression for your customer."

continued on page 8



## >Your Great Ideas

[continued]

### A REWARDING IDEA

Ron O'Connor, Jr., Service Manager at Irwin Toyota, Laconia, New Hampshire offers customers an Owner Advantage Rewards program. Five percent of every service purchase is credited to a future Parts or Service visit. Customers can accumulate credits for a future service or car purchase. "We also put any refunds or reimbursements into the customer's account, ensuring refunded dollars are spent here at the dealership, while helping to increase customer satisfaction."

### SERVICE WHILE YOU SLEEP

"We focus on convenience and quality, not just price," says Cynthia Pirle, Service Director at Power Toyota, Cerritos, California. "Our 'Service While You Sleep' program lets customers drop their vehicle off after work. We work on it overnight, and it's ready for pick-up the next morning. We get their business. They leave happy."

### BACK TO BASICS

Larry Heginbotham, Assistant Service Manager at Apple Valley Toyota, Martinsburg, West Virginia emphasizes "meet, greet and walkaround basics" in the service drive to add value to the customer's visit. "It costs nothing, helps increase sales and gets customers involved in servicing their vehicles. We also present menus at every visit and explain the value of preventive maintenance, which helps build relationships."

### A SUCCESSFUL SERVICE

### RECEPTION EDUCATES

### CUSTOMERS, ENGAGING

### THEM IN THE PROCESS.

continued from page 7 >



## >Viva Las Vegas!

### The First-Ever ASM National Travel Award

More often than not, it's the little things done well by an Assistant Service Manager (ASM) that have the greatest impact on the customer's ownership experience. To recognize and reward ASMs who consistently demonstrate excellence in providing an outstanding customer experience, Toyota Customer Services introduced the first-ever national travel incentive for ASMs—the 2008 ASM Top 50 Travel Award.

To earn their place in the prestigious "top 50," ASMs had to meet the national criteria by scoring green on their ASM index for February and March. In addition, each region customized its own qualifiers, which helped in the challenging task of targeting the top candidates. Winners and their quest of this precedent-setting honor were treated to three days and two nights this past June at the lavish Palms Resort Casino in Las Vegas. While there, each was pampered in true Toyota fashion. And all ASMs returned to their dealerships eager to continue enhancing the service experience—and determined to retain their place among Toyota's top ASMs.

All in all, the award was received so well that next year's Las Vegas trip incentive has been increased from 50 to 200 winners. Will you be among next year's honorees at Caesar's Palace? Watch for more information...coming soon.

### From the Winner's Circle

Desiree Mabe, ASM—Pedersen Toyota in Fort Collins, Colorado

"I always do my best to make sure every customer feels cared for, but was surprised when my DSPM called to say I had won. At first, I thought someone was playing a joke on me, because Las Vegas is my favorite place to go. I started with the dealership as a cashier in 1999 and have had my own team for over a year. It's a privilege to be recognized by Toyota for making sure customers are satisfied with our service. And it was a wonderful trip, complete with a generous gift of chips to gamble with (or cash in) and the greatest spa experience ever!"

Michael Royce, ASM—Toyota of Escondido, Escondido, California

"In my 11 years as an ASM, this is the first time there's been a national incentive event for this position and it was first class all the way. Toyota made me feel like a star with top-notch accommodations, the best golf course I've ever played on, and an inspirational reception dinner with my peers from across the country.

"I started with Toyota as a technician in 1985 and went all the way to Master Diagnostic Technician, which gives me a certain advantage when talking to customers about vehicle repairs and writing repair orders. But the most important part of our job is maintaining focus on helping the customer. You need to listen to what they say, understand what they want, even pay attention to facial expressions. If you can do that, everything else falls in line."

David Becwar, ASM—Village Toyota, Homosassa, Florida

"You can't top dinner overlooking Vegas, gambling money and a spectacular dinner in our honor. Not only was I surprised to be a winner, this is the first time in my 12 years with Toyota that I've been recognized for being an ASM, not to mention on such a grand scale.

"To me, being an ASM means ensuring each of my customers feels at home. Even when it's busy, I take only one customer at a time and I make sure the others know I will be with them as quickly as possible. I always give my undivided attention to the customer I'm with. Plus it's tremendously rewarding to know I'm contributing to my customer's long-term satisfaction, along with the life—and safety—of their vehicle." ©

## A Toyota Retrospective

Part 4: Era of Expansion—1989-1998

TITANIC WAS THE MUST-SEE MOVIE, "DOT-COM" JOINED THE VERNACULAR, AND THE CAR CULTURE TURNED TO LUXURY IMPORTS AND SUVs. IN ITS FOURTH DECADE IN AMERICA, TOYOTA HIT THE ROAD WITH AN EXPANDED PRODUCT LINE AND THE ADDITION OF LEXUS, A NEW BRAND THAT WOULD REDEFINE

THE CONCEPT OF LUXURY.

HAND-HELD SATELLITE PHONES ARE INTRODUCED TOWARDS THE END OF THE DECADE.

BY THE LATE 1980s, TOYOTA WAS INGRAINED IN AMERICAN CULTURE. Corollas and Camrys were rolling off production lines at New United Motor Manufacturing (NUMMI) in Northern California and the Toyota assembly plant in Georgetown, Kentucky. And Toyota was making plans for future cars and markets. In 1989, the company officially entered the luxury vehicle market with the launch of the Lexus LS 400 and ES 250. "Baby boomers, who had fueled Toyota's sales throughout the 1970s and '80s, were growing older and more affluent, and their tastes were turning to luxury imports," says Jason Bell, Processing Archivist at Toyota Motor Sales, U.S.A., Inc. "Toyota's top-of-the-line model, the Cressida, didn't symbolize prosperity and innovation, so Toyota executives began to strategize about a new luxury brand that would compete with Mercedes, BMW and Jaguar."

To better understand the needs and habits of the American luxury car market, Toyota executives practiced Genchi Genbutsu, "go and see for yourself." Toyota's chief engineer led a study team that traveled to America to conduct focus groups and interview dealers. Another team moved from Japan to Laguna Beach, California, to explore affluent lifestyles.

The result: success. By 1991, Lexus was the number one luxury import in America.

"For years, luxury import owners were plagued with costly mechanical issues," explains Bell. "With Lexus, customers knew they could rely on the brand the way they relied on Toyota. But what really set the brand apart was the Lexus Covenant—a mission statement focused on customer service. Lexus dealers were expected to treat customers as guests, and they offered services—such as free car washes and Lexus loaners—that were unheard of at the time."



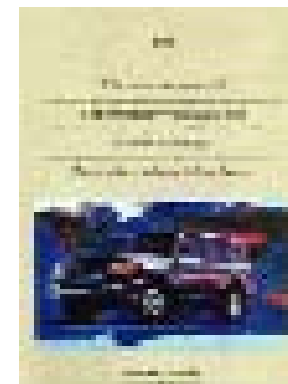
1990's: The World Wide Web was created by Tim Berners-Lee. The development of Web browsers such as Netscape Navigator and Internet Explorer makes surfing the World Wide Web easier and more user friendly.



A new decade and look to a Toyota advertising campaign



Toyota's "Everyday" advertising Campaign



The crossover craze begins with Toyota's RAV4



Camry was the best selling vehicle from 1997 to 1999



### TOTAL RECALL

The Lexus Covenant was quickly put to the test. Months after the first Lexus vehicles went on sale in September 1989, Toyota received reports of glitches on the flagship LS sedan. Rather than delaying action to determine which of the 8,000 vehicles had defective components, Lexus replaced the parts in question on every LS. Dealers contacted customers individually, picked up customers' cars, serviced them and returned the vehicles washed with a full tank of gas. The efficiency of the recall set the Lexus standard—reinforcing the Lexus image as a brand of top quality and superior customer experience.

### A GROWING LINEUP

The Toyota brand lineup was also gaining speed. In 1991,

Toyota introduced the Previa minivan, which evolved into the Sienna in 1997. The Avalon, designed for drivers who wanted a luxury vehicle priced below the Lexus, replaced the Cressida as the flagship sedan in 1994. Assembled in Georgetown, Kentucky, the Avalon was the first Toyota classified as a "domestic" vehicle according to CAFE Standards.

### CROSSOVER CRAZE

In the mid-1990s, Toyota set its engineers on a mission to create a whole new vehicle segment, the crossover. Combining the size and power of an SUV with the comfort and fuel economy of an automobile, Toyota's RAV4 and Lexus RX 300 were so innovative that they created a crossover craze. The RAV4 (an

acronym for Recreational Active Vehicle with 4-wheel drive) was introduced to the U.S. market as a 1996 model with seven configurations—based on the number of doors, type of transmission and two- or four-wheel drive. *Automotive Magazine* named it "Automobile of the Year" in January 1997. Early in 1998, Lexus unveiled the RX 300, a new smooth-riding SUV with luxury touches. That fall, *Motor Trend* magazine named it the Sport/Utility vehicle of the year.

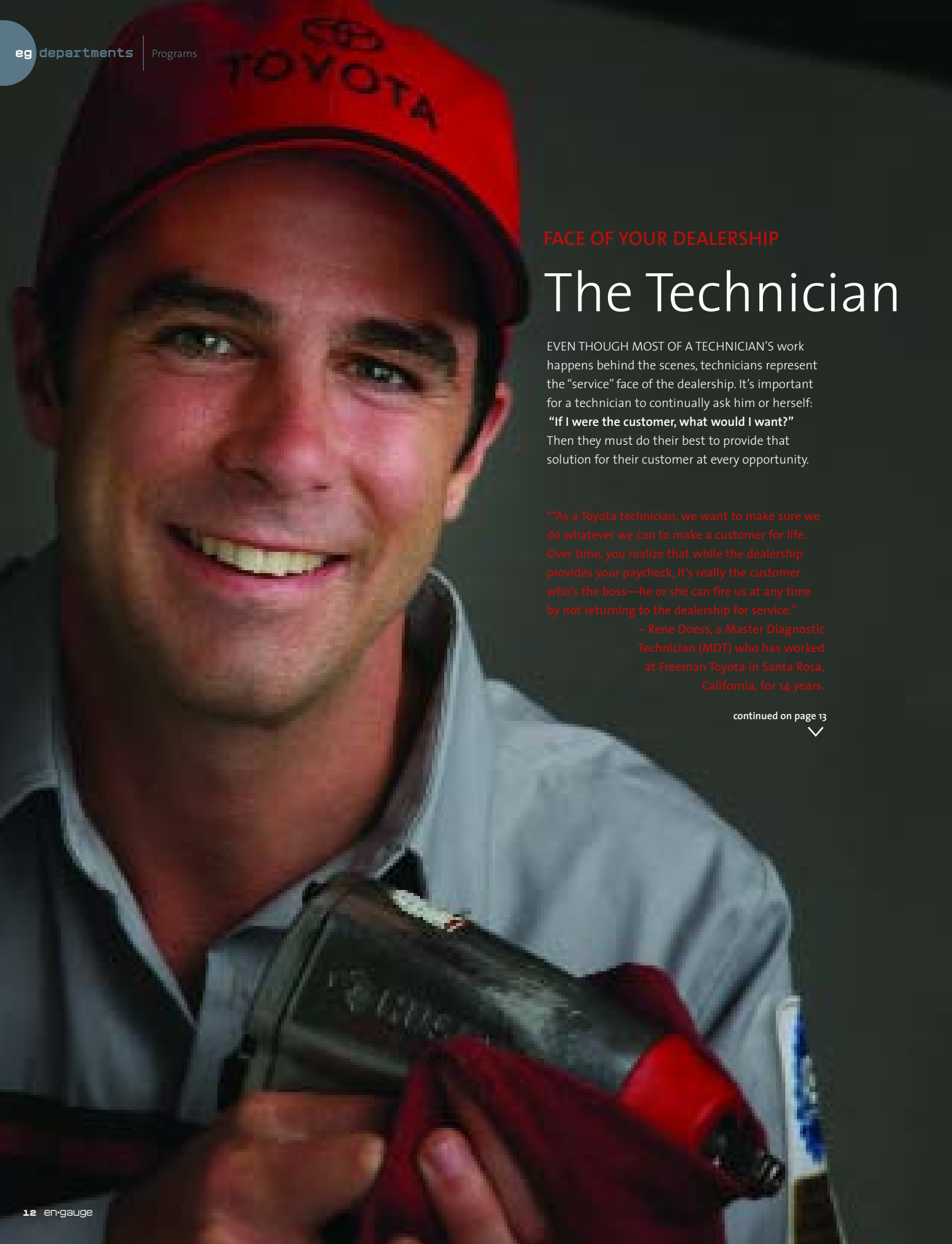
### AMERICAN ASSEMBLED

The push for product was matched by an increasing momentum in manufacturing, fueled in part by a tariff dispute that almost put an end to the Lexus brand. During the decade, Toyota spent over \$2 billion to

beef up its base, expanding existing facilities, buying Bodine Aluminum to produce engine parts, and building two new plants: Toyota Motor Manufacturing, Indiana, and Toyota Motor Manufacturing, West Virginia, in 1996. The Indiana plant enabled Toyota to keep up with demand for its new full-size pickup truck, the Tundra, introduced in 1998.

As Toyota's fourth decade in America drew to a close, North American annual production—and annual sales—consistently passed the one million mark. High-volume products like the Corolla and Camry, which was the best-selling car in America from 1997-2000, propelled the record figures. Toyota was at the top of its game—and road-ready for a new millennium. ●

Next: Toyota goes green with the Prius, Lexus tops the luxury category and Scion revolutionizes the youth market.



FACE OF YOUR DEALERSHIP

# The Technician

EVEN THOUGH MOST OF A TECHNICIAN'S work happens behind the scenes, technicians represent the "service" face of the dealership. It's important for a technician to continually ask him or herself, "If I were the customer, what would I want?" Then they must do their best to provide that solution for their customer at every opportunity.

"As a Toyota technician, we want to make sure we do whatever we can to make a customer for life. Over time, you realize that while the dealership provides your paycheck, it's really the customer who's the boss—he or she can fire us at any time by not returning to the dealership for service."

— Rene Doess, a Master Diagnostic Technician (MDT) who has worked at Freeman Toyota in Santa Rosa, California, for 14 years.

continued on page 13

continued from page 12

> Customers have high service expectations because they know they have a choice in where to take their business. Help your service department stand out from the competition by listening to each customer and giving them the personal attention they want. Exceed their expectations and they'll be sure to return to your service department for their future parts and service needs.

WHAT CUSTOMERS WANT

- A service department that is considerate of their time
- An expert diagnosis based on experience and testing
- Recommendations based on their specific needs
- Services or repairs done right the first time
- Work completed as requested, on time and for no more than what was estimated
- To be kept informed of the status of their vehicle, particularly if it changes
- To get their vehicle back clean, undamaged and without changes to the comfort and convenience features and audio system settings

HOW TO GIVE CUSTOMERS WHAT THEY WANT

With customer expectations clearly in mind, let's take a look at how some Toyota technicians heighten the customer experience at their dealerships:

- [1] Be realistic with time promises.** Larry H. Miller Toyota in Salt Lake City, Utah, has a lot of service customers who prefer to wait for their vehicles. "I regularly work with the ASMs to make sure service completion time estimates are realistic," explains Rob Warner, an MDT who has worked at the same dealership for 20 years. "Then we do our best to come in at or under the completion time we promised the customer."
- [2] Return the vehicle in the condition it was received.** "We call this 'the invisible repair,'" says John Brekke, an MDT who has served customers at Go Toyota in Denver, Colorado, for 18 years. "The customer doesn't know what happens to their car when it's being serviced. There should be no signs that someone was in their vehicle. We make it look like the vehicle has not been touched, other than to fix the problem. A visual inspection is key for all repairs." Make sure the vehicle is smudge free and all the comfort and convenience features are reset. When doing a post-repair test drive, ensure all warning lights are off on the dashboard. "If a light is still on when the customer receives their vehicle, it ruins the repair and gives the perception of incompetence," Brekke says.
- [3] Courtesy services make a big impression.** Some things cost little, but help gain a customer for life. To entice customers and be more competitive, Larry H. Miller Toyota adjusted its service prices. In addition, the dealership programs remotes/keys at no charge and performs some minor complimentary tire repairs. "Our ASM is good at programming remotes," says Warner. "He does it right in the service drive and I bring up my scan tool as a courtesy." During service, the technicians will also fix simple things—they'll reset lights, tighten loose door seals or lube a squeaky steering wheel boot—all at no charge.
- [4] Share knowledge with the team.** Doess offers internal training for the other technicians at Freeman Toyota to enhance productivity. When he learns about a new technology, he shares that information so other technicians are prepared if they need to work on a vehicle with a new, unfamiliar system. "There's a complex evaporative system on most Toyotas now, and initially TMS offered training to MDTs," explains Rene Doess, Master Diagnostic Technician, Freeman Toyota, Santa Rosa, California. "I prepared a laminated study guide outlining the basic steps to properly diagnose this system and posted it in each service bay." He also provides in-house hybrid training for newer technicians on repair safety and component protection.

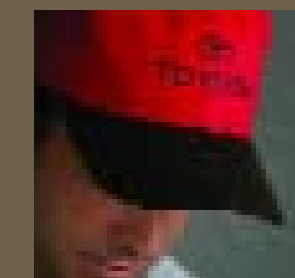
You can make a difference in customer perceptions by fixing vehicles right the first time, staying up-to-date on the latest technology, looking for ways to enhance the customer experience and representing your dealership to the best of your abilities. Technicians play a crucial role in the dealership's ability to satisfy owners, keep vehicles operating safely and, ultimately, create customers for life. Look for the next installment of "The Face of the Dealership" in a future issue of *en-gauge*.

## >Help Along the Way



The University of Toyota has several courses to help technicians improve the customer experience. Go to [www.uotdealereducation.com](http://www.uotdealereducation.com) to enroll or search for other courses to improve job performance.

- Welcome to Toyota (e-learning course: 01F3) – Module 3, "Your Customers," explains the changing needs of today's customers and how you can make a difference in their attitudes.
- Mentoring Techniques (one-day course: S261)
- Mentoring for Success (e-learning course: E063)



## Kick the Habit

You can do it. We dare you.

It's said that old habits die hard, so when a new opportunity comes along that can increase your parts sales and customer satisfaction, it may be time to make a change. Case in point the Toyota Lower Priced Radiator program. Historically, Genuine Toyota Radiators have cost two to three times more than the aftermarket, but the competitively priced radiators, launched in April 2007, reduced the cost by an average of 50 percent—making them price competitive with aftermarket parts. “Even with the price reduction, some dealership associates still have a habit of calling the aftermarket, or they’re simply not aware of the program,” says Leonardo Zevallos, Toyota Product Planning and


Development Manager, TMS, U.S.A., Inc.

Lower Priced Genuine Toyota Radiators are now available for the Camry, Solara, 4Runner, Avalon, Corolla, Highlander and Matrix, with three additional applications—the Sienna, Sequoia and Tundra—available in November 2008. “By the end of 2008, program coverage will be over 77 percent for four- to ten-year-old vehicles,” Zevallos says. There are a lot of opportunities for dealerships. Here two Toyota dealerships with strong Toyota Radiator sales share their best practices.

### SPREAD THE WORD

“We had been losing sales because of the high price of original equipment radiators, so we saw this program as a great opportunity to retain our customers,” says Dan Fisher, Parts Manager of Keyes Toyota in Van Nuys, California. “We don’t want our customers to deal with anyone in the aftermarket business. We want them to stay with us.” At Keyes Toyota, Fisher makes sure that the dealership has plenty of Lower Priced Genuine Toyota Radiators stock on hand, and that all key people in the dealership have product information about the radiators.

“When the program launched, we gave sell sheets to our own service department and attached them to the invoices of our wholesale customers,” he says. “I also double-check all volume orders from our collision repair centers and invoices from our service department to make sure we aren’t using non-Toyota products. Whenever we see an estimate that shows ‘AF’ for aftermarket radiator, we call the customer and remind them that we have competitively priced Genuine Toyota Radiators available.”

The majority of Keyes Toyota’s radiator sales come from its own service department, which used to purchase 20 to 30 radiators a month from an aftermarket supplier. “Now we just walk down the hall and grab a Genuine Toyota Radiator that carries the Toyota brand and warranty,” says Fisher. 



### Habit Trivia

Q. How long does it take for something to become a habit?

A. Simple repetitive tasks require a time frame of approximately 21 days to condition. Here is a familiar example: When you walk into your bedroom you “automatically” reach for the light switch on the left side as you enter. Then you move to a new home where the light switch is located on the right side as you enter. You will find that it will take you about 21 days to stop reaching for that light switch on the left side.

## >Aftermarket Radiators Be Gone

At Norwalk Toyota in Norwalk, California, Parts Manager Curtis Lamb advertises the radiator in its wholesale flyers, and posts information about it at the top of wholesale and retail invoices and in PennySaver ads. He also turned the dealership’s Parts Ordering System into a sales tool for radiators. Whenever an original radiator part number is entered into the system, an alert pops up that says, “Try this,” along with the MVP Radiator part number.

“That was one of the most successful things we implemented,” Lamb reports. “Our parts counter associate can tell the customer, ‘I also have a Genuine Toyota MVP Radiator available for a comparable price.’” By using Genuine Toyota Parts like the Lower Priced Toyota Radiators, you and your customers can be assured that the parts will fit properly, work correctly and maintain the vehicle integrity and performance that Toyota owners expect.

“That’s the radiator’s best-selling quality,” says Lamb. “It’s a competitively priced factory part. How can you go wrong with that?”

## >Dealers’ Top 10 Best Practices for Selling Genuine Toyota Radiators

- [1] Distribute sell sheets and review program benefits with key service personnel, including the Service Manager, Collision Center Manager, ASM, Service Advisor, parts counter personnel and technicians.
- [2] Keep a copy of the application/reference guide at the parts counter.
- [3] Make sure your parts staff uses the Lower Priced Genuine Toyota application first when selling radiators. Orders for non-Toyota radiators should require Parts Manager approval.
- [4] Have your Parts Manager review all invoices. When an opportunity to sell a Toyota Radiator is missed, remind parts staff to make the Toyota part the first choice.
- [5] Visit or call wholesale parts customers to promote the Lower Priced Toyota Radiator, and remind them that the program is available.
- [6] Attach sell sheets to wholesale parts invoices, and have delivery drivers hand out sell sheets to customers during delivery runs.
- [7] Review wholesale orders and offer the Lower Priced Toyota Radiators whenever possible.
- [8] Have sell sheets at the parts counter for customers.
- [9] Advertise new applications locally and include a discount coupon.
- [10] Promote price reductions and the benefits of Genuine Toyota Parts.

## The Service Hub

Let's face it. With the ongoing shift from repair-based to maintenance-based service, shop managers are on constant lookout for time-savers—especially in the express service environment. “You can't perform a high-yield oil change service without putting a parts inventory in the service bays and using some form of a quick RO system,” says Dan Warshawer, Operations Manager at Bellevue Toyota in Bellevue, Washington. By using Reynolds and Reynolds One Step and organizing service bays with six cabinets containing oil filters, air fil-

ters and cabin air filters—which are inventoried and restocked every night by a parts associate according to demand—Warshawer says they can complete 100 express services per day.

A lot of a technician's time and energy is wasted walking to and waiting at the parts counter for orders to be filled. That's why stocking fast-moving parts in the service bays and using a process that keeps technicians in the bays can speed vehicle repairs. Design a process tailored to your specific service operation.

Here's how several dealerships switched to service bay parts inventories:

### START SMALL

Both Lithia Toyota of Springfield in Springfield, Oregon, and Steven Toyota in Harrisonburg, Virginia, store the TMS-recommended short list of parts in the service bays and say frequent inventory tracking is a must. “We can complete express service a lot faster now,” says Diana Crider, Parts Manager at Steven Toyota. “Our wait time for an oil change dropped from 45 minutes to 25 minutes since establishing a dedicated team-based express service with parts storage in the service bays.”

Lithia Toyota's large used-vehicle sales volume paired with a lifetime oil change program means they provide oil change service for many different makes

and models. Because of their extensive OEM/aftermarket inventory requirements, they limit service bay parts inventory to a full line of Toyota and aftermarket oil filters and bulbs. “Our software system is set up for other makes and will populate the right codes on the RO for this minimal list of items,” explains Tracy Griffin, Parts Manager at Lithia Toyota. “This helps us keep a clean inventory with a very extensive parts list while still adding to efficiency.”

### THE NEXT LEVEL AND BEYOND

When they built their new facility, Mossy Toyota in San Diego, California, installed parts cabinets in all 49 service bays. They also assigned a parts technician to each service team who manages the service bay parts inventory, parts ordering and stocking, and handles parts-related e-mail correspondence at a workstation in the service bay. “Eighty percent of the parts used, including brake pads and rotors, are stored in each service team's cabinet,” explains Dale Snow, Director of Fixed

Operations for Mossy Toyota. “Our \$500,000 parts inventory is very clean, and we save money by not stocking parts we don't need. The ‘just-in-time’ system serves us well; we trust our manufacturer.” Snow says they complete an Express Lube Plus in less than 60 minutes with an 80 percent reservation-to-show ratio.

### CENTER PARTS AREA


“I've never been a fan of the back shop parts counter; it's a productivity killer,” says Richard Mootz,

Fixed Operations Director at DCH Brunswick Toyota in New Brunswick, New Jersey. In addition to storing oil, air and cabin air filters, bulk oil and wipers in the express service bays, DCH Brunswick Toyota also has parts storage and a dedicated parts associate workstation in the center of the main shop. “This system has cut down technicians' time away from the vehicles to retrieve parts by 70 percent,” says Mootz. “They uncovered other benefits such as reduced technician fatigue from not having to lug bulky parts

(such as tires or batteries) across a 44-bay service department, and a diminished number of incorrect parts lookups for more complex repairs. “It's a huge benefit to have a parts associate and technician viewing a computer screen together in the bay to quickly confirm a needed part,” says Mootz.

### INSTALL AN “EXPRESS” RO SYSTEM

ADP and Reynolds and Reynolds both offer quick write-up systems that produce completed ROs in about 30 seconds. The initial setup time and money investment are well worth it. In addition to being able to write up, invoice and accept payment in one step, the software tracks elapsed service time and integrates with service/parts price guides and parts inventories.

In today's dynamic service environment, you need to do everything in your power to heighten the customer experience. Storing parts in the service bays not only increases shop productivity and technician efficiency but also offers an opportunity to quickly meet additional maintenance needs. “This is really a core requirement for running a successful express service program,” says Warshawer. 



## > Parts in Hand

Mike Eveland, Fixed Operations Director at Team Toyota in Langhorne, Pennsylvania, moved to service bay parts storage eight months ago and sees significant results. Teams of two share a dedicated parts associate who stocks fast-moving parts in the bays and can quickly pull other needed parts. When a service RO is generated, a copy prints out in the service bay for the appropriate parts associate who immediately pulls the parts and stages them for the team. “There's less downtime and shop production has increased a few percentage points, the technicians are more efficient and the correct parts are ordered the first time on complex repairs,” says Eveland.



# No More Shooting in the Dark

Toyota Service Opportunity (TSO) goes online



**T**oyota Service Opportunity (TSO)—the tool that provides a roadmap of potential customer pay service opportunities in your Primary Market Area (PMA)—is now online, making it easier than ever to identify and target customer retention opportunities right in your own backyard.

“Historically, Toyota Service Opportunity has been distributed to dealers as a book,” says Steve Reynolds, Retention Support Manager, TMS, U.S.A., Inc. “But with this new Web-based application, users can manipulate maps and segment customer lists exactly the way they want to see them.”

### BOOST CUSTOMER RETENTION

The Toyota Service Opportunity (TSO) program helps increase service retention by finding customers who haven't been to any Toyota dealer for a customer-paid service visit in the last 12 months. Since 2004, 700 dealerships have signed up for the program. Service managers like Dave Aroune of Condit Toyota World in Newton, New Jersey, use TSO to target inactive customers for direct mail campaigns, and to find competitive locations for mystery shopping. “With the daily time constraints our dealership staff faces, TSO provides a more efficient and streamlined process, which makes marketing to our customer database more precise and trouble free,” says Aroune.

Condit Toyota receives quarterly TSO reports and does a direct mail campaign once a month through Toyota Direct Marketing. “Using TSO, we've increased our retention rate from 43 percent to 48 percent over the past 12 months,” he says. “Now, with TSO available online, it's even easier to navigate compared to using paper maps.”

### DRIVEN BY DEALER DEMAND

Dealership service managers like Anthony Bulzomi of Newburgh Toyota Scion in Newburgh, New York, asked for an online application. “When the online version launched in

July, I was immediately impressed with how easy it was to use,” he says. “It's Windows-based and very intuitive, so there's no learning curve. It tells you who's spending money, where they live, how far away from the dealership they are—with accurate names and addresses, updated weekly, so fewer pieces are returned as non-deliverable.”

### DYNAMIC MAPPING

Drag your mouse over a PMA map, and you will instantly see how many inactive customers reside in that census tract. Then click “View Report” on the same screen, and download a list of those inactive customers and create a targeted direct mail offer. You can segment the list by model, model year, zip code and distance from dealership or service date. You can also view census tracts, zip codes, major highways or major and minor streets.

“There's a lot of built-in flexibility so dealerships can target certain models, model years or zip codes within a PMA,” notes Gary Tait, Senior Project Manager of Urban Science, which developed the application in conjunction with TMS. “For example, if a dealership lacks capacity to support all of the potential new business in their PMA, they can narrow it down to a specific zip code or just target the Camrys and Corollas for specific model years. Or they could make an offer only to hybrid owners. There's also a list of competitive service locations within a PMA, which the service department can use for mystery shopping, and the parts department can use to develop wholesale parts sales.”

Inactive customer lists are updated weekly using Toyota Customer Database, Repair Orders and National Change of Address (NCOA) lists.

### TSO MARKET ANALYSIS REPORT

A customized TSO Market Analysis evaluates geographic areas so dealerships can increase customer pay service retention, and see current service penetration and market demographics. The analysis compiles 12 consecutive months of actual customer pay repair order data. The Market Analysis is available in three options: quarterly, semi-annually or annually. Quarterly and semi-annual subscribers have full access to the features of the TSO Website, and they can view and/or print their Market Analysis in PDF format.

“The people at Toyota who put this together worked hard to make it successful, and they deserve a lot of credit,” Bulzomi says. “They listened to the dealerships and gave us a more modern way to do business. Their mantra about moving forward is true.”

## >TSO Online Features

- Dynamic mapping of inactive customers within your PMA
- Ability to select and sort inactive customer lists based on:
  - Model and model year
  - Time since last service RO
  - Distance from your dealership
  - Customer zip codes
- Inactive customer lists updated weekly (for quarterly and semi-annual subscribers)
- Map of competitive service locations within your PMA
- Customized analysis and report of your dealership's service business

## On the Road to Compliance

What You Need to Know About Hazmat

**B**atteries, airbags, adhesives, refrigerants...hazardous materials (“hazmat,” for short) are part of daily operations at every Toyota dealership. They’re also heavily regulated by the U.S. Department of Transportation, which requires dealerships to train every employee who’s involved in the handling, packaging and shipment of hazardous materials (whether they’re dealing with hazmat once a day or once a year). And they do not just need to be “trained,” but tested and certified as well.

### WHAT MATERIALS ARE CONSIDERED HAZARDOUS?

Materials can be classified as hazmat in various ways, including:

- Explosive (airbag modules, seat-belt pretensioners)
- Pressurized (accumulators, refrigerants, tire inflators)
- Corrosive (wet acids, wet alkaline batteries, concentrated cleaning compounds)
- Reactive (bleach, epoxy-cream hardener, cleaning compounds)
- Flammable (acetylene, paint, gasoline, adhesives)
- Radioactive (X-ray equipment, smoke detectors)
- Magnetized (audio speakers, magnetic clutches, magnetic switches)
- Toxic (pesticides, fumigants, parts-wash solutions)

### WHO’S REQUIRED TO TAKE HAZMAT TRAINING?

Proper training and certification is required for any employee who performs one or more of the following job functions:

- Loading, unloading or handling hazmat
- Manufacturing, testing,

reconditioning or repairing hazmat packaging

- Preparing hazmat for transportation
- Operating a vehicle used to transport hazmat

Additionally, hazmat training must include the following:


- General Awareness Training that ensures employees understand basic DOT requirements and recognize hazmat transportation labels, marks, placards and shipping papers
- Safety Training that helps employees avoid potential exposure to hazmat in the event of an incident
- Function-Specific Training that addresses specific tasks like driving, handling, packaging, loading/unloading, or preparing waste manifests and shipping papers
- Security Training that ensures awareness of security risks associated with hazmat transportation

There are many resources available for general industrial hazmat training, but one in particular called Hazmat U was developed by the automo-

tive industry, for the automotive industry. Hazmat U training is an Internet-based, DOT-compliant program that makes it easy for your dealership’s associates to complete training. Short lesson modules, downloadable learning aids and frequent testing help ensure associates retain what they learn.

DOT Hazardous Materials Regulations (HMR) are highly complex and the penalties for violations are severe. Hazmat U can ensure your dealership stays in compliance with these regulations, which is fundamental to a sound dealership risk management program.

Hazmat U can be accessed by going to <http://hazmatu.org/tms>.

C.L.E.A.N. is your all-encompassing, Web-based, “go-to” resource for information and industry best practices in health, safety, environment and hazmat handling/shipping information. There are two ways to access C.L.E.A.N.: Go directly to <http://ccar-greenlink.org/tms> or link through Dealer Daily. 

## In the Fast Lane

NASCAR position for graduate of Toyota’s technician development program




“THIS **UNIQUE PROGRAM** IS ANOTHER WAY TOYOTA HAS MADE **NASCAR A BETTER PLACE** SINCE ENTERING THE SPORT. SO MANY TALENTED TECHNICIANS WANT TO BE INVOLVED WITH A NASCAR TEAM, AND THIS IS **AN UNPRECEDENTED WAY TO OPEN THE DOOR.**”

– MICHAEL WALTRIP, NASCAR TEAM OWNER AND DRIVER.

**A** recent graduate of Toyota’s Technician Training and Education Network (T-TEN) will soon land a dream job as an apprentice technician with a leading NASCAR racing team. Resulting from the partnership between Toyota and Michael Waltrip Racing as well as a resounding commitment to workforce diversity, the winning technician will be a diversity graduate of a T-TEN school within the past two years. “This is an example of the upward mobility and great potential that T-TEN provides to program graduates,” says Rick Lester, Technician Development Manager, TMS, U.S.A., Inc. “This benefit comes from the unique partnership between Toyota, our dealerships across the country and the 56 colleges and vocational schools that make up T-TEN. Our dealerships are producing some very bright technicians, and one of them will be rewarded with the NASCAR apprenticeship. We’re always looking for innovative ways to help Toyota attract the best candidates to our network of dealerships.”

“This unique program is another way Toyota has made NASCAR a better place since entering the sport,” says Michael Waltrip, NASCAR team owner and driver. “Diversity is an important initiative, and I’m honored that Toyota wanted to partner with Michael Waltrip Racing. So many talented technicians want to be involved with a NASCAR team, and this is an unprecedented way to open the door. I can’t wait to meet the winning technician and put his or her skills to work on my race cars.”

More than 7,600 Toyota and Lexus technicians have completed the T-TEN program since its creation more than two decades ago. Earlier this year, all T-TEN schools nominated qualified candidates who graduated from the program since September 2006. Selected candidates submitted an application and at least four letters of recommendation, including one from a T-TEN instructor. Michael Waltrip Racing interviewed the finalists, and the winner will be announced this fall. The apprenticeship will last for a full year.

“Toyota is committed to diversity and to creating positive, life-changing opportunities at all levels of our business,” Lester says. “This new initiative is a dream job and presents an exciting opening for a T-TEN graduate.” 



## “Tundra Tough” Genuine Toyota Tonneau Cover

**W**ork or play, on- or off-road, Tundra owners can count on their truck for comfort and versatility. The Genuine Toyota Tonneau Cover is the finishing touch to the Tundra’s already impressive appearance. Manufactured specifically for the Tundra and designed to match its design cues, the Toyota Tonneau Cover has stylish contours and a smooth, high-gloss finish. And, it’s the first cover of its kind to combine thermoplastic high-strength, lightweight construction with an interior surface free of ribs and braces, and an ultra-smooth underside that actually increases cargo capacity.

Exclusive V-Tech™ honeycomb composite core construction provides superior strength and rigidity—with the capability to withstand 1,400 pounds. Every key feature of the Toyota Tonneau Cover was subjected to rigorous OEM testing. Impact tests and a range of others have helped to confirm that it won’t crack, deform or leak. It also has a weather-resistant sealing system to prevent leaks and other concerns common with conventional covers.

### A VARIETY OF PREMIUM FEATURES MAKE THE TOYOTA TONNEAU COVER EASY TO USE:

- Dual gas struts and the patented V-Hinge™ quick-release system let owners quickly remove the cover without tools; re-installing is as simple and intuitive as fastening a seatbelt.
- A dual-latching system keeps cargo secure.
- The recessed center-mount single lock entry system provides quick, single-step truck bed access.
- The handy LED light on the underside of the Tonneau Cover can be kept in place to illuminate the cargo area or removed for use as a handheld light.

The Toyota Tonneau Cover is available for two Tundra bed sizes, 5.5- and 6.5 foot, and can be matched to all 11 Tundra exterior paintcolors. 🌱



patented V-Hinge™ quick-release system

## >Top 10 Reasons Your Customer Will Want to Buy a Toyota Tonneau Cover

1. Superior strength and rigidity, and more than 15 percent lighter than conventional fiberglass covers
2. Sophisticated styling that enhances the truck’s overall appearance
3. No-drill installation that protects customer’s vehicle investment and corrosion warranty
4. Exclusive molded-in color thermoplastic technology, providing superior finish quality
5. Enhanced versatility of the Tundra
6. Highly secure, weather-tight cargo area
7. Can be removed easily and quickly (less than 30 seconds)
8. Premium accessory that adds to Tundra’s resale value
9. Backed by Toyota’s 36-month/36,000-mile basic new-vehicle limited warranty
10. Superb durability...it’s Tundra tough!

## The Green Dealer's Toolbox

Find It on Dealer Daily

**T**he Toyota Recycling and Environmental Awareness (TREA) Website can help dealerships reduce waste and make a definitive statement that they share Toyota’s global commitment to help protect the environment.

Tools on the TREA Website include:

- **Recycling Bin Estimator**  
Use this worksheet as you walk around your dealership to assess the kind of trash being thrown away. The worksheet lists all areas of the dealership—all you need to do is write in the numbers. (For example, “30” service bays, “1” copy room, “3” customer lounges, “18” offices, etc.) Next, add your findings to the Excel Worksheet and instantly calculate the size and number of recycling bins needed for each area. Then click the Worksheet’s “Bin Examples” tab to see pictures, descriptions, part numbers and capacities of the recycling bins you’ll need.
- **Image USA II Dealership Floor Plan**  
This convenient Image USA II Dealership Floor Plan takes the guesswork out of recycling by showing you where to place your recycling bins to ensure maximum effectiveness of your program.
- **Lifestyle Frame Images on dealergraphics.com**  
To help communicate environmental awareness and Toyota’s specific efforts to your customers, several in-dealership lifestyle frame images have

been added within the dealergraphics.com Website. Once at the Toyota Recycling & Environmental Awareness section on this site, you will have three categories to choose from: General Statements, Toyota Efforts, and Community Involvement.

- **Press Release Template**  
Use the “fill-in-the-blank” press release to develop a release for your local newspaper to let your neighbors know you’re doing something for the environment.

- **Toyota Approved Dealer Equipment (TADE)**  
The TADE program is designed to offer one-stop equipment shopping for a dealer’s service and parts department, collision center and now recycling products. TADE offers flexible payment terms and financing including Parts Account billing. There are also products from a wide variety of quality suppliers, at competitive prices. In addition, a catalog, price list and online order form are located on the Website. 🌱

TAKE ADVANTAGE OF THESE CONVENIENT NEW TOOLS. JUST GO TO DEALER DAILY AND CLICK TOYOTA RECYCLING/ ENVIRONMENTAL AWARENESS LOCATED UNDER THE “MY APPLICATIONS” SECTION.



“OUR ENVIRONMENT, THE WORLD IN WHICH WE LIVE AND WORK, IS A MIRROR OF OUR ATTITUDES AND EXPECTATIONS.”

– EARL NIGHTINGALE, AUTHOR

# fuel

## Going Mod

en•gauge Website gets a makeover

It's fresh, beautiful—and completely redesigned. en•gauge magazine has always communicated the latest in Toyota programs and products in an elegant and functional way. Now, the award-winning magazine has a Website to match. Launching this November 2008, the Website has a new look and feel, user interface, and for the first time, you can read current en•gauge stories online. And of course, you can still answer the Challenge and survey to possibly win one of many great prizes offered in every issue. "We want en•gauge to be a real resource for dealership associates," explains Roberta Clark, Senior Publications Administrator of TMS, U.S.A., Inc. and Editor of en•gauge. "The updated site makes it easy to find the information you need and want more quickly."



In addition, you can stay up-to-date on company programs and industry trends with the "Fresh News" section, which is updated regularly. You can also use the "Contact the editor" link to submit story ideas and suggestions and the Archive section to download past issues. In "Current Issues," you'll find the latest issue including the Editorial, Features, Departments and FUEL. Go to [www.engaugemagazine.com](http://www.engaugemagazine.com) and see for yourself. And while you're there take a few minutes to answer the Challenge and survey for a chance to win a great prize just in time for the holidays! ☺



## >Toyota Owners Online

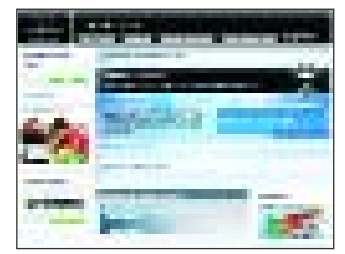
—Keeping the Customer Close

With a fresh new look that reinforces the family feel of Toyota's consumer-facing Websites and the option for customers to create their own personal Web page on MyToyota, Toyota Owners Online offers a more engaging user experience. "We've shifted our emphasis from sweepstakes to developing useful tools and information that will connect Toyota owners with their dealership and the brand," says Jennee Julius, Advertising and Promotions Manager, TMS, U.S.A., Inc. "With a new boost of exciting content, there's even more value for MyToyota users."

Customers can register their VINs and create a personal Web page on MyToyota that's dedicated to their specific vehicle and interests. New features include an Outstanding Service Campaign flag that appears if the owner's vehicle is affected by a service campaign and not yet serviced, as well as a vehicle-specific searchable owner's manual. And there's more useful information on the drawing board.

### DOWN THE ROAD

"We hope that early next year the Vehicle Service Information section, where owners add their service maintenance records, will be interactive. MyToyota members will be able to view their service records online," Julius says. MyToyota owners already enjoy exclusive discounts and offers from retail partners such as Barnes & Noble, NASCAR.com, T-Mobile, BassPro.com and others. In the future, there are plans for MyToyota to offer discounts based on personal preferences, like gardening or photography. "We're working with the Strategic Planning Group to understand our owners' needs so we can tailor the site to meet their requirements," says Georgopoulos.



MyToyota members can also find repair manuals, do-it-yourself tips and warranty information; learn about Toyota Genuine Parts and accessories; get valuable car care tips; post stories about their vehicle and read the stories of other Toyota owners. It's all aimed at improving customer retention by providing owners with information that's targeted, timely and highly relevant, to motivate them to return to a Toyota dealership for parts and service.

Once they've made that choice, the Dealer Locator makes it easy for customers to find the dealership nearest their home or office, including hours of operation, maps, driving directions and a link to schedule a service appointment online if the dealer has that functionality available. "The Dealer Locator section lets dealers connect directly with Toyota owners by placing ads and making special offers," notes Julius. And not only can the dealer automatically populate the preferred dealer section, but MyToyota members will also have the ability to select a second preferred dealer location for their convenience.

Be sure to spread the word to your parts and service customers about the many benefits of registering their VINs in the MyToyota section of Toyota Owners Online. You'll strengthen a connection that can build long-term loyalty to your dealership and the Toyota brand.

### NEW AND IMPROVED FEATURES:

- FRESH NEWS
- CURRENT ISSUES
- ARCHIVES
- CHALLENGE AND SURVEY ENTRY FORMS



Go now and check it out: [www.ToyotaOwnersOnline.com](http://www.ToyotaOwnersOnline.com).

# fuel Continued

YOU RESPOND TO CHALLENGES EVERY DAY. And every day you win customer loyalty and the pride of doing a job well done. Here's your chance to win even more, and also share your ideas and expertise with other associates nationwide. We look forward to hearing from you!

## challenge #32



**DOES ANYONE REALLY KNOW WHAT TIME IT IS?**  
Consumer research shows that the time it takes to repair a customer's vehicle has a huge impact on how satisfied the customer ultimately is with the service department—and the dealership overall. At the same time, customers who are kept updated on the repair process and made to feel at home if they're waiting in the lounge can perceive a quicker repair process than those who don't have a clear understanding of what's going on with their vehicle. Beyond reducing repair cycle time from service write-up to delivery, it's also important to make sure customers are kept informed and occupied—and feel that their time is valued by the dealership.

*What steps would you take to streamline cycle time and enhance communications with service customers to ensure a positive dealership experience?*

**THE RULES\***  
You may reply to the Challenge on the Web at [www.engage magazine.com](http://www.engage magazine.com), by fax to *en-gauge* at 310-468-0912 or by e-mail: [engage@engagemagazine.com](mailto:engage@engagemagazine.com). Responses must be dated no later than December 5, 2008. Responses will be judged on their professionalism, creativity and thoroughness.

## challenge #31 results

The Challenge was to detail steps you would take in order to make sure your dealership experiences a positive transition for employees and customers when undertaking a major renovation involving the Image U.S.A. II model.

**THE WINNERS**  
**First place** (Razor E175 Electric Scooter): "It took about three months of planning for our move to our new location. By creating a game plan we helped to ensure departments experienced a swift and painless process. A month before moving we made special mention of the move on all mailings and changed our Website homepage to alert users of the new location. Coupon mailings sent out to customers on our mailing list and people in our PMA (primary market area) also mentioned the move. Two weeks before the scheduled move we started cleaning up the service shop to dispose of any unnecessary items. And the week of the move, we informed all of our service customers that we would be closed that Saturday. We also started moving our vehicle inventory to the new location about a week before the move. It took us two

complete days to make the move, which we did on a Saturday and Sunday. On that Saturday, we had an ASM, a Parts Consultant, a cashier, a receptionist and a few salespeople on hand to help with any customers coming in who were not aware of the move. We also performed a few dry runs on Sunday to make sure all of our systems were working. For a few months after the move, we had a sign displayed at the front of the old location informing everyone that we had moved to the new location. To help customers find us, we kept the same phone numbers throughout the dealership." – Brianna Paulino, CRM, Toyota and Scion of Pasadena, Pasadena, California

**Second place** (Crosley 4-in-1 3-speed turntable, CD player, AM/FM radio, cassette player and MP3 ready): Robert Wind, CRM, Toyota Chula Vista, Chula Vista, California; Rufus Howard, ASM, Toyota Tri Cities, Kennewick, Wisconsin

**Third place** (SwissGear Messenger Bag): Jason Reynolds, CRM, Webb Toyota, Farmington, New Mexico; Kevin Hansen, ASM, Parker Toyota, Coeur d'Alene, Idaho; Kim Ledbetter, CRM, Toyota of Paris, Paris, Texas

\*The first-place winner's response will be described in the next issue of *en-gauge*. Submitting a response implies consent for it to be published. We also reserve the right to edit winning responses.

## Cook a Feast!

THE HOLIDAY SEASON IS HERE, which means there is a lot of eating to be done! Usher in the holidays by winning one of these great additions to any kitchen below. Just go to the completely redesigned and updated *en-gauge* Website and fill out Challenge #32 and the survey for a chance at one these great prizes below.


Good luck!

**GRAND PRIZE(1)**  
KitchenAid® White Classic Mixer

**2ND PLACE PRIZES (3)**  
Sunbeam® Heritage Series Kitchen Assistant Products

**1ST PLACE PRIZES (2)**  
Farberware® 11 Piece Forged Fine Edge Cutlery Set





"TO GIVE REAL  
SERVICE YOU MUST  
ADD SOMETHING  
WHICH CANNOT  
BE BOUGHT OR  
MEASURED WITH  
MONEY, AND THAT  
IS SINCERITY AND  
INTEGRITY."

- Douglas Adams,  
Author



©2009 Toyota Motor Sales, U.S.A., Inc. Toyota *en-gauge* magazine is published quarterly for Toyota dealership professionals by Parts and Service Marketing, Toyota Customer Services of Toyota Motor Sales, U.S.A., Inc. Address correspondence and inquiries to: *en-gauge*, Toyota Motor Sales, U.S.A., Inc., 19001 S. Western Ave., WC22, Torrance, CA 90509-2991 or e-mail [engauge@engagemagazine.com](mailto:engauge@engagemagazine.com)