



# **Park Place Lexus**

## **Our Journey to Excellence**

**Steve James, Controller**





## The Start Of Our Journey

- **Park Place Motorcars was Founded in 1987**
- **CEO came from outside the industry**
- **Car Industry Focused Month-to-Month**

**1987-1990**



## It Always Begins With *Leadership*

- In 1991, the Plano store opened its doors
- Growing interest in not being the typical “car dealership”
- Committed to a long-term business strategy
- Implemented meetings, measures and teamwork



## Major Organizational Growth

- Established our first Mission Statement and Convictions
- Initiated annual strategic planning
- Developed critical measures such as PACE report
- Created Human Resources Department
- Launched Process Management System

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# BHAG

Be the unparalleled automotive group in the United States

INTEGRITY

CLIENT EXPERIENCE

OUTSTANDING

COMMITMENT

WINNING

# MISSION

To provide an extraordinary automotive purchase and ownership experience



# Strategic Planning: Setting Direction and Getting Down





## Example: Using Action To Achieve Goals

**Corporate Strategy:**  
Redefine The Client Experience

**Lexus Action:**  
Leaders required to identify  
"Client Touch Points"

**SALES**

**PARTS**

**SERVICE**

**Position specific action plans to  
improve the Client Experience**



## Looking Inward *and Forward*

- **Formalized documentation of processes**
- **Copyrighted documented processes**
- **Conducted internal Baldrige assessment**



## Our Journey Continues

- Applied to Texas Award for Performance Excellence (TAPE)
- Hired Organizational Excellence Director
- Implemented and promoted usage of technology
- Created IT Infrastructure
- Opened Park Place Lexus Grapevine in 2000
- Created DRIVE Improvement Process

1000.2000

# D.R.I.V.E.: Process Improvement Process



Return to the  
the baseline



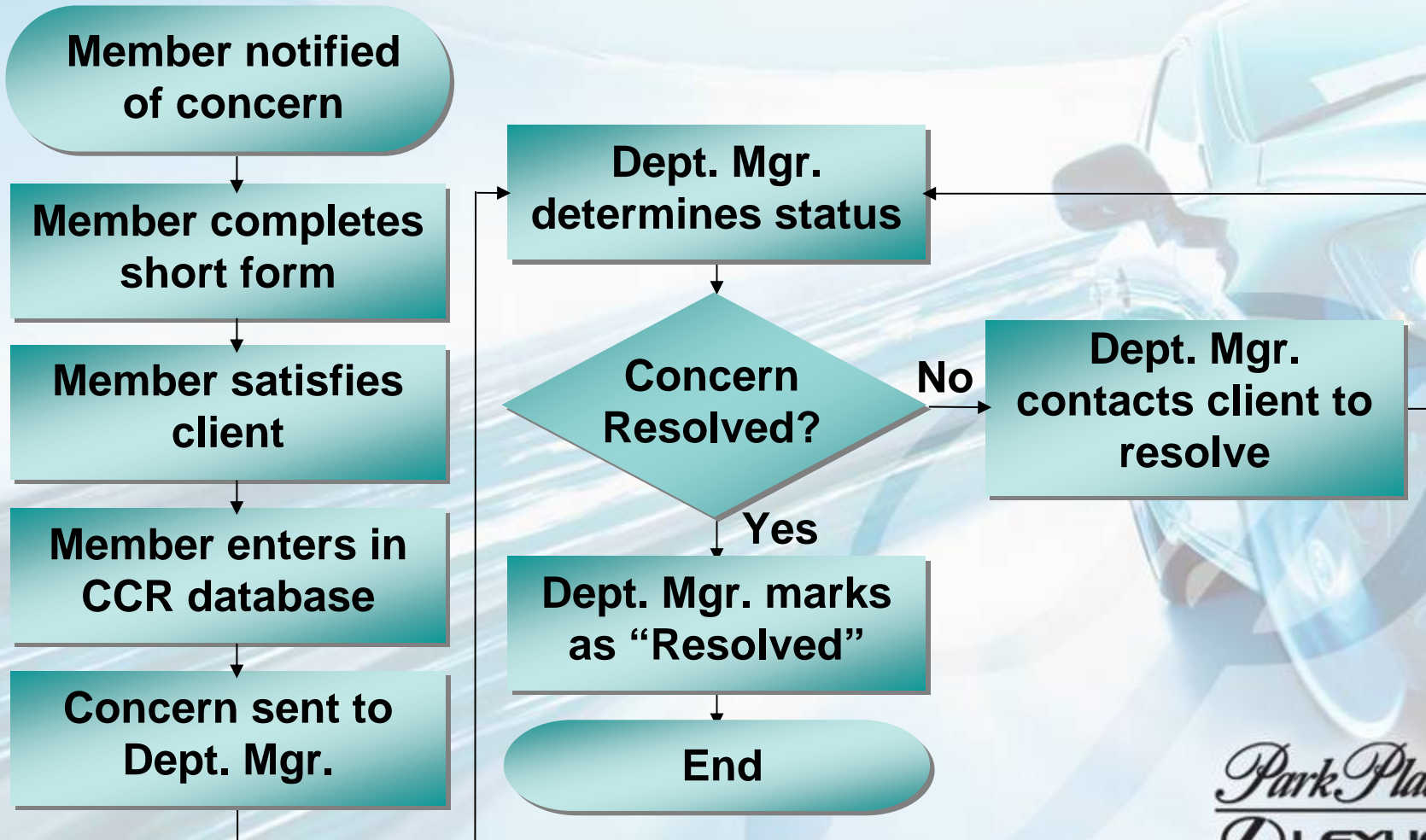
## Refinement, Improvement, and Success

- Formalized On the Job Training (OJT) Program
- Implemented Client Concern Resolution (CCR) Process
- Refined member feedback utilizing Gallup Q12 Process
- Applied for TAPE and was named a recipient

2012



# Client Concern Resolution





# Motivate, Recognize, and Celebrate





## Living the Baldrige Model

- Hired Marketing Director and focused community involvement
- Implemented CRM (Client Relationship Management) software to build and develop relationships with clients
- 2004 Baldrige Application (No site visit)
- 2005 Baldrige Application (Recipient)



# What Are Our Client Contact Access Points?

- Phone, e-mail, in-person
- Access Methods:

## Method of Access

### Seek Information

Internet web site

Marketing materials and  
Advertisements

Client Visit (Shopping)

Phone or email requests

## Method of Access

### Express Concerns

Focus Groups

CCR process

CSI survey

Suggestion boxes

Responses to client follow-up

## Conduct Business

Internet web site & e-bay store

Sales/Service rep direct contact

Client Care Reps



## The Journey Continues

- The Baldrige criteria has become a way of life for all members
- Strategic Planning continues to drive improvements
- Beyond Client Focus and on to “Outstanding Client Experience”
- Take a leadership role in our industry

**Beyond 2005**



# Lessons Learned

- **Run the business utilizing the Baldrige criteria**
- **Leadership commitment to the journey**
- **Member-driven culture**
- **Structured approach to performance excellence**
- **Commit resources**
- **Build on a series of small successes**
- **Keep it simple**



**Park Place Lexus**

**Thank you**

**Questions?**

*Park Place*  
**L**EXUS  
Experts in Excellence