

Departmental Action Plan

Student Name: Jordan Baldock

Class & Student Number: 333-30

Academy Week: 4

Current situation or challenge you want to address:

Our used car turn is strong, but I think we can do better. We currently turn about 8.7 times a year, I would like to see that closer to 10.

Overall Objective and Specific Desired Results:

Our overall objective is to increase our used car turn by at least 1, to get us to an average of 9.7 turns a year.

Describe your action plan in detail (be specific and include before and after measurements)

Our current process is good, but outdated and getting slower every year. Let's focus on the trade in process. When we bring in a trade and get it valued, the car goes on the used car managers recon spread sheet that only he and the GM have access to. Once he has logged it, it is dispatched to the tech via a service advisor to get diagnosis. The UCM will then decide if he wants to keep this car or wholesale it, based on the techs findings. Once we decide we are going to keep it, the recon process from start to finish is averaging 7 business days right now. Once that is done, the car will then wait an average of 4 more business days to get through recon and to get on the front line. That is **11 business days** from the car being taken in to being front line ready, and keep in mind that is an average. Some of these cars can take two plus weeks. I would like to do a couple of things differently. First, I want to

open up the visibility of the recon process to all sales managers. I will do this by using a product called rapid recon, which gives accountability to each department involved in the recon process. The program moves the cars through “buckets”, so I can see where the hold up is i.e. parts, the tech, the service advisor, etc...The idea here is that you don't want a car in your bucket because that is causing the hold up. I would also involve detail in this so they can see exactly what is coming and what they already have, and get these cars in and out quicker. With these simple changes, I believe we can take our recon/detail time from 11 days down to 7, and eventually down to 5 including a done detail.

Timeline: Describe specific short term and long term checkpoints to monitor progress

Short term: Install rapid recon, discuss parts availability and patterns with parts manager, implement incentives and repercussions (kudos for making the deadline, discipline for the hold up. For example if parts orders the wrong part, they are now paying for that part. If it happens twice, they are now paying for a percentage of the recon.)

Long term: Have a process dialed in and implemented by Jan 2019, lower our recon time from 11 to 7 and then 5 days, increase yearly used car turn to 9.7 by July 2019.

Meeting with Stakeholders (dealership personnel)

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences. Include timelines / Accountability / Monitoring process

- a. Who: UCM, parts manager, detail manager, sales managers

- b. What: All in on rapid recon, and an understanding of how we will increase our turn by using multiple departments.
- c. By When: Fully completed by July 2019.
- d. How: Accountability of all department heads (and their employees), a clear and defined process that WILL NOT be broken or strayed from, implementation of Rapid Recon system.

Dealer agreement:

If you need your sponsors support or approval to implement your plan, have it signed off before you start. If you can proceed on your own, present this action plan to your sponsor before next class. Describe the meeting:
