



DEALERSHIP: CAJASA CAMIONERA DE JALISCO S.A.
DE C.V.

ACADEMY WEEK: FIXED OPERATIONS 2-SERVICE

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CLASS & STUDENT NUMBER: 039-22

Advertising/Merchandising: Competitive Pricing Efforts, Menus

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OTROS SERVICIOS

Tipo de Servicio	Rabón/Pasaje	Thorton	Tracto	Ligero
Embalado Eje Delantero Local	\$1,623.00	\$1,623.00	\$1,712.00	\$1,830.00
Embalado Eje Delantero Forjando	\$1,637.00	\$1,637.00	\$1,637.00	\$1,830.00
Embalado eje Trasero Local	\$1,608.00	\$2,116.00	\$1,570.00	\$2,380.00
Embalado Eje Trasero Forjando	\$1,731.00	\$2,362.00	\$1,731.00	\$2,380.00
Lavado de tanque de Diesel	\$800.00	\$800.00	\$1,600.00	\$800.00
Revisión y Carga de A/C	\$1,450.00	\$1,450.00	\$1,450.00	\$1,450.00
Alineación por eje	\$490.00	\$490.00	\$490.00	\$490.00
Balaceo por llanta	\$70.00	\$70.00	\$70.00	\$70.00
Lavado de unidad	\$490.00	\$490.00	\$490.00	\$490.00
Mantenimiento Eléctrico-Electrónico	\$1,700.00	\$1,700.00	\$1,700.00	\$1,700.00

Servicios Adicionales SIN COSTO
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Revisión y Carga de A/C. No incluye Gas, este se cobrará por evento.

EMBALATADO. Mano de obra y refacciones incluidas
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- Recently we started an UPTIME program in witch maximizing time for our customers is the main target.
- We are going to lauch for next semester the complet program were it contemplates On command program added to our new customers.

Marketing: Potential, Penetration, and Competition

Market Share FYTD 18 **24%**

FY 2018		OBJETIVOS CAJASA			VENTAS		PARTICIPACIÓN DE MERCADO	
MERCADO		CAJASA	FY18	MS %	CAJASA	FYTD	CAJASA	FYTD
CLASE 6-8	1,512	CLASE 6-8	598	28.5%	CLASE 6-8	361	CLASE 6-8	23.9%
TRACTOS	810	TRACTOS	318	28.0%	TRACTOS	182	# TRACTOS	22.5%
MEDIANOS	415	MEDIANOS	182	32.0%	MEDIANOS	107	# MEDIANOS	25.8%
SERVICIO SEVERO	46	SERVICIO SEVERO	12	20.0%	SERVICIO SEVERO	10	# SERVICIO SEVERO	21.7%
AUTOBUSES	241	AUTOBUSES	86	25.2%	AUTOBUSES	62	# AUTOBUSES	25.7%
LIGEROS (Clase 4-5)	184	LIGEROS (Clase 4-5)	45	16.0%	LIGEROS (Clase 4-5)	13	# LIGEROS (Clase 4-5)	7.1%

Regional Competitors

- Kenworth Jalisco
- Freightliner Jimenez
- Freightliner Zapata
- Hino Camiones Selectos
- Isuzu Placencia
- Volvo Comercial Motors
- VW Euro Alemana
- Ipajal (Independent)
- Indiana (Cummins)
- Contacto (Cummins)

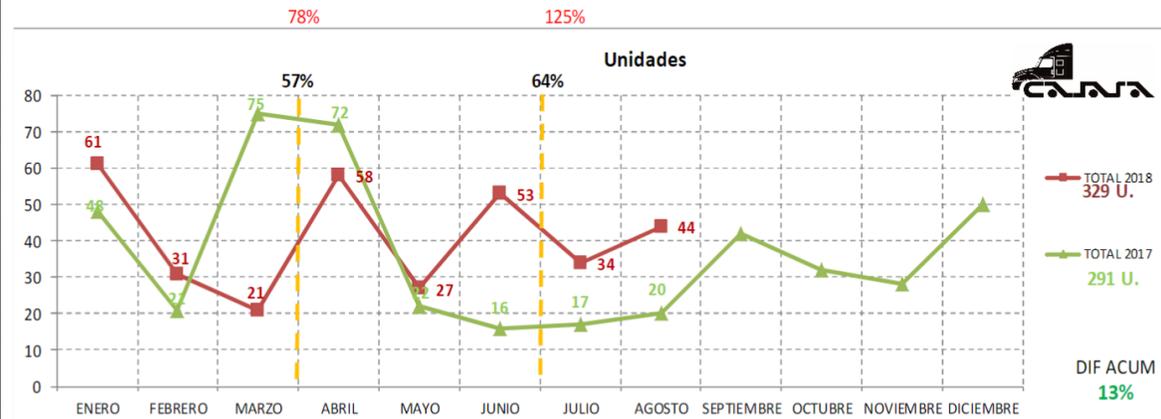
Our m share in Heavy Trucks is the highest of the International Dealerships in México. We have been in a struggling with Light duty market our prices are too close to the market leaders and that is not taking us far. In medium duty freightliner has taken market as the main leader getting advantage on the exchange currency pricing.

International National market share is 18 % and we have a 24% of market share.

10 years we can see our position with our after market strategy.

UNIDADES VENDIDAS CAJASA 2017 VS 2018												
	ENERO	FEBRERO	MARZO	ABRIL	MAYO	JUNIO	JULIO	AGOSTO	SEPTIEMBRE	OCTUBRE	NOVIEMBRE	DICIEMBRE
TOTAL 2017	48	21	75	72	22	16	17	20	42	32	28	50
TOTAL 2018	61	31	21	58	27	53	34	44	0	0	0	0
TOTAL PRESUP	66	64	69	60	71	62	66	64	60	60	65	55
VS 2017	27%	48%	-72%	-19%	23%	231%	100%	120%				

291
329
392



COMENTARIOS:

EL MERCADO NACIONAL EN VEHICULOS PESADOS SE HA CONTRAIDO UN 13% CONTRA EL 2017 A NIVEL NACIONAL, EL CRECIMIENTO DE CAJASA HA SIDO DE UN 13% EN LO ACUMULADO DEL AÑO HASTA AGOSTO. LA CLASE MAS AFECTADA ES CLASE 8 (MEDIANOS) CON UN 27% DE DECRECIMIENTO A NIVEL NACIONAL

The national market in heavy vehicles has contracted 13% against 2017 nationally. The growth of our organization has been 13% YTD. Class

The most affected class is class 6 (medium) with a 27% decrease at the national level



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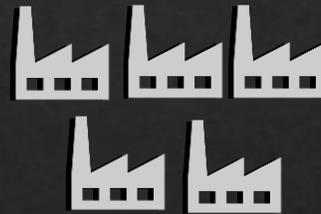
**SERVICIO
DE TALLER**

Facility: Capacity, Utilization, and Limitations

Number of Bays	48 x
Number of Days	24x
Number of hours	8 x
Effective Labor Rate	29.5x =
FACILITY POTENTIAL	\$ 271,872
Total Labor Sales	\$ 120,181 /
Facility Potential	\$ 271,872 =
FACILITY UTILIZATION	44.20 %

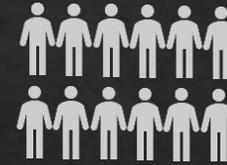
LOCATIONS

5



HOURLY PAYED
TECHNICIANS

37



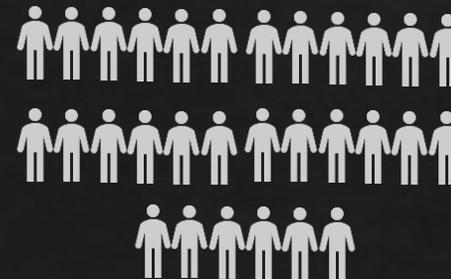
SERVICE BAYS

48



FIXED PAYED
TECHNICIANS

85



Dedicated maintenance

In this business model we are having multi-brand maintenance and the technicians payment method is fixed this has worked for us for about 8 years now.

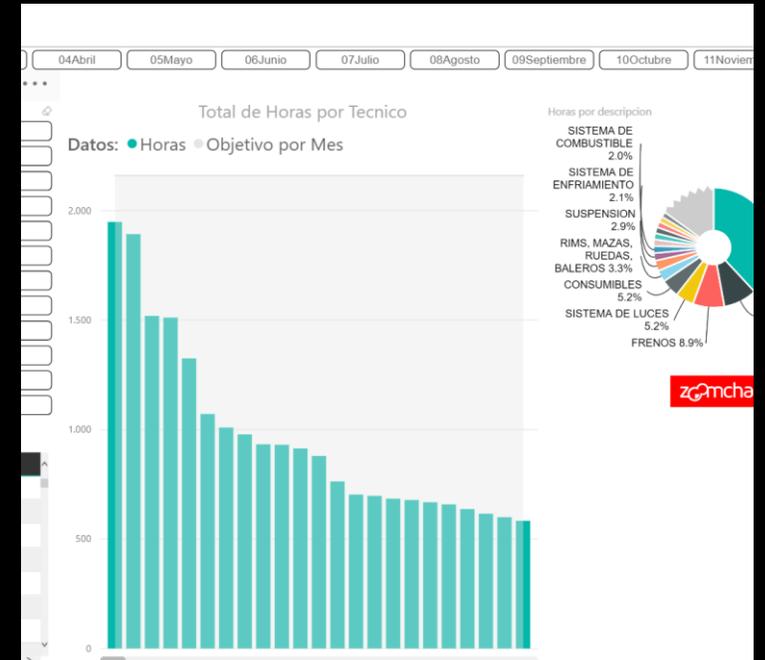
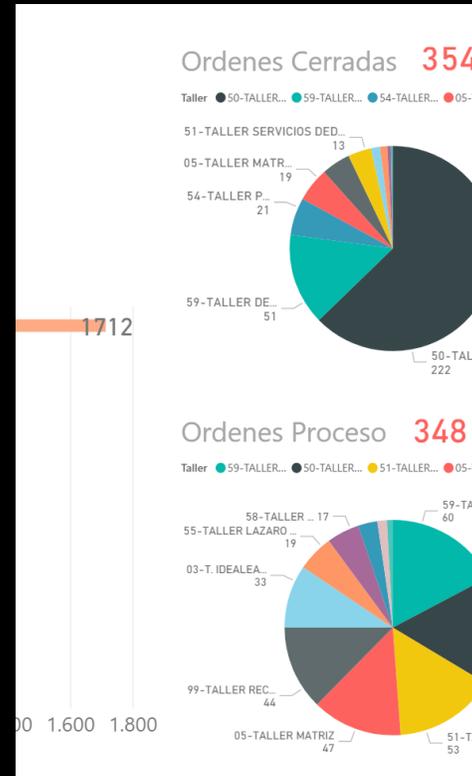
Analyzing data and talking to the Service Managers we realize that we have been having a technician rotation and that we have been developing technicians with our career plan .

The thing is that the technicians get to a point in their career plan were they chose for faster ways to increase their earnings. Some of them might be freelance or by jumping into other companies for little increase.

We have enough Stalls and technicians to increase NET PROFIT by getting the gross profit to the standard 72%

SERVICE KPI'S

◊ We have been developing tracking reports starting this year in order this focus all efforts in increasing Gross and getting the company to the best standards in the industry. ATD has helped me as an eye opener and as a very clear way of accomplishing our Goals.



Productivity: Actual vs Potential in service

POTENTIAL

Total labor sales for month	120,181 /
Total hours billed	4050
Effective Labor Rate	29.67
FACILITY POTENTIAL	\$ 271,872
# Service mechanical tech	37
# Hours/ Day	8
Working Days/Month	24.5
Clock hour Aval	7,252
Clock hous available	7,252
Effective labor rate	29.67
Labor Sales Potential	\$ 215,198

How proficient are your technicians?

Hours produced	120,181 /
Hours Available	7,252
Tech proficiency	55.85 %

Our technician proficiency has to improve even though we have the tech Carrier program we have had a lot of personnel rotation. Our target for December

01

Mobile Maintenance:
We're trying to produce more hours by having a service delivery truck in our customers location. This way we are producing more hours without the need of stalls.

02

Dedicated Maintenance Strategy: We are giving dedicated maintenance to specific customers with a fixed cost in service and parts are sold when needed.

03

Uptime express service: we offer express maintenance service with specialized bays. If the work is not done in the same day. The job and parts are free of charge.

04

Head workshop repair center overhauls in less time than our competitor. This job is commonly done by outsourcing and it takes over a week. With our own facilities we can do it in 4 days.

05

Brake center shop: we have our own brake center shop this gives our customers a complet and fast service on their brakes job.

Organization and Production methods

Analyze Cost of Labor and Gross Profit structure in the service department

POTENTIAL

Category Contribution	Sales	Gross	Gross as % of Sales	%Sales
Customer Bodyshop	10,587	6,559	61.95 %	8.10%
Customer Truck 32.93%	43,060	26,663	61.95 %	
Dedicated maintenance	68,427	42,370	61.95 %	52.33%
Warranty 3.43%	4,483	2,776	61.95 %	
Warranty Other				
Internal 3.22%	4,211	2,607	61.95 %	
NVI/Road Ready				
Adj. Cost of Labor				
Total 100%	130,768	80,975	61.95 %	

The internal and warranty cost of labor are too low. If we increase internal labor we could increase additional 4% contribution, for total gross.

Bodyshop labor cannot be increased because the insurance company have settled a maximum wage for labor.

Detail necessary changes in expense structure

POTENTIAL

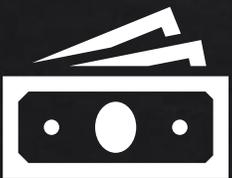
Expense Category	Dollar Amount	% of Gross
Department Gross	80,975	
Variable Expense	7825	9.66 %
Selling Expense		
Personnel Expense	32,347	39.95 %
Semi-Fixed Expense	19,251	23.77 %
Fixed Expense	12090	14.93 %
Unallocated Expense		
Dealer's Salary	6000	7.41 %
Total Expenses	77,513	95.72 %
NET PROFIT	3,462	4.28 %

We have to take a special look to the personnel expense being this one the 40% we might have overstaff.

The total hours available in the shop are not being used.

Evaluate all pay plans. What, if any, changes do you suggest to improve performance?

- ◇ Change runners variable payment, instead of earning from parts total gross % they will be paid for service hours billed.
- ◇ The Parts operations manager will earn from both service and parts total gross.
- ◇ Service Manager will get paid for accomplishing new targets like increasing the hours billed by month and the technicians development

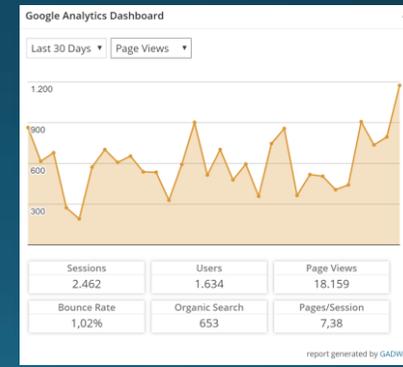
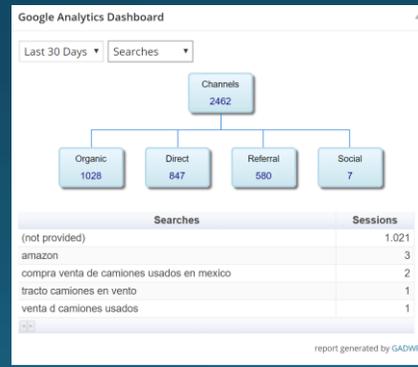
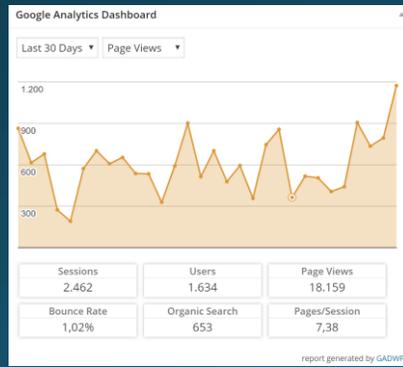
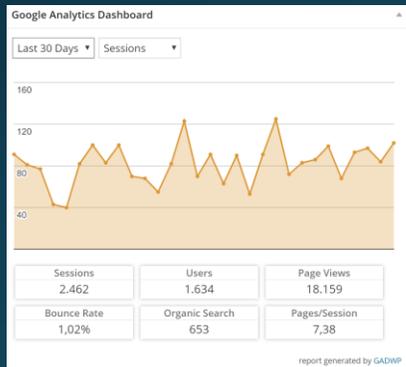
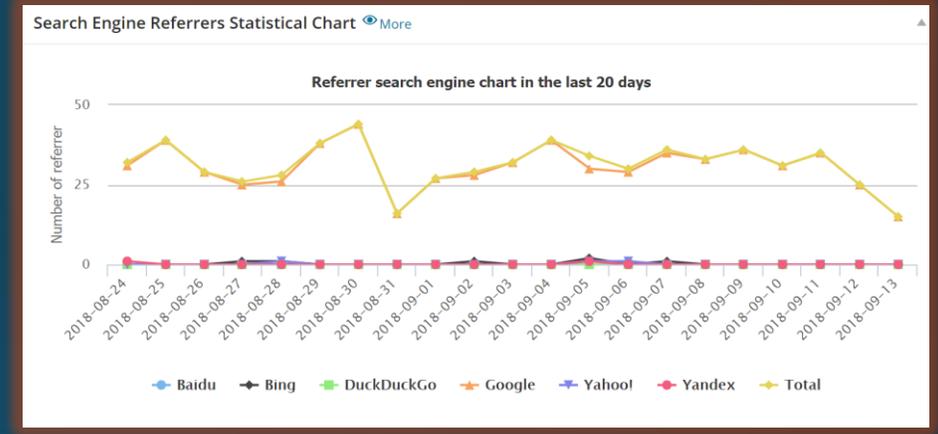
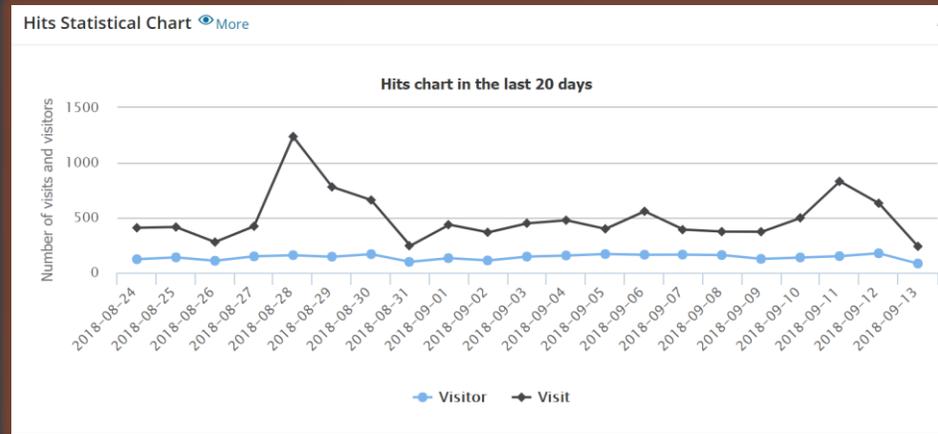


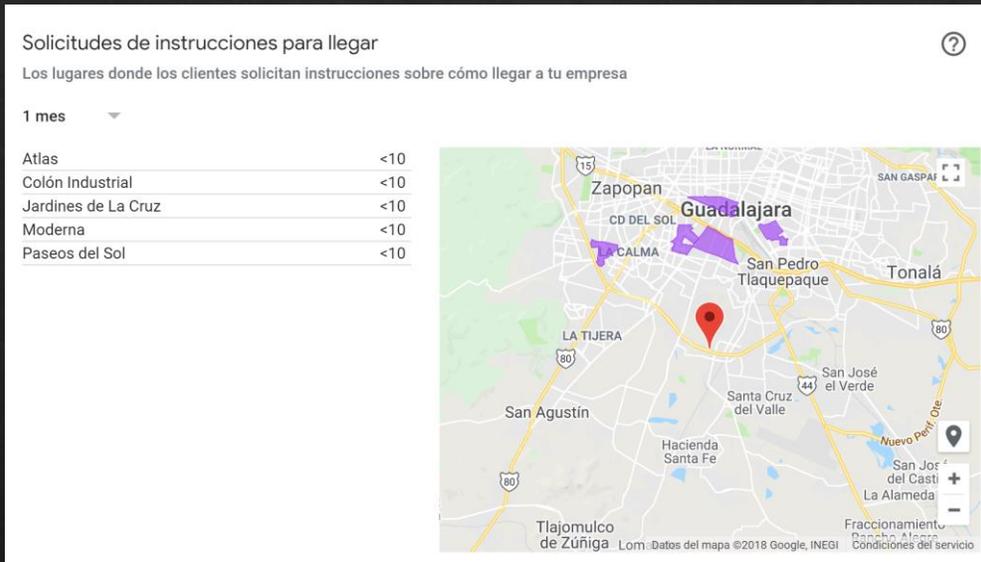
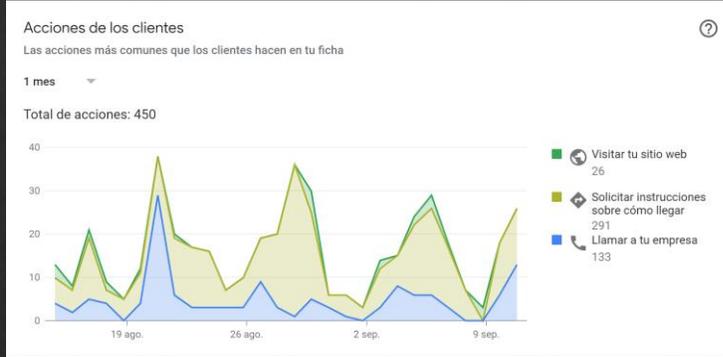
Detail performance enhancement programs (i.e., objectives, tracking methods, and communication tools)

Summary Statistics

Usuarios conectados: **1**

	Visitor	Visit
Today:	83	239
Yesterday:	176	631
Week:	1.159	3.892
Month:	4.405	16.114
Year:	37.504	174.857
Total:	83.339	442.107



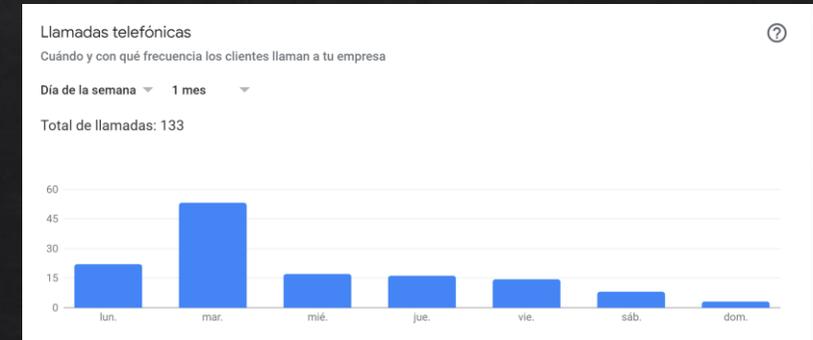


Búsquedas utilizadas para encontrar tu empresa

Las búsquedas más populares sobre tu empresa por usuarios únicos

1 mes

Consulta	Usuarios
1 camionera de jalisco	278
2 camiones	246
3 cajasa	220
4 camioneros internacional	113
5 internacional	100
6 cajasa guadalajara	95
7 internacional camioneros	90
8 camionera de jalisco sa de cv (cajasa), anillo periférico sur manuel gómez morín, tlaquepaque, san pedro tlaquepaque, jal.	80
9 camionera de jalisco sa de cv	53



Determine the level of current training program. Evaluate additional training needs and establish revised program to enhance training to meet future needs.

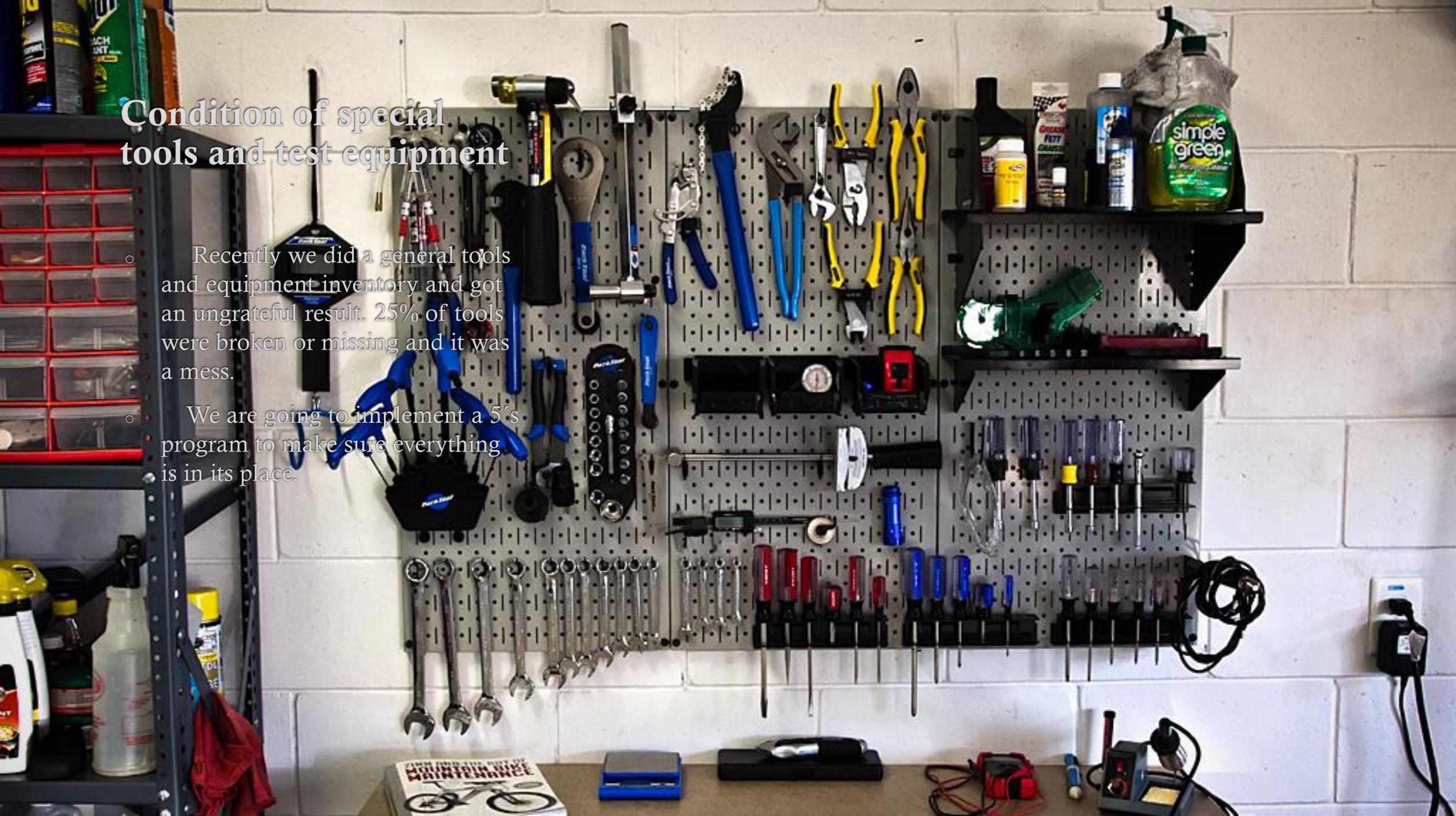


- We have a Tech Development and career Program. We have 4 diamond certified levels of training for our technicians
- LMS, Cornerstone and face to face training.
- We are developing a Refrigerated tech career program
- Brakes and tires maintenance training
- Body shop repair for trucks and trailers



Condition of special tools and test equipment

- Recently we did a general tools and equipment inventory and got an ungrateful result. 25% of tools were broken or missing and it was a mess.
- We are going to implement a 5's program to make sure everything is in its place.





- Building and facilities
- Certified technicians
- Commitment to our customer
- Tools and equipment
- Mobile rescue vehicles
- Runners program
- Excellent organizational culture
- Responding always to customers needs
- Qualified technicians and personnel
- Repair experts in Heavy medium and Light Duty
- UPTIME program
- Humanistic company
- The unique International Dealer in state
- Recognition by our customers and competitors
- Best Highway support in market
- Dedicated maintenance
- Truck advocate
- Customer focused
- Communication with Parts manager
- Learn from our mistakes

- Not Following the established process
- Disorder in working tables
- 24/7 technician lives far away from store this affects uptime
- lack of communication with our customers
- Special tools needed
- Technician needed
- Parts fill rate
- Technician not following formats
- Health report
- Technician time wasted
- Bad attitude
- System failure
- Customer care educational program

- Re-Open the engine repair area
- Setting a washing parts area
- Invest in the oil pipes and pump
- Having complete tools
- Uptime process and checking fleet
- Warranty documentation
- Better customer attention in the reception
- Setting a controller
- Making express diagnostics to our customer at reception
- The heads repair workshop is not giving the expected results
- Body shop attention to all our service locations
- Better system support (DMS)

- Tools inventory
- No parts
- Customers payments
- Lack of communication with our customers
- Independent competitors with better equipment
- Marketing budget
- Losing customers because we don't have enough techs
- Unsecure zone Thieves

SWOT

Objectives, tactics and actions

- Recently we hired a consultant company specialized in Truck industry in order to help us get our target analyzed and mainly getting NET PROFIT to the highest level possible.
- Washing parts area is being evaluated
- We are running a tools inventory and noticed that we haven't made a deep inventory since 1998. We are trying to get everything tidy and well organized.
- Customer service course for our employees
- We started a macro process mapping to evaluate where we can apply lean