



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

ACADEMY WEEK: VARIABLE OPERATIONS 2- PRE-OWNED

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CLASS & STUDENT NUMBER: 039-22

Current situation or challenge you want to address

- By reviewing the business situation we realized that we have an old inventory issue.
- We have an Used operating loss YTSEPT - \$ 48,261 USD
- We have more than 1,200,000 USD aged inventory

	Cost	Units
0 - 30	195,000	7
31 -60	0	0
61 - 90	0	0
91 -120	0	0
120 - 180	630,000.02	13
180 - MORE	590,014.40	14
Total	1,415,014	34

Overall Objective

- Make USED variable operation Profitable.
- Assume our loss for the aged inventory by determining an under water %
- Implement internal controls to prevent repeated events.
- Have a complete action plan for used operation.
- Develop wholesale customer relations.

Desired Results

Target a 9% of Total Operation Gross

Implemented Procedures, policy's

Increase sales to avarege 8 units per month

Have maximum of 110 day inventory

Action Plan

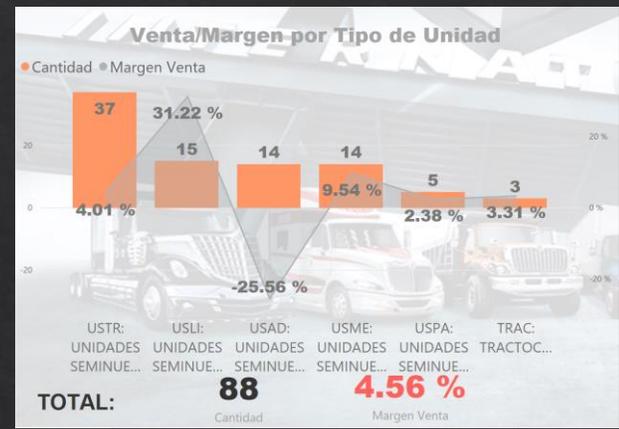
1. Make a Stock Analysis and establish underwater dollars to present them to Dealer Principal and take action.
2. Aging plan needed: Set and establish written aging plan with Used Sales Manager and Dealer principal
3. Implement Appraisal process and forms.
4. Establish written Reconditioning Policy
5. Leads program: we have been investing in Digital Marketing and a lead center administration.
6. Renew our webpage
7. Establish KPI'S to keep track of the results: Inventory Turns

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

Who	What	By When	How
Operations Director	1.Make a Stock Analysis and establish underwater dollars to present them to Dealer Principal and take action.	oct-18	Use the NADA Stock Analysis excel to calculate underwater dollars
Dealer / Used Manager	2.Aging plan needed: Set and establish written agin plan with Used Sales Manager and Dealer principal	nov-18	schedule a meeting complete this task
Used Manager	3.Implement Appraisal process and forms.	nov-18	schedule a meeting complete this task
Dealer / Used Manager	4.Establish written Reconditioning Policy	nov-18	schedule a meeting complete this task
Operations Director	5.Leads program: we have been investing in Digtial Marketing and a lead center administration.	nov-18	digital marketing committee
Operations Director	6.Renew our webpage	dic-18	digital marketing committee
Operations Director	Establish KPI'S to keep track of the results: Inventory Turns	ene-19	In our reporting sistem develop the KPI'S to keep weekly track of business results

WATER ANALYSIS

Over Valuation "Water" Analysis							
Days In Stock							
	0-30	31-45	46-60	61-90	91 - 120	121+	Total
Dollars	195000	0	0	0	0	1220014	1415014
	At Risk				OLD	Dead	
	\$0	Dollars		\$0	\$1,220,014		
Enter the percentage of this inventory value that you estimate is "water"	10%	"Water" %		10%	10%		
	\$0	"Water" Dollars		\$0	\$122,001		
<div style="border: 2px solid red; padding: 5px; display: inline-block;"> % of inventory under water 8.6% </div>		<div style="border: 2px solid red; padding: 5px; display: inline-block;"> Total Water Dollars \$122,001 </div>					



Unidad:

Año: 2018, 2017, 2016, 2015, 2014, 2013, 2012, 2011, 2010, 2009, 2008, 2007

Mes: 11, 10, 9, 8, 7, 6, 5, 4, 3, 2, 1

Departamento:

Utilidad por Vendedor

AGUSTIN GARCIA ...	\$1,049,040.55
ALBERTO VAZQUE...	\$732,470.79
HECTOR DELGADI...	\$612,215.59
SINUHE CASTRO ...	\$416,341.39
LEONEL GONZALE...	\$312,613.08
JESICA DIDILIA B...	\$271,670.81
GEORGINA OCHO...	\$127,410.34
RODRIGO FRANCO...	\$109,051.71
SUSANA OROZCO	\$88,965.50
CRISTOPHER CRU...	\$75,000.00

\$2.822.666,17

NOMBRE	Objet.	Cantidad	Tipo	Cantidad	Utilidad	Margen Venta	Objetivo
ABRAHAM BAILON RIVERA	36	1	SEMINUEVAS LIGEROS				
AGUSTIN GARCIA DIAZ	36	13	USAD: UNIDADES SEMINUEVAS VARIAS	14	-\$1.384.287,1691	-25,56 %	9,72 %
ALBERTO VAZQUEZ CRUZ	36	2	USME: UNIDADES SEMINUEVAS MEDIANOS	14	\$963.706,71	9,54 %	3,83 %
CARMEN LAUREAN O	36	3	USPA: UNIDADES	5	\$60.651,5153	2,38 %	4,63 %
Total	552	88		88	\$2.822.666,1692	4,56 %	15,94 %

