

Departmental Action Plan

Student Name: Ryan Shank

Class & Student Number: NADA 337, VARIABLE OPS 1, NOV 12-16

Academy Week: CERTIFICATE CLASS

Current situation or challenge you want to address:

The current issue at my dealership is that the used car turn around time is at 22-30 days.

Overall Objective and Specific Desired Results:

Overall objective is to get total turn around time down to 7 days or less.

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

This has been an ongoing issue at our store for the last year. It has often resulted in lost deals, customer and employee dissatisfaction, and lost gross. Since this issue has been ongoing, there has been much discussion before and after class in order to shorten our turn around time significantly. Prior to class we were looking for a detailer, and several used car technicians. We ended up hiring two used car technicians and an additional detailer. We also hired a detail manager to distribute work to the used car techs and the detailers. He is able to approve some work without the ok of the used car manager. He assists getting the cars to the techs and getting them to the body shop if necessary throughout the process. Once the vehicle are complete, he moves them out to the front line. He holds everyone accountable for completing cars in a timely manner and answers to the used car manager who can now focus on purchasing inventory rather than constantly chasing the technicians. The used car managers tracks the total turn around time which is now 4-7 days. We are making sure that all cars are getting detailed and to the body shop if needed which has improved revenue in both departments. Any car that will not be retailed gets a mini detail and is sent to auction immediately instead of sitting around for 2-3 weeks. This improved our wholesale numbers as well as increased detail revenue. Getting the vehicles down to

the auction has also freed up space in our lot for retail inventory, customer parking and hopefully less lot damage.

The next issue we ran into was that once we blew through all of our used cars, our new services technicians didn't have enough work and started complaining about the lack of work. To keep these guys busy we began to filter some of the customer pay work down to them in order to keep them employed while we grow the used car department. A

We are currently running a turn of 4-7 days still and are planning on growing the used car department this year by providing additional help to the used car department with regards to acquiring inventory.

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

Once we hired the additional individuals and implemented a process which took about a week. We had our turn around where we wanted it in no time. It helped that we are coming off of a relatively slow month so we did not have a lot of used car inventory backlog. Hiring the detail manager was relatively easy but we had been trying to get the detailed and the service technicians for several months. It just happened to all fall in place at one. We have identified the used car department as our best opportunity for improvement for 2019. We planed to purchase an extra 20 or more cars per month for the following year and hope to maintain the current turn around time. We continue to track our turn around time from the time the inventory is acquired till it is front line ready.

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: Used Car Manager
- b. What: Must continue to monitor and track used car turn around and coordinated with service and the GM to hold the respective departments accountable
- c. By When: Within 30 days.
- d. How: Additional personel, tracking results, holding people accountable.

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:

I'm currently the new car manager so the used car department is not under my authority but I am paid on total sales gross so I do have input through my GM. This plan was something that was in the works for months in our store and continues to be a priority in 2019. We have had lots of conversations along the way but ultimately the hiring decisions and changes are credited to my GM and the Service manager for acquiring the additional technicians that we need and implementing a process that will keep our turn around time where it needs to be. Discussions have always been productive and constructive as we all have the same goal.
