

Departmental Action Plan

Student Name: Dave Grover

Class & Student Number: N338-22

Academy Week: Week 5

Current situation or challenge you want to address:

Time to online from acquisition, through recon, and photos taken is average 11 days.

Overall Objective and Specific Desired Results:

Overall objective: From acquisition, mechanical and cosmetic recon, detailed, and photos taken within 5 days of acquiring vehicle. (current average is 11 days)

Specific desired results: This will lead to an increase in visibility to our customers, which will lead to a faster sale, which results in greater used car gross profit.

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

Upon acquisition of a vehicle under 80,000, a service repair order is started, the vehicle then detailed and photographed. Once repair order is opened, parts department can pull oil filter if in stock, if not, will have parts picked up while vehicle is in detail. Once vehicle is photographed and photos are online, service begins the mechanical reconditioning process. Vehicle should be inspected on the first day after detail and photos are done. Decisions on recommended service/repairs will be made while the vehicle is still on the rack. If any parts are needed that are not in stock, parts will be either picked up or special ordered overnight. If parts are in stock, the vehicle will be completed while the vehicle is on the rack. Once the vehicle is completed, or parts have to be ordered, the next vehicle is to be pulled in and inspected. Same process as above.

On vehicles over 80,000 miles, the used vehicle inspection will be done prior to detail. The vehicle will be washed and vacuumed before getting photos performed. We don't want to spend the money on detailing a vehicle, if it will be going to auction. Once inspection has been performed, the decision on repairs/services are made while the vehicle is on the rack. If repairs/services are authorized, and parts are in stock, the repairs are done while the vehicle is on the rack. If parts are not in stock, parts will either be picked up, or delivered overnight, and services/repairs will be done next day. Another used vehicle will be pulled in once vehicle has been removed from the rack. Same process as above.

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

Service manager runs open repair order list,, on a daily basis, and reviews open used cars with used car advisor, used car tech and used car manger to ensure that the steps are being followed and vehicles are on the lot in the timeframe set in place. If steps aren't being followed, or vehicles not getting on the lot in 5 days, there will be a counselling session with whomever is causing the vehicle not to get done in a timely manner.

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: Service Manager, Used Car Manager, Used Car technician, Used Car Advisor.
- b. What: There will be a 15 minute huddle meeting daily, with all parties above, to discuss where we are with the used vehicles. There has been a spreadsheet built and installed, on the shared drive of our companies network, that has the list of all used cars in the reconditioning process. The used car manager puts the vehicles on the spread sheet with the day the vehicle was traded in. The advisor puts the repair order number

on the spreadsheet with the day the vehicle was written up. The used car technician updates the spreadsheet as vehicles are inspected, work approved/declined, and repairs/maintenance completed.

- c. **By When:** Started the process January 2nd. Spreadsheet on shared drive was just installed. March 1st should be getting vehicles on the lot within 5 days of acquisition.
- d. **How:** Continue to follow the processes put in place, and documented above, to ensure that the vehicles are on the lot within 5 days of acquisition.

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:

Shane Huffman (owner/sponsor) was extremely excited to hear that we have a process set in place to get used cars on the lot. Our auto group is looking to sell 5,000 total used vehicles in 2019. This process will allow us to get the vehicle visible online earlier in the sales process, and have the cars front line ready within 5 days. This will help us sell more vehicles and retain more gross profit on the front end of our used car deals. He couldn't be happier with the progress we have already had with the processes set in place.
