

Management Action Plan – VO1

Student Name: Robert Hennessy

Dealership: Hennessy Jaguar Land Rover Buckhead

Class & Student Number: N340, 331239763

Current situation or challenge you want to address (narrow your focus):

Reconditioning is not uniform, and takes too long (actually a 4-store issue for all three of our Jaguar Land Rover stores and a Cadillac store, so a scalable solution could have meaningful impact).

Overall objective (goal) and specific desired results:

Reduce internal cycle times from 7-10 days+ into the 2-4 day range. This means:

- Vehicle through the shop
- Vehicle detailed
- Vehicle photographed
- Vehicle online with description

...in, ideally, 72 hours

Describe your action plan in detail (including before and after measurements):

I use a tool called Boomerang to time-delay emails to specified days/times in the future. Those emails can be scheduled as recurring, and I have used them successfully for accountability on other issues within the store.

Since Variable Ops 1, I've set up the following:

- Weekly inquiries into photography:

Richard Kim
to me, Nathan, Myron, Kevin, Hennessy ▾
JRLN
Tue, Mar 5, 10:03 AM (9 days ago) ☆ ↶ ⋮

Could you please Reply All with the following:
- Number of vehicles Missing Photos: 4 these 4 vehicles are loaners coming out. We will imported from new car photos.
- Number of vehicles not Digital Frontline Ready: 4

- Total New Car Inventory: 238
- Total Used Car Inventory: 117
- Total Inventory: 355
- 3% of Total Inventory: 10

- Is the number of vehicles missing photos greater or less than 3% of Total Inventory (Yes/No): less than
- Is your number today higher or lower than the last time you answered this question: lower

- Weekly inquiries into internal cycle times:

Eldric Brown
to me, Tom, Richard, James, Joseph, Hennessy ▾
Robert –
Please see attached.
Fri, Mar 8, 11:08 AM (6 days ago) ☆ ↶ ⋮

Additionally, could you please reply with:
- How many Internal ROs are open: 20
- The ages of the three oldest Internal ROs: **three oldest ROs are all 13 days old as of today; notes provided in attached spreadsheet.**

Please let me know if you have any additional questions.

Thanks,

Eldric Brown
Service Director

I've found the most important aid to driving recon timing improvements has been "sunshine" on the bottlenecks within the process, and for us that has been cars waiting for photography. Photos and the full recon process are somewhat in tension with one another, because variable is *more* responsible for photos while fixed is *more* responsible for the rest of the cycle. By highlighting delays in both processes, I've been able to force the two

departments to speak more frequently, and that communication, more than anything else, appears to have sped up our cycle times already.

Timeline: What is your implementation date? Describe specific short-term and long-term checkpoints to monitor progress.

Things are implemented. I've identified the weekly emails, which are now surfacing problem cars and problem processes. On a monthly basis, we also measure the following timing:

- Vehicle received until the time an internal RO is opened
- Internal RO is opened until the time the work begins
- Work begins on the RO until the time the work is finished
- Work is finished until the time the vehicle is sold
- Steps 1-3 above... Vehicle received until the time the work is finished

An example for the four stores I oversee is here:

	Received --> Opened	Opened --> Started	Started --> Finished	Finished --> Sold	Received --> Finished
	5.13	1.25	0.75	22.63	7.13
CADFEB19	5.13	1.25	0.75	22.63	7.13
JLRBFEB19	1.25	1.63	0.50	36.50	3.38
JLRGFEB19	6.38	4.13	1.25	26.75	11.75
JLRNFEB19	4.88	4.88	1.50	39.75	11.25

Meeting with Stakeholders (dealership personnel):

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences, including timelines / accountability / process monitoring activity.

1. **Who:** Primarily Used Car Manager and Service Manager, also Internal Service Writer
2. **What:** I've found since getting back from class that the biggest gap between our performance and my expectation has been the Service Department's viewpoint that the Internal work has nowhere else to go, so Used Cars has to put up with the existing process. From the Used Car side, there were plenty of complaints, but no action plan to fix them. As with so many things, this has been a communication issue at heart
3. **By When:** Immediately. The work is there, the capacity is in place, this is a matter of better organizing the flow of work in such a way that retail doesn't suffer, but Used Cars is able to market their vehicles quicker
4. **How:** One of the items we quickly understood by meeting as a group was that our technician shortage was even worse than anticipated. However, we don't need Senior Master Technicians for Internal Recon work. This enables us to hire more broadly, and immediately put techs to work productively, rather than in an hourly capacity for extended periods of time while they train heavily on our brand (which is more frustrating than most with its certification processes).

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: Fortunately, I am able to execute the prescribed action plan with our management teams.