Management Action Plan – VO1

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Dealership: Joe Basil Chevrolet

Class & Student Number: N345

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

We want to continue to steam line and improve our process in getting used vehicles from reconditioning to lot for sale opportunities. We are currently running in the range of 7 to 10 days from start to finish

Overall objective (goal) and specific desired results:

We need to clean up the timeframe between the vehicle going through the recon check and approval to detail, pictures and on the lot – our goal is to have the whole process completed in an average of 4 days per vehicle

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

Current process is when a vehicle is traded in or purchased off the street the Used Vehicle Managers do a visual check and review the Car Fax report to determine if it is a vehicle that we want to put on the lot for sale. Once that is determined we move forward with bring vehicle and Keys to Re-Con Service Manager. From there an RO is generated and information is loaded into Rapid Recon. The vehicle is then assigned to a Re-con tech to be checked out. Our goal is to have this process completed within 48 hours. We currently have 2 Re-Con Service Managers and 4 Re-con techs and run swing shifts from 9 to 9 Monday thru Friday. Once the check is complete the information is loaded into Rapid Recon for the Sales Managers to review. This review and approval process should happen the same day the info is available. Once approval is given for work to be completed, parts are ordered out and recon process takes place. If it is determined that vehicle is lot worthy, but we determine the re-con can be done at time of sale, the vehicle then gets transferred over to detail department. Detail is completed, and vehicles get parked in a designated spot for Exterior and interior photos and then to lot for sale.

The tools we use to measure progress are as follows:

- All Managers have access to Rapid Recon
- We have a daily recap sheet that is sent to all of the managers by the Re-Con manager that shows the following:
    - Sold vehicles that need re-con work completed
    - Number of vehicles waited to be checked out
    - Number of vehicles waiting on parts/labor quotes
    - Number of details that need to be completed

- All managers review these reports everyday – including Dealer Principal, Leadership Team Managers, Used Car Managers, Service Manager, Parts Managers and Detail team leader
- Communication through e-mail and phone as needed on a daily basis to discuss any delays in the process

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

The implementation process has already begun. We are having weekly meeting to review the process and see where we are falling short. Some area's we have targeted for improvement are as follows:

- Better communication and hands on review of re-con reports between Sales Managers and Re-Con managers
- More of a hands on approach with Re-Con Managers and Techs to make sure the reports are accurate and not a situation where a tech may just not want to do the work
- Implement a "lost car" line to the Rapid Recon report to make sure we are reviewing all vehicles and not let sellable vehicles slip through the cracks
- Looking at ways to speed up the overall process
- Do a weekly and monthly review of how many vehicles made it to the lot for sale and how many went to wholesale. Review Wholesale cars and make sure there were no specific patterns or red flags that may dictate a problem in the system

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.

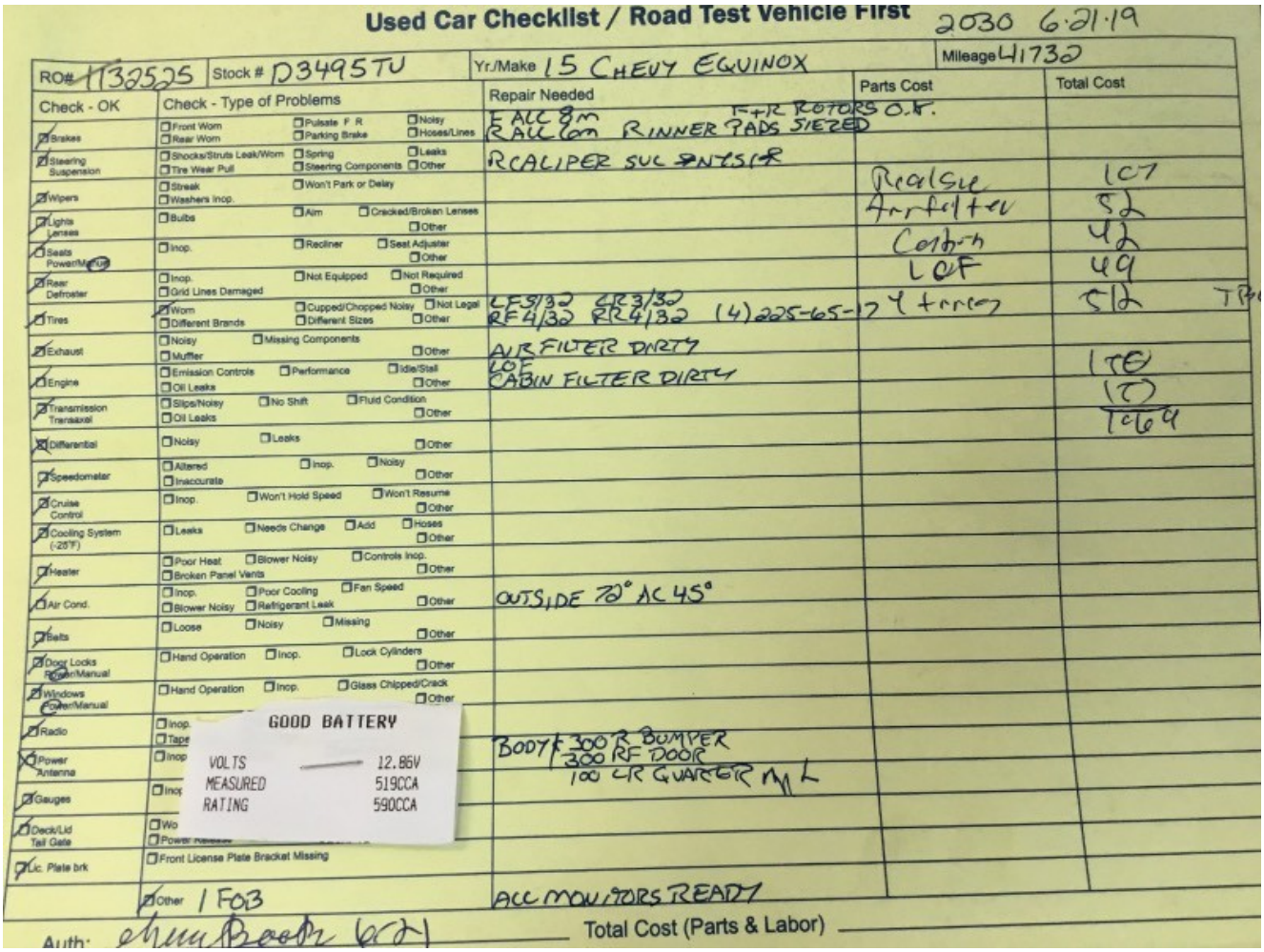
Behavior change is simple: we need to keep the lines of communication open between all who are involved. We need buy in from all department heads and their staffs and show them the benefits to the store in getting quality Cars and Trucks on the website and the lot as quick as possible for potential sale

1. Who: Every department head in the store and their respective teams
2. What: Communication and teamwork
3. By When: Immediately
4. How: follow the process that we have in place. Eliminate shortcuts and mistakes in the process

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:

EXAMPLE OF USED CAR CHECKLIST



Used Car Checklist / Road Test Vehicle First 2030 6.21.19

RO# 1132525 Stock # D3495TU Yr/Make 15 CHEVY EQUINOX Mileage 41732

Check - OK	Check - Type of Problems	Repair Needed	Parts Cost	Total Cost
Brakes	Front Worn, Rear Worn, Pulsate F R, Parking Brake, Noisy, Hoses/Lines	F ALC 8m R ALC 6m RINNER PADS SIEZED F+R ROTORS O.K.		
Steering Suspension	Shocks/Struts Leak/Worn, Tire Wear Pull, Spring, Steering Components, Leaks, Other	R CALIPER SUC PNYSICR		
Wipers	Streak, Washers Inop., Won't Park or Delay		Realse	LCT
Lights Lenses	Bulbs, Aim, Cracked/Broken Lenses, Other		Air filter	52
Seats Power/Manual	Inop., Recliner, Seat Adjuster, Other		Cabin	42
Rear Defroster	Inop., Grid Lines Damaged, Not Equipped, Not Required, Other		LOF	49
Tires	Worn, Different Brands, Cupped/Chopped Noisy, Different Sizes, Not Legal, Other	LF 5/32 LR 3/32 RF 4/32 RR 4/32 (4) 225-65-17 4 tires		512 TPMS
Exhaust	Noisy, Muffler, Missing Components, Other			
Engine	Emission Controls, Oil Leaks, Performance, Idle/Stall, Other	AIR FILTER DIRTY LOF CABIN FILTER DIRTY		LTE LT Tot 9
Transmission Transaxle	Slips/Noisy, Oil Leaks, No Shift, Fluid Condition, Other			
Differential	Noisy, Leaks, Other			
Speedometer	Altered, Inaccurate, Inop., Noisy, Other			
Cruise Control	Inop., Won't Hold Speed, Won't Resume, Other			
Cooling System (-28°F)	Leaks, Needs Change, Add, Hoses, Other			
Heater	Poor Heat, Broken Panel Vents, Blower Noisy, Controls Inop., Other			
Air Cond.	Inop., Blower Noisy, Poor Cooling, Refrigerant Leak, Fan Speed, Other	OUTSIDE 78° AC 45°		
Belts	Loose, Noisy, Missing, Other			
Door Locks Power/Manual	Hand Operation, Inop., Lock Cylinders, Other			
Windows Power/Manual	Hand Operation, Inop., Glass Chipped/Crack, Other			
Radio	Inop., Tape			
Power Antenna	Inop.	BODY F 300 R BUMPER 300 RF DOOR 100 LR QUARTER M L		
Gauges	Inop.			
Deck/Lid Tail Gate	Wo, Power			
Lic. Plate brk	Front License Plate Bracket Missing			
	Other / FOB	ALL MONITORS READY		

GOOD BATTERY

VOLTS	12.86V
MEASURED	519CCA
RATING	590CCA

Auth: [signature] Total Cost (Parts & Labor)

EXAMPLE OF RAPID RECON REPORT

Yesterday | Week thru yesterday | Month thru yesterday | Mar | Apr | May | From

Production summary for 01/01/2019 to 06/23/2019 | 14 steps out of 16

Number of vehicles
1626

AVG days to step completion
7.42

Realtime summary (work in progress) | 14 steps out of 16

Vehicles in progress
73

AVG days in process
6.67

Choose type of step

All steps

Choose steps None All

- [x] 1 Purchase
- [x] 2 Trade
- [x] 3 Inspection
- [x] 4 Parts Estimate
- [x] 5 Labor Estimate
- [x] 6 UCM Approval
- [x] 7 Approved/Declined
- [x] 8 Service
- [x] 9 Parts Order/Deliver
- [x] 10 Sublet
- [x] 11 Body Shop
- [x] 12 Detail
- [x] 13 Sold Detail
- [x] 14 Photo
- [x] 15 Front Line
- [x] 16 Wholesale

Completed vehicles by step | 01/01/2019 to 06/23/2019

Vehicles	Completions	Repeats	AVG days to completion
796	840	44	1.86
512	521	9	3.39
949	1013	64	1.33
926	1008	82	0.06
949	1014	65	0.09
948	1030	82	0.03
1026	1604	578	0.34
1047	1791	744	0.17
775	896	121	0.96
100	105	5	7.50
409	428	19	0.15
879	979	100	1.66
530	546	16	5.22
847	888	41	1.32