

## **Management Action Plan – VO1**

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Dealership: Friendly Chevrolet

Class & Student Number: N347-21

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

Currently, the pre-owned department turns its vehicles 7-8 times a year. This department is profitable, but there is room for improvement. We have potential to sell more pre-owned vehicles, however, it is challenging to quickly turn vehicles when it takes 15 days, on average, for reconditioning. The department managers are not held accountable because there is not a set process. There is a lack of communication between the pre-owned, service, and detail departments which delays the reconditioning of the pre-owned vehicles. Therefore, we are narrowing our focus on the importance of a timely reconditioning process for the used vehicle department.

### **Overall objective (goal) and specific desired results:**

The overall objective is to have the pre-owned inventory front-line ready quicker. The longer the vehicles sit in the service or detail departments, the smaller the return on investment. The goal is to have the pre-owned vehicles go through the service and detail departments in three days, on average.

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

This action plan will take place over the next month and will be monitored on a daily basis for the next several months. In order to reduce the amount of time spent on reconditioning, it is important to hold departments responsible to ensure a timely and smooth process. There is a software through vAuto called iReconCars that will monitor the reconditioning. This program provides a visual representation of where each vehicle is, and this will help the vehicles become front-line ready much faster. Not only does it help in the service and detail departments, but it tracks when the photos have been taken, too.

The photo-taking process has been another challenge at our dealership. This is a process that has had its problems. Many times vehicles go through the service and detail departments, but then the photos are not taken. This is a major problem in the pre-owned department because a customer does not know what the vehicle looks like if there aren't any photos to see. The

communication barrier between the different departments will be reduced with the help of this tool.

In order to make sure iReconCars is used properly, the General Manager and myself will hold meetings every week to check the progress. However, we will monitor this tool daily, so if a problem arises, we will be able to fix it sooner rather than later. The meetings are the most important part of this action plan because tools are not helpful when they are not used properly. We will check on the quality of work; we don't want the quality to suffer because the managers are trying to complete the work faster than before.

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

Step 1: iReconCars – we purchased this addition to our vAuto subscription to follow each vehicle through the reconditioning process. This will help us get to a 3-day average reconditioning timeline. (We completed this on July 17).

Step 2: Reconditioning Process - It is imperative to check the progress of these vehicles on a daily basis. Each manager will be held accountable for a timely reconditioning process.

Step 3: Quality - The reconditioning, car detailing, photos, and descriptions are all very important and need to be done timely and properly.

Step 4: Make sure all vehicles have at least 27 photos and a detailed description of the vehicle. They need to be unique to each vehicle. This will be an ongoing step that will be monitored on a weekly basis. We had our AutoTrader representative come out to the dealership and give us a list of photos we should be taking for every car. This gave the detail department staff the knowledge to take better quality photos.

Step 5: Meetings - every week, the General Manager and myself will meeting with the different departments to check-in on the process.

**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:**

Pre-Owned Manager  
Service Manager  
Detail Manager  
General Manager

## 2. What:

The Service and Detail Managers need to understand the importance of reconditioning these vehicles in three days. The new software, iReconCars, is essential to keep each manager accountable for the process. We will have meetings to ensure everyone is using the tool to the benefit of the dealership. It is also important for everyone to know how the used car department fuels their departments.

The Pre-Owned Manager will be responsible to watch the progress of each vehicle. He will need to communicate with the other managers to ensure the vehicles follow the three-day reconditioning schedule.

The General Manager will watch over all the managers. He will manage the entire process and hold meetings whenever there is a problem or challenge.

## 3. By When:

iReconCars has been installed at the dealership, as of the week of August 4. Now, we are able to carefully watch the vehicles go through our process.

## 4. How:

The Service and Detail Managers will improve the reconditioning time with the help of vAuto's iReconCars. This way they will be able to track the progress of the vehicle. We will hold meetings with these departments twice a month; however, if problems arise, we will meet sooner to come up with a solution.

## **Dealer agreement:**

If you need your sponsor's 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 met with the dealer and presented this action plan to her. She concurred that this was a thoughtful plan and to proceed. It was a positive meeting; she believed it was a valuable and well thought out. She is looking forward to putting these processes in place.