

# Management Action Plan – VO1

Student Name: Jason Yates

Dealership: Honda Conyers

Class & Student Number: N348-14

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

Average days in Recon are averaging 6.8 days YTD. There seems to be a lot of finger pointing and an extreme lack of communication. Including transportation, the average days are 11.7 which puts us in a no-win situation from the start.

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

Our overall goal is to completely revamp the Recon Process. We will have a second shift recon team with a dedicated internal advisor and 4 technicians. We will bring in the rapid recon tool to be able to track the process of each inventory unit. Our objective will be to bring average days in recon down to 3.5 days and overall including transportation down to 7 days.

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

The action plan is as follows:

- Hire internal service advisor and a team of 4 technicians.
- Create second shift (4:30pm to 11:00pm) for recon work only.

- Cars will be detailed and have photos prior to going into the shop. They will be placed online day 1.
- Incorporate Rapid Recon tool to manage each step of the process.
- Focus on acquiring used cars from other sources to eliminate some of the delay in transportation. When we must purchase from auction, bid out transportation to the most efficient source.
- Partner with body shop that understands the importance of getting our cars in and out.
- Daily meeting at 5:30 pm with GM, Used car manager, internal advisor and technicians to discuss in process vehicles, especially vehicles that are 3 days in recon or older.
- Weekly team meeting on Fridays at 5:00pm to review time to line in detail. Discuss success and failures and adjust accordingly.
- Create a pay plan for the internal advisor that rewards average days in recon.

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

July 22<sup>nd</sup> – Internal advisor hired. Moved 2 express technicians and 1 main shop technician to the second shift internal team. This will allow us to concentrate solely on getting to our 3.5 days in recon goal.

July 22<sup>nd</sup> – Met with detail team and photographer to change process. Vehicles will be detailed and have photo's taken first to allow us to put online day 1.

July 23<sup>rd</sup> – Rapid Recon is now active and had a full day of training for the entire team. Inventory has already been pushed over.

July 24<sup>th</sup> – Conducted our first 5:30pm daily meeting with the entire team. Was able to see all inventory in rapid recon and discussed each bucket.

July 26<sup>th</sup> – Had our first weekly meeting at 5:00pm to review the first week's progress. Was able to improve days in recon from 6.8 to 5.2. Our overall days including transportation improved from 11.7 to 9.8.

July 28<sup>th</sup> – Hired fourth technician to complete the recon team.

July 28<sup>th</sup> – Partnered with Caliber Collision to handle all body/paint work. They guaranteed a quick turnaround on anything that was sent to them.

August 1<sup>st</sup> – Created pay plans for Service Director and Internal Advisor to reward for days in recon.

### **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: Charles Dansby (GM)
2. What: Decrease our average days in recon from 6.8 to 3.5 and 11.7 to 7 including transportation. A major sense of urgency will be created and each person will be held accountable.
3. By When: August 15<sup>th</sup>, 2019
4. How: By implementing a dedicated recon team to include internal advisor and a team of 4 technicians that will be on a second shift schedule from 4:30pm to 11:00pm. There will be a daily meeting at 5:30pm and a weekly meeting on Friday's at 5pm. Pay plans will be created based on the ultimate goal of 3.5/7.0 days in the recon 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:

- Met with my sponsor T.C. Staton. The meeting went extremely well. I have his complete support and his blessing to implement this process. I met with Charles Dansby the GM of the store to discuss the new process. He bought in completely and assured me that he will own it.

