

Management Action Plan – VO1

Student Name: Thomas McMillan

Dealership: Volvo of Mississauga

Class & Student Number: N345 – 15

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

Currently our used vehicles have too long of a turn around from when the moment a vehicle arrives to the moment it is ready to be sold. We have insufficient allocation in the shop to be able to recondition the vehicle quickly and get it in the sold line up. Our detailing bay also has insufficient capacity to quickly recondition vehicles after the technicians have inspected the vehicle. This has resulted in vehicles being left unchecked for approximately 1 week, then again waiting for detailing for another week. It can be as long as 2 weeks before a vehicle has been conditioned and detailed.

This is then followed up by a 3rd delay being the images of the vehicle after it has been detailed. We have a 3rd party company that comes to the dealership weekly to take photographs of the vehicle. However, if the weather has unfavorable conditions then the photographs are delayed further.

Cars have sat on our lot for as long as a month before all reconditioning and photos have been uploaded.

Overall objective (goal) and specific desired results:

The overall objective and goal is to minimize the amount of time it takes from the moment a vehicle arrives on the lot to the moment it is online and ready to be sold. In theory the turn around should be no longer than 3 days in total from the moment it arrive, however some processes can be quicker such as taking photos immediately.

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

We will completely decrease the amount of time that it takes for the vehicle to be loaded online and ready to sell by implementing these steps.

- 1) Begin by taking photos of the vehicle immediately when the vehicle arrives with only a simple wash. This will allow the vehicle and information to be uploaded online immediately instead of a month later. However, once the vehicle has completed its reconditioning the 3rd party company will come and take new professional photos which can replace the originals.

- 2) We will work with the service department to prioritize how quickly vehicles can be put through the shop.
- 3) We will and have already have hired a 2nd detailer that will be working on only inventory vehicles and not customer cars.

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

- 1) Changing the process of taking photos will be instant
- 2) Improving service processing time will take a few months
- 3) We have already hired a 2nd detailer which will have an immediate impact on the amount of time it takes to clean inventory vehicles.

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: Dan Lal
2. What: Improve Service Reconditioning
3. By When: No later than two months

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:


