

Management Action Plan – VO1

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

Long wait times for our Toyota Care Guests. Currently our average wait time was 160-180 minutes. Our goal was to reduce the wait time below 100 minutes.

Overall objective (goal) and specific desired results:

To be at 60 minutes or less.

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

Before: Look at the process and see what we can eliminate to reduce wait time. We saw wait time in the following steps that did not provide value to the guest:

1. RO going back to the advisor when technician was done with the service. We saw that advisors were busy and the RO would sit on their desk for 15-30 minutes before going to the booker.
2. Advisor would drop the RO in the basket for the booker to flag, however it would take sometimes 10-15 minutes before RO was booked. Booker booked 3-5 RO's, then print, and separate all at the same time before sending them up to the cashier. This added another 5-10 minutes to the process.

3. Toyota Care technicians were doing more than just Toyota Care services. This would make our vehicles run late as some additional services would take longer times.

After:

1. We removed the advisor out of the equation.
2. We moved a booker into the shop, right next to the Toyota Care Team to book all the Toyota Care RO's. The booker booked the RO while the technician was washing the vehicle or on a test-drive.
3. Bookers printed the invoices straight to the cashiers to save additional times.
4. We implemented a process that only Toyota Care Services can be done with this team and nothing else. Everything else were kicked back, and if there was an upsell on a Toyota Care Service, (Brakes for example), that would be dispatched to a different team so that it would tie down the Toyota Care Team.

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

This was implemented already and we saw drastic time-savings the first couple of months. We are now below 100 minutes and continue to see progress.

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: Technicians, ASM's, Team Leads, Bookers, Cashiers, and Management.
2. What: Follow the process and DO NOT deviate from the process.
3. By When: ASAP
4. How: Make sure we are monitoring the process and review scores and a weekly, monthly basis to see progress.

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:

