

# Management Action Plan – VO1

Student Name: Mitch Wilbanks

Dealership: Fowler Dodge

Class & Student Number: VO1 N348

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

Currently our average days of reconditioning for used cars is 7.95 days. NADA guideline is 3 days! We have a hard 60 day turn and we used the velocity method for turning our inventory and we are missing out on valuable time to market with almost 8 days to get our used cars through service. This is way too long.

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

We need to reduce the average days of recon to 3 days by the end of 2019.

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

Currently we have our used car assistant manager in charge of getting our used cars through service. He keeps a log of all trades and purchase acquisitions and maintains notes in both our V-Auto inventory system and Axxessa accounting system. After clearing all vehicles through our Finance Department and any available purchase units, he updates the logs and moves all cleared vehicles to service. Our internal advisor is supposed to check the logs and Axxessa notes to open used car inspection repair orders and dispatches the work to one of our 3 used car internal technicians. We were having issues with used car keys coming up missing so we keep the used car keys in KeyTrac and the technician checks them out when they begin work on the cars. After the technician is done with the inspection our internal

advisor sends the inspection via email to the used car department for approval and waits for the response. Once approved, the technician completes the work and the vehicle is returned to the used car department and then it is checked off the list and sent to our off-site auto group's centralized detail shop. Once the vehicles come back from the detail shop, they are ready for any other reconditioning needed to be front line ready like pdr, touch-up, interior recon and any bumper or wheel issues. This process needs to be stream lined and managed daily to ensure that the workflow keeps the cars moving through service and we can get them front line ready within 3 days. Our used car manager needs to have a daily meeting with our internal advisor to make sure scheduling and hours available by our technicians are adequate for the number of used cars needing to get through service. Our internal advisor needs to communicate with the used car department at the end of every day to report the work flow and any issues that may be happening. Our used car department and service needs to keep up to date notes on every vehicle needing to go through and going through service. Once a week the departments need to have a meeting to discuss any changes in volume expectancies for the week and to recap the previous week. If we have the hours available in service with the correct number of technicians and we inspect what we expect, then we should be able to accomplish this goal.

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

Implementation date is 9/2/19.

Short-term checkpoints to monitor progress will be weekly. Along with our services reports, logs, and meetings, we should be moving the average days to recon down and make sure we are communicating and helping each other in a positive way.

Long-term checkpoints will be at the end of every month and quarter. If we stay on top of this concern and hold everyone involved accountable, we should be able to get down to the NADA guideline.

### **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: used car manager, used car director, internal service advisor, and service manager.
2. What: reduce average days of used car reconditioning from 7.95 days to 3 days
3. By When: by the December 31, 2019
4. How: by implementing processes and accountability along with daily, weekly, and monthly meetings to track and measure 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:

---