

Management Action Plan – VO1

Student Name: Brandon Andrews

Dealership: Dayton Andrews CJDR

Class & Student Number: N349

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

The eye-opening number to me was how much the GROI changes on each vehicle sale after 0-30 days. I wanted to convey this number to my staff and have them focus on expediting the recon process. As a service manager I wanted to keep my goals small and specific, as they pertain to my department.

Overall objective (goal) and specific desired results:

The goal is to reduce the days each car spends in service and to educate employees on why this is necessary. We want to give sales the maximum opportunity at making money on each vehicle. Furthermore; quicker turn-around could increase the amount of work that service gets approved by sales.

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

Step 1. Technician meeting, showing the guys the numbers – how surprising they were to me, giving them a basic education in what GROI means and showing them the massive drop off from 0-30 to 31 + days.

Step 2. Restructure the used car technicians. Who receives cars, what order do they dispatch into new technicians as more cars become available. We also raised the inspection hours from 1.0 to 1.5 hours. 2.0 for CPOV.

Step 3. Each technician has a sign on their box making them aware of each day a vendor is at the shop. They are now aware that even if their part of the car isn't done – dent guy is here today and they need him to look at the car, fixed or not.

Step 4. Properly assigned all employees to recon ready and techs know to contact service manager is replies are not coming in regularly from sales.

Step 5. Parts manager buy in – if a part needs to be picked up for a used car it needs to be treated exactly like a customer part. Immediate retrieval using

Step 6. Ongoing... get sales to use Recon Ready.

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

Implementation date was the second Wednesday after I returned from class. Check points were set to when I returned from a recent vacation in September and will re-check when I return from class in October. Essentially this is checked daily as I'm not part of Recon Ready and can keep an eye 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: Service manager, service techs, parts manager, sales managers.
2. What: Service and parts employees need to be aware of how a faster recon process benefits their departments and heavily benefits sales. Sales managers need to respond promptly to repair estimates.
3. By When: asap
4. How: Establish awareness of what we need, faster turn-around on used cars. Raised the time paid on inspections, required a higher standard of inspection with quicker completion as part of this raise. Meeting with techs and creation of a trickle down system for when the cars are too many for 2 used car techs. 3rd part-time used car tech established. Advised sales – we need faster approvals. Reward the technicians for doing the job quicker by keeping an eye on the Recon Ready.

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:

My meetings were with the service director and the sales managers. It was part of a larger meeting, but these issues are fairly agreeable. I think they were happy to hear service show excitement for completing the used cars quicker.

I had a quick conversation with the GM (one of my sponsors) and was encouraged to move forward on anything that gets the cars done faster.