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#####-###Ü# □###□#####Stocking Status##Inventory###Value###% of
Inventory###Guide###over 70%

##Less than 1%###Non Stock Part #'s###Non Stock Part #'s*###Total Inventory

##Less than 3%###Activity###% of inventory###NADA###Notes
##4-6 Months
##7-9 Months

##10-12 Months###65% Will likely become obso###85% Will likely become
obso###Technically Obsolete###included
##INVESTMENT###WARNING###DANGER###GOOD

##Less than 5%###this is your current and active###healthy parts
inventory###Greater than 70% of PN's###GREAT###Seldom used ##O#K#& .#B#U#T#.#.#
##CLEAN CORE
##DIRTY CORE ##LOST SALES CALCULATOR VS. ACTUAL
##Core Dirty
##Core Clean###TOTAL###OUCH !!!!!!!!!!!!!###OBSO POSITION MATH DONE
BELOW###EQUALS###OBSO AS A % OF TOTALM##CRITICAL OBSERVATIONS:(How do you feel
about these observations?) Color Coat G##FTFR (FIRST TIME FILL RATE) (from your
parts class homework assignment)###.65 TIMES THE 7-9 MONTH VALUE###.85 TIMES THE
10-12 MONTH VALUE###PLUS THE 13-24 MONTH VALUE###PLUS THE 25+ VALUE
##PASS/ FAIL###YIKES### pn###pieces### piecesB##AVERAGE STOCK ORDER (NEEDED FOR FS
TEMPLATE TRUE TURN CALCULATION)###MONTHS SUPPLY (FS TEMPLATE)*##GROSS (TOTAL) TURNS
(from your FS Template)+##TRUE (STOCK) TURNS (from your FS Template)##Less than 30%
##AUTO MATE###Auto Phase Out Parts###Dealer Phase Out Parts###Manual Order
Parts###Current to 3 Months###over 12 Months'##OBSO POSITION (LINES 23-25 FROM
ABOVE) ###DP2 ###Total Idle Capital###DP3 ###Negative On Hand###DP4###Parts with no
bin ###DP5###Parts with no cost###DP6###Monthly Closing Inv Value###DP7
##Lost Sales(##Additional Data Available From Auto Mate)##Value of Stocking parts
with MNS 6-11 Mo.###\$ Value.##Value of Stocking parts with MNS 12 Plus
Mo."##Value of Non-Stock Parts w MNS 3-5"##Value of Non-Stock Parts w MNS 6-
8###Value of Non-Stock Parts w MNS 9-11&##Value of Non-Stock Parts w MNS 12
Plus###Grade

##Active parts###Totals###Actual 1st Time Fill Rate %###RO's Not Filled Same
Day###RO's Filled Same Day###RO's Filled 1st Time ### OF RO'S###DATE ###First
time fill rate###NADA Motors###DEALERSHIP NAME###First Time Fill Rate###(±
Metrics)3##Evaluation of Results: Include measured results. ###Sponsor Signature:
###Projected Date of Completion:###5.###4.###3.###2.###1.

##Requirements###Action Plan###Proposed Timeline###Overall Objective:###Current
Situation### Class & Student Number

##Academy Week

##Student Name

##Dealership##PLEASE BE ADVISED THIS ASSIGNMENT BY IT'S SELF IS WORTH 100 POINTS.TAKE YOUR TIME AND GET IT CORRECT####Departmental Action Plan####Lochmandy Motors####Stephen Reynolds####N361-23####January 6-10, 2020

##12/31/2020####FAIL####PASS##*Stock receipts inaccurate, only show \$3345 total for the month (wrong buckets used?), resulting in inaccurate True Turn measure##It has been made clear that the best opportunity for accessory selling is at the time of vehicle sale. The customer, in this moment, is most excited about their new purchase, and most likely to accessorize the new purchase. The salesperson has the opportunity to explain the benefits of OEM, dealer-installed parts being under factory warranty, and having a better guaranteed fit than non-OEM parts. With the customer in front of us at the time of sale, it also eliminates the customer's ability to price shop us versus non-OEM providers as they might otherwise do during the first few weeks of ownership. Most importantly, the dealership, at the time of purchase, presents the only opportunity for a customer to add accessories into their monthly payments, a huge advantage we possess over after market accessory competitors. It is for these reasons that we will implement a comprehensive accessories presentation to customers at the time of purchase. This presentation will be tailored to each customer, based on their needs assessment conducted during the sales process, and based on their approval from the bank. Scenarios with capped front end approvals will have presentations focused more on the value and warranty advantages of OEM accessories over aftermarket providers. With approvals that are not capped on the front end, presentations can keep this same focus, but can also stress the advantage of being able to include the expense in monthly payments over the life of their loan. Through this new accessories presentation, my goal is to increase accessory sales in 2020 by 33% over our 2019 average. This increase would take us from \$324 in 2019 accessories sold per vehicle to \$431 per vehicle.##Parts Manager and I will make a presentation in the weekly sales meeting on March 2nd, discussing the goal of increasing accessory sales by 33%, while also reminding/educating staff of advantages of accessory selling at the time of purchase. Throughout the week of March 2nd-6th, I'll conduct one-on-one meetings with each sales rep, reviewing the accessory brochure to be used in presentations. In these meetings, we will also role play, where I will observe accessory presentations and make recommendations. Meetings with all sales managers have already been conducted. They each have a copy of the accessory brochure, which stays in the manager's office, and is given to the salesperson to make the presentation at the appropriate time. Presented before a deal is finalized, and a customer may try to negotiate it in as a freebie. Presenting after the sale, as has been done in the past, and we lose the advantage of being able to include in payments. As the manager passes the brochure to the sales rep, they will also inform them on the conditions of the approval (whether financing is an option or if up-front payment would be required). Ongoing tracking of sold accessories on a per month, per salesman basis will be maintained by me. Results will be monitored on a continuous basis. Training and role playing will continue year round, especially focused with those performing below expectations. It was also identified that our sales staff perceives a lack of convenience in our accessory process and a lack of confidence in pricing for accessories and installation (often quoted 3 different prices for 1 item). Under the current process, if sales sells an accessory, the parts rep notifies the sales rep when the accessory arrives, and it is up to sales to contact and schedule the install. This inconvenience leads to a lot of sales reps using an aftermarket accessory provided, who has consistent pricing, and a higher level of convenience for the sales rep. I will work with parts to determine consistent installed pricing. Parts will change the accessory process to mirror to all other SOP's. They will handle contacting and scheduling for the accessory install once part arrives, removing this burden from sales.##Monday March 2nd: Presentation made in sales meeting addressing accessories opportunity, and discussing the accessory presentations to be made on every new car sale. Week of March 2nd-6th: Conduct individual meetings with sales reps, reviewing the accessories brochure to be used in presentations, and also role playing, observing

their presentations and make suggestions for improvement. Week of March 2nd-6th: Gather consistent installed pricing for the most commonly requested accessories, and make this list available to sales staff. Results timeline: A 33% increase will not be instantly attainable in the month of March. There will be a learning curve, and as they make the presentations more, they will be more successful with them, achieving greater results. We will also need to overcome a weak January of 2020, in which we actually dropped 18% from our 2019 average to \$267. By end of July I want to be cumulatively at a 15% (\$372 per vehicle) increase. By end of September I'd like to be at a 25% cumulative increase (\$405 per vehicle). The last 8% increase will be achieved in the final quarter, to get us to a 33% increase by year end, reaching \$431 in accessories per vehicle.

#####Meeting with Dealer:
Action Proposed: Increase accessories sold per vehicle by 33% over 2019 average to \$431 per vehicle sold in 2020 through the use of customized accessory presentations by sales staff, which are done after a deal/monthly payments are agreed to but before the customer enters the Finance office.)#####Meeting with stakeholder(s) (dealership personnel):

Describe what is in place to support desired goal:
Training Work with sales staff week to get everyone comfortable and confident in discussing accessories and their benefits with customers. Work with Parts counter reps to revise Accessory purchasing, placing the responsibility of notifying customer of part arrival and scheduling on the parts rather than placing it back on the sales person. Get sales managers to consistently provide sales with the parts brochure, offering every customer the opportunity to accessorize their new car. All reps were also encouraged to take the "Selling Accessories" training courses provided by FCA & GM.

Coaching Continuously provide ongoing feedback to sales reps based on their success/difficulty with selling accessories. Consequences related to results will directly lead to increased parts sales and increased parts gross. Sales reps also stand to benefit from new accessories spiff plan that will run through the end of the year. Each month, the sales rep that sells the most accessories (\$1000 minimum qualifier) will earn a \$100 spiff. To kickstart the new initiative, we will also have a quick start opportunity in the first month. The first rep to reach \$1000 in accessory sales will earn \$100. This is in addition to the 10% of parts accessories sale they are already spiffed.

Pain & Gain Getting sales reps to gain confidence in pricing and installation process without inconveniencing them. Getting sales reps and F&I managers to understand that accessory sales and F&I product sales aren't mutually exclusive. A customer can and will buy running boards and an extended warranty if there's a perceived value for both.

r##### Accountability: Monitoring progress:

Who: Myself, sales managers, sales consultants, parts manager, parts consultants, and service BDC.

What: Myself - accountable for the implementation of the new processes and for the results tracking and spiff payouts. Sales managers - accountable for providing sales reps the accessory brochure to be used at the right time in the deal, and communicate nature of bank approval to determine how an accessory can be paid for (financed or not). Sales consultants - accountable for making a good accessory presentation, communicating order requests to parts, and communicating sales to me for tracking. Parts manager - accountable for ensuring the new process of treating accessory sales like SOP's, placing the contact and scheduling responsibility on his department. Parts consultants - accountable for ordering correct part and notifying service BDC of part arrival. Service BDC - accountable for contacting customer to inform part has arrived and scheduling them in for install of the part.

By When: Plan will be announced and put in to place on March 2nd. Continuous monitoring of results will be tracked ongoing through the remainder of 2020.

How: Through the process details provided above.*#####<###F##

#Describe checkpoints that have been established to measure progress:

Daily Accessories sold will be communicated by the selling sales rep to me for tracking purposes. Weekly A spreadsheet will be maintained for accessory selling tracking purposes. In each weekly sales meeting, results and standings will be announced.

Bi-weekly Same as weekly checkpoints.

Monthly Month end results will be announced in first sales meeting following month end every month. The \$100 spiff awarded to the top sales rep will be paid by the Parts Manager in cash in this meeting.

Date(s) for review: Track results at month end every month to determine progress. Should reach 15% increase by end of July, 25% increase by end of September, and the full 33% increase by year end. L###-###0#####>###-###_###_####Estimated cost for implementation: \$1100. Ten monthly spiffs of \$100 each, plus the quick start bonus of \$100 to kickstart the initiative.#####N##Historically, our store has had a difficult time with accessory sales. We have made multiple initiatives over the years with multiple people, ranging from our GM to our Vice President to parts consultants to service consultants. All the efforts were met with similar, unsuccessful results. With little results to show for the efforts, in all scenarios, these efforts faded away as other initiatives or objectives took priority. In 2019, our 12 month average for accessories sold per new vehicle retail was \$324. Our past 3 month average (Jan, Dec, Nov) has dipped to \$272. With an industry average spend of \$388 on accessories, \$247 of which is done at the dealership, we are actually above the average dealership spend average. This number is skewed, however, by lift kits installed to a handful of in-stock new Wranglers and Gladiators over the course of 2019. These typically have about \$3000 worth of parts added per unit. In reality, we really only have 2 sales people who engage actively in selling accessories. Most accessory sales beyond what these 2 sell are customer initiated during the sale process or come from walk-ins to the parts department in the weeks/months following a vehicle purchase. An accessories spiff for sales people is in place, and has been for years, paying sales 10% of the dollar value of accessories sold. With such a small portion of our sales staff selling accessories, it was identified by our GM and our Parts Manager as a big opportunity.# # #Impact Areas:

Sales If the program is successful, we will see a 33% increase in accessory sales per sold vehicle in 2020. A 33% increase would mean \$107 more in parts sales per new vehicle sold. In 2019, we sold 720 new cars. With the same sales volume and the 33% increase in accessory sales, we would see an increase of \$77,040 in parts sales. The increase in accessory sales will lead directly to an increase in service hours sold, as service will be responsible for installing many of the accessories. Not all parts will require service install, such as floor mats, but they will see an increase.

Gross With \$77,040 in additional accessory sales, at a targeted gross of 30%, the parts department alone would see an increase in gross of \$23,112. Additional gross profit would be realized in service through additional hours sold.

Expenses Outside of the \$1100 in spiff cash allotted for this initiative, I do not anticipate any additional expenses.

Net Profit Through the increase in accessory sales and the increase in service hours sold to install these accessories, we expect to see an increase in net profit. CSI Sales staff has had concerns in the past that using parts for accessories could actually result in adverse CSI, as they either didn't have confidence in the process of parts notifying them, and them notifying the customer to schedule them in, or didn't want to take on that extra work. The smoother process they perceive, is using a local after market provider, Gem Accessories. Ensuring our in house process is a smooth and efficient process they can trust and use, I think we can actually achieve improved CSI. Everything would be done in <#

##house, giving us a closer eye on progress, enabling us to provide more accurate, real time updates. They'll also have the confidence of knowing everything was OEM and dealer installed, which will improve the overall experience.#####^###, ###_###_#####U###ö###ÿ###ÿ#_###°[##

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can reduce by installing sop's etc<#####

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ð#####¶#####~#####<###Bavis, Christopher:

If you are on a VMI or Vendor Managed Inventory System try to find out how much of
this "Idle" Capital is guaranteed to be returned with out a
penalty.<#####<#####Ú###~###(f4#####Bavis,
Christopherr#####cbavis #####Bavis,
Christopherr#####Bavis, Christopherr#####

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Need to be realistic here.<#####Û#####.##□ĐÉ!#İ#□#####ð###ç

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đ####¶#####□#####<#□##Bavis, Christopher:
This will indicate that you have the attention of the dealer. Set this up in
advance prior to having employees in the stakeholders
meeting<#####Ů#####y###□##□#####l#□#####đ□###ç

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This is the nuts and bolts of it. What are the steps needed to resolve?
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Do not pick a "HUGH" problem. Pick one that you have a good chance of
resolving<#####Ü#####V###c##□#####Bavis, Christopheri####
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###á#####ä#####NADA#####
First Time Fill Rate (FTFR)#
###AUTO MATE#####PARTS DEPT ACTION PLAN#

