

OP19 Sales

Store: MB Vans

Date: October 2018

Input Cells
 Output Cells

Headcount

	October 2018	Open Positions	Additions	OP2019
Productive				
Sales Consultant - New Car	0	0	0	0
Sales Consultant - Pre-Owned	0	0	0	0
Sales Consultant - Vans	18	1	0	19
Financial Services Manager	3	0	0	3
Non-Productive				
General Manager	0	0	0	0
Sales Management	3	0	0	3
Pre-Owned Sales Management	0	0	0	0
Car Prep	1	0	0	1
Delivery Specialist	0	0	0	0
Lease Return Coordinator	0	0	0	0
Lot Attendant	3	0	0	3
Product Advisor	0	0	0	0
Sales Assistant	0	0	0	0
Sales Admin(incl. Floater, Reception, Concierge)	5	0	0	5
Total	33	1	0	34

KPI's

	October 2018	OP2019
Sales KPI's		
Productive to Non-Productive Ratio	1.8	1.8
Sales Consultant to Sales Manager Ratio	6.0	6.3
Sales Consultant to FSM Ratio	6.0	6.3
Sales Consultant to Support Staff Ratio	2.0	2.1

Monthly Units/ Headcount

Sales Consultants	7.1	5.3
Sales Management (NC&PO)	42.5	33.3
F&I Manager	42.5	33.3
Delivery Specialist	0.0	0.0
Car Prep	127.4	100.0

Volume & GP Premise*

New Van Volume	1,084	1,200
New Van GP/unit	3,587	3,299
Pre-Owned Retail Volume (incl. Lease to Retail)	63	0
Pre-Owned GP/unit	1,661	0

*Volume & GP Premise Actuals YTD September

*TBD

OP19 After-sales

Store: MB Vans

Date: October 2018

Input Cells
Output Cells

Headcount

	October 2018	Open Positions	Additions	OP2019
Productive				
Technician	12	0	0	12
Work Bays	10	0	0	10
Non-Productive				
Service Management	1	0	0	1
Parts Management	0	0	0	0
Foreman	1	0	0	1
Service Advisor	2	0	0	2
Parts Advisor	2	0	0	2
Car Jockey	2	0	0	2
Shuttle Driver	0	0	0	0
Tower	2	0	0	2
Warranty Administrator	0	0	0	0
After-sales Support *	0	0	0	0
Service Admin	1	0	0	1
Total	23	0	0	23

*Includes (Service Floater, Inventory Control, Quality Control, Valet, and Transportation Coordinator)

KPI's

After-sales KPI's

	October 2018	OP2019
Tech to Bay Ratio	1.2	1.2
Productive to Non-Productive Ratio	1.1	1.1
Tech to Service Advisor Ratio	6.0	6.0
Tech to Parts Advisor Ratio	6.0	6.0
Tech to After-sales Support Ratio*	1.3	1.3

*Includes Car Jockey, Shuttle Driver, Tower, Warranty, & Support

OP19 Summary

Store: MB Vans

Date: October 2018

Information compiled from Sales & After-sales sheets (do not fill in)

Sales

	October 2018	Open Positions	Additions	OP2019
Productive				
Sales Consultant - New Car	0	0	0	0
Sales Consultant - Pre-Owned	0	0	0	0
Sales Consultant - Vans	18	1	0	19
Financial Services Manager	3	0	0	3

Non-Productive

General Manager	0	0	0	0
Sales Management	3	0	0	3
Pre-Owned Sales Management	0	0	0	0
Car Prep	1	0	0	1
Delivery Specialist	0	0	0	0
Lease Return Coordinator	0	0	0	0
Lot Attendant	3	0	0	3
Product Advisor	0	0	0	0
Sales Assistant	0	0	0	0
Sales Admin (incl. Floater, Reception, Concierge)	5	0	0	5

Total Sales Staff	33	1	0	34
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Sales KPI's

Productive to Non-Productive Ratio	1.8	n/a	n/a	1.8
Sales Consultant to Sales Manager Ratio	6.0	n/a	n/a	6.3
Sales Consultant to FSM Ratio	6.0	n/a	n/a	6.3
Sales Consultant to Support Staff Ratio	2.0	n/a	n/a	2.1

September 2018 Headcount	56
Total Open Positions	1
Total Additions	0
Total OP19	57

After-sales

	October 2018	Open Positions	Additions	OP2019
Productive				
Technician	12	0	0	12
Work Bays	10	0	0	10

Non-Productive

Service Management	1	0	0	1
Parts Management	0	0	0	0
Foreman	1	0	0	1
Service Advisor	2	0	0	2
Parts Advisor	2	0	0	2
Car Jockey	2	0	0	2
Shuttle Driver	0	0	0	0
Tower	2	0	0	2
Warranty Administrator	0	0	0	0
After-sales Support	0	0	0	0
Service Admin	1	0	0	1

Total After-sales Staff	23	0	0	23
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After-sales KPI's

Tech to Bay Ratio	1.2	n/a	n/a	1.2
Productive to Non-Productive Ratio	1.1	n/a	n/a	1.1
Tech to Service Advisor Ratio	6.0	n/a	n/a	6.0
Tech to Parts Advisor Ratio	6.0	n/a	n/a	6.0
Tech to After-sales Support Ratio	1.3	n/a	n/a	1.3

OP19 Training
Store: MB Vans
Date: October 2018
Employee Information

Participant Name	Anwar Somani	Greg Innes	Mike Kokosza	
Retail Location	Toronto Retail Group-MB Van Centre Mississauga	Toronto Retail Group-MB Van Centre Mississauga	Toronto Retail Group-MB Van Centre Mississauga	
Current Position	General Sales Manager	Sales Manager	Asst. Manager Pre-owned	
Tenure	7years	5years	4years	
Requested Training Dates				
Previous Positions	Sales Manager	Salesperson	Inventory coordinator	
Tenure	3	3		
Previous Positions	Sales consultant			
Tenure	3			
Prior Automotive Training (Including description)				
Expectations from training (What do they want to learn? What are they hoping to gain?)				

Training Type

Full NADA Academy	YES			
Financial Management				
Fixed Ops 1 Parts				
Fixed Ops 2 Service				
Variable Ops 1 Pre-Owned				
Variable Ops 2 New Vehicles		YES	YES	
Business Leadership				

NADA V02 ACTION PLAN

Store: MB Vans

New

<u>Objectives</u>	<u>Tasks</u>	<u>Success Criteria</u>	<u>Time Frame</u>	<u>Resources</u>
Identify and set parameters to determine what is Aged Inventory- New Vans	Flag Inventory in OE as Aged and prioritize those Vans as available for sale	Set up a KPI and target to measure every month-end. Succesfull target would be 50per and more Vans picked from Aged Inventory	Oct-Dec 2020	Sales Manager and Asst, Manager to start measuring the KPI
Inventory cost Analysis as Performance KPI	Use the excel chart to keep monitring the Inventory cost analysis	Keep track over every quarter to know the direction the store is heading	Jan-Dec 2020	GSM/Controlling team
New stock Analysis as Performance KPI	Use the excel chart to keep monitring the Inventory cost analysis	Keep track over every quarter to know the direction the store is heading	Jan-Dec 2020	GSM/Controlling team
Training Salespeople	Set up inhouse and external training schedule for the salesteam	Increase in sales/CSI and salespeople retention	JAN 2020 TO JAN 2023	SM/HR and external training organization(NADA)
Increase employee satisfaction at work to make it Great Place to Work ..	Introduce a Flex schedule where salespeople can have better structure of their time with 8/8/8-Work/Play/Sleep	More satisfied team which will result in better sales/CEI results and higher salespeople rentation	JAN TO DEC 2021	Sales/Office Manager along with HR team
Motivation and Employee Engagement	Set up a fixed schedule for Outdoor team building activites/ Invite them to take part in sales meeting presentation/Task them with store responsibilities	More Engaged employee will result in healty atmoshere at the store and results in better sales/CSI	Continious Process	SM/Office Manager

OP19 SWOT Analysis

Store: MB Vans

Date: October 2018

Strengths

1) Pre-owned Dept is all up and running.2) Strong Outdoor team.3) Maple store to cover up largest commercial pocket of the city.4) Boyer store and its Service capacity.5) RPC is east side service hub.6)

Internal

Weaknesses

1) MSRP Increase on Sprinter as well as Metris.2) Missing service advisor at Maple Van centre 30.4) Demolition of Queensway store

Opportunities

1) Participation in more trade shows and also be part of new associations. 2) All New 2019 Sprinter and Gas Engines. 3) fleet business with Metris and Sprinter gas engine.4) Service advisor at Maple store.5) Opening parts counter along with Service advisor at Maple Van centre.6) Increase hours at Maple Van centre. 7) More than 800+ lease/finance maturities in 2019.7) 15-Seater passenger to Line up

External

Threats

allocation of 4x4 which was 10% of 1380units of 2018. 2) Delay and uncertainty of the key models.3) No National RDR/Fleet support will be challenge to maintain GP per unit.4) Metris production for 3months.5) Change of production from Germany to US

OP19 SWOT Analysis

Store: MB Vans

Date: October 2018

People

- ✓ Quarterly Team building event
 - ✓ Job shadowing
 - ✓ Job specific training
- ✓ Monthly/Quarterly Recognition and Awards
- ✓ Empowerment thru non-specific job task
- ✓ Mentoring partners and developing new leaders from within the team

Process

- ✓ Formula One Pit 'stop Analogy
- ✓ Lease Maturity enhancement process
- ✓ Streamline Lease transfer/Payout process
 - ✓ FAN log on O-Drive
- ✓ Recognition and Award process
- ✓ Enhanced delivery process- Delivery specialist

Product

- Product training**
 - ✓ Continuous product training
 - ✓ Web based training thru National
- Gas Engine**
 - ✓ Tag along with National for launch for Gas engines
- Demo**
 - ✓ Demo units for fleet customers-long term usage
 - ✓ Up-fitted Vans
 - ✓ Have them at Boyer and Maple at all times

Price

Challenges

- Increase in MSRP on all models will be challenge to retain GP as per budget
- Average 3-5% increase in Sprinter/Metris MSRP
- Standard features from 2018 are now as options on 2019 models
- Increase in MBFS interest rate will not help us on retaining GP as per budget
- National Sales Program- No Metris Fleet support+ Reduced fleet support on Sprinter + No RDR Support

Action Plan

- Recommended Average GP per unit will be \$2500 per unit(Sprinter- \$3000 and Metris \$2000)
- Ordering the MSRP optional more tactfully
- Keep rate at 2.99 on Sprinter and 0.99 on Metris all year by pressuring National Vans and if required rate buydown supported through Reserve money
- Keep pushing National Vans to revise the Fleet and RDR support money
- Train the Salesteam to retain better GP
- Task Business office to create revenue per unit

OP19 GP/unit Analysis

Store: MB Vans

Date: October 2018

Input Cells
Output Cells

Type-Class	YTD SEP 2018 GP/Unit	OP19 GP/Unit	GM GP/unit Proposal	TRG OP19 Volume	MB Vans Proposed Volume	GM Volume Proposal		
Metris	\$0	\$2,740	\$2,000		450	450	Total GP Required	\$3,958,467
Sprinter	\$0	\$3,506	\$3,000		750	900	Total Proposed GP (GM)	\$3,600,000
Total	\$3,587	\$3,299	\$2,500	0	1,200	1,350	DELTA	-\$358,467