

Departmental Action Plan

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Academy Week: WEEK 4

Current situation or challenge you want to address: It is my plan to address the used truck recon process- from start to finish. We have had multiple issues with this across all locations between the Service and Used Truck Departments.

I would like to discuss what happens from purchase of the vehicle, to servicing the vehicle, to getting the vehicle front line ready. For our particular location, the other issue that needs to be addressed in the action plan, is that of an after affect. Our location is not predominantly a Used Truck Sales store, we are not delegated much Used truck work due to lack of adherence to process and lack of a physical Used Truck Manager being present. The whole idea at the end will be to treat the Used Truck Department (mainly consignment units very few purchased for stock) as a customer and provide them with a well rounded customer experience. We are hoping to receive more delegated work to help our Service Department (not necessarily take on more used inventory as we have a smaller sales staff)

Overall Objective and Specific Desired Results:

- To reduce recon time and get the vehicle front line ready in a quicker fashion
- To better communicate/ between the shop and the Used Truck Manager, for the end goal of a faster turn on a used truck and timely repairs that are authorized
- To gain more internal Service work
- To find achieve balance between both departments
- To assign the right technicians to the right jobs and have zero comebacks

Describe your action plan in detail (be specific and include before and after measurements)

1-Purchase vehicle after proper inspection done (done by Used)

2- Request an inspection (done by Used) and write an internal—if this is an off lease unit from Ryder or Penske or (other) turnaround of inspection needs to be held to 2 days MAXIMUM. Goal is 1 day.

3-Service performs inspection (MPI or UTI) both short 2-3 hour inspections that aren't major repairs (195-\$300 depending on inspection form)

4- Service note on completed MPI inspection or UTI inspection items that they think should be completed□ then is sent to Used Truck Manager, also should note DOT failures

5-ITEM REMOVED FROM THE PROCESS:Used truck manager picks out items (if Used Truck Manager has foresight of occurring issues, they should be providing these ahead of time with emphasis to the Service Department) Tim stopped doing this because it was delegated to the least qualified technician. And then all of a sudden the used truck inspection was the last thing that our service department was doing

6- Used Truck Manager provides po information and signs estimate, sends back to Service

7- If parts needed, estimate needs to be signed off on prior to order, he sends via email or he signs or via email. No emergency purchases.

7-Repairs are completed at internal rate which is the same across the board at all locations(\$100) –after repairs are completed, the used truck manager is notified via call or email

8-The unit is then either sent to detail--.> or it is sent to a sublet detail/paint company(includes glass or tire sublet repair)

10- Unit is priced to market, online and in advertisement areas

Guidelines:

-All repairs should be done within 72 hours (inspection and completion of the job) unless it is delayed by the Parts order or a catastrophic repair

-Whole process should take around a week****(From purchase to photo/price online)

-Repairs that are completed are only at authorization of the Used Truck Manager

-A single form that every location uses so that there is consistency

Notes:

What are the current issues at our store and how do we fix them to better communicate?

- The Used Truck department does not feel like they are getting the “customer experience” and often times ends up subletting work because they are on time constraints
- *** Service would like expectations on what they would like performed*** (ahead of time and also noted in the process above)
- Putting the inspection in the jacket. That way it can be easily noted that there is a light on or a pre-existing repair that was done to sales, and it can be noted that the Used Truck Manager was given first right of refusal. Also legal purposes(Selling “as is”)

Communication Issues: From the mouth of Service Department and UTD

-We aren't sure when a unit arrives from Jim C if it has had work done to it or not(Service Dept)

- We need Cummins Software (ISB and ISC software, 2006 or 2007 MY to current) (Used Truck Department, noted by Tim Popescu)

- Why is Ford receiving 1 hour on flaps for inspections and Hino gets ½ hour?(Noted by Matt Baker)

-Do we add “pulling vehicle health report” to all inspections? (noted by Foreman, Rob Thomas upon being asked the question “does the quick inspection cover all necessary basis for a Used truck inspection?)

-Service Comments: We just want 1 form at all stores so we can feel like a “truck center”

Timeline: Describe specific short term and long term checkpoints to monitor progress

Month by month- monitoring

-Pat F to email Used Managers every Monday to see if any assistance on Captive work is needed or (other) work that we currently have ability to work on (in talks of expense of software, however we need to track the need for the cost of the software)DONE EVERY MONDAY

- Filing the used truck inspections in the jacket. We will then take this information and see if there are areas that we can tighten up on so we can get more business from internal/used truck department, this is to be done after every Used Truck Department inspection is done
- Tracking how much our internal service work raises each month in Service
- Tracking turnaround time on recon on each unit through our dealership from time it hits books to either list or sale
- Following the proper approval process
- Assigning the proper technician to the job- doesn't mean we delegate work to whoever just "needs work" hence not having the correct tech to the job
- Giving the used truck department the experience that the regular customer would get from start to finish
- Being cognizant that Service and UTD need to meet in the middle to meet the needs of both departments(i.e. not doing or fixing an item that will cost \$1000 prior, then we end up wholesaling and losing \$1000) need to approve like we would with regular customers

Meeting with Stakeholders (dealership personnel)

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences. Include timelines / Accountability / Monitoring process

- a. Who: Pat, Matt B (primarily), technicians, Parts Department Jim C and Tim P. Only extreme repairs should involve Jeff B. or Brian O
- b. What: Quicker recon process of 72 hours in Service front line ready(unless it is off lease OR USED and we are doing a run through service to determine purchase and need repairs proven and paid by wholesaler) 1 week online to gain more service business and sell more used trucks.
- c. By When: Before all store meeting before kickoff Wed Jan 10th at CADA.
- d. How: We need to be given more work to see what happens and what we can improve upon. We need to really be given more used "captive work" so that we can excel at our craft. We need the proper software. We need to use our heads more when assigning jobs and treat USED like they are a customer that we may lose if they aren't treated properly.
Consequence: Not getting the work. But also other issue that affects this

is that we have ZERO used trucks down here that we can actually get work on . This hurts us terribly. So if we cannot delegate other inventory from other locations then it is going to hurt us in the long run.

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:
