

# Management Action Plan – VO1

Specific – Measurable – Achievable – Relevant – Timely

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Dealership: I-5 Toyota

Class & Student Number: Week 4 N382

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

A current challenge we are faced with is our used car turn. From purchase date to frontline ready. We don't have a tool to manage time to line via a mobile device, we are in the process of choosing something, but until then I want to use a tool that can be straight forward for tracking every used car effectively. There are ways we can track time on used cars, but it takes too much man power and time. Also, we mainly track cars when they land at the dealership from transport, I want to start tracking the day the vehicle was bought.

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

We are around an 8 day turn, I would like to get to a 5 day turn. After we get to 5, we can focus on a 3 day turn.

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

The first thing I will set up is a Smartsheet. It's straight forward and can have columns for each stage the used car is in. Smartsheet also does a great job with color coordination with vehicles in the stage they are currently in, for quick and simple way to track each car. With myself and our recon manager, we will champion the smartsheet and be the ones that make changes and adjustments. Some examples of the columns we will make will be; Purchase date, location of purchase, day dropped at the store, time and day the RO was written, parts ordered, parts arrived, detail, and frontline ready. The key thing this will do is hold everyone accountable. For example, When parts arrive and sit in the parts department, I can find out if parts hadn't let the tech know, or if the tech knew, asked them why the parts were not put on

that same day. It's an accountability tool that will show the weak spots of the used car process and how we can make a change and fix it ASAP.

As each part of the process is getting done, color coordination will be put into place, and notifications can be sent to each department letting them know their help is needed. Group cohesiveness is both a positive and negative to this new way of tracking cars. The positive of course is everyone is on the same page, they all have the same smartsheet that shows what they need to do. The negative is that if one person slips up, forgets to mark something "done" on the smartsheet, or simply doesn't use the sheet, the whole thing falls apart. Blessing in disguise seeking out the people who truly care, to those just going through the motions. Group buy-in is extremely important, and I will have to stress that from start and make it very clear. After the first 30 days, I will be able to see how long each car took to get from acquisition to frontline ready, average that out and have my true turn. Not only will I have a true turn number, but I will be able to see what department is lacking, and dive into the area that needs the most focus.

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

I would like to implement this in January of 2022. With classes being over, I will be able to have a strong focus on this, and really champion the process knowing the importance of turn. The first checkpoint will be on February 1<sup>st</sup>, and a monthly review for the rest of the year. Once we have monthly progression, a year review will be done at the end of December. Then I can start again on January of 2023 with the same timeline, with new goals attacking that parts that were lack luster.

**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: Myself and our Recon manager
2. What: Tracking used vehicle turn
3. By When: By February 1<sup>st</sup> 2022, and month over month from there
4. How: Group buy in. From myself, the tech, parts, transports (as best we can) and myself to hold people accountable when mistakes happen.

**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:

Signed by:

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