

Departmental Action Plan

Student Name: Robert Johnson

Class & Student Number: AA0117

Academy Week: Variable 1

Current situation or challenge you want to address:

Our biggest challenge in our Used Car department is our time to market. We are currently at a 5.5 to 6 day turnaround. It is causing us a problem with our ageing and is effecting our gross profit.

Overall Objective and Specific Desired Results:

We need to have our time to market at a minimum between 2.5 and 3 days. This will increase our digital exposer to help us sell more used cars and higher grosses. Our shop should be done with the vehicle between 1 and 1.5 days which gives the detail department and outside venders the other 1 to 1.5 days.

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

First we need to have a meeting with all the department heads to identify the areas in the process that are effecting our outcome. Then find out what changes need to be done to our current processes and what is working.

The first step is to have the sales associate park the vehicle in a designated area and write the date on the windshield and if the vehicle is a primary or secondary deal. The key is placed in recon. If the vehicle can be detailed and pictured before going into the shop it is a bonus other than that the vehicles will be labeled as wholesale or retail during the trade walk. Service, Parts and sales needs to be involved in the trade walks. All departments will be held accountable for time to market. The completion date must be written on the windshield so everyone is aware where the vehicle is in the process. We will review progress with the department heads after 30 days to see what adjustments need to be made.

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

After 2 week will see if the process is working for us and after 30 days we will see if we need to make and adjustments to our process. VAuto will be the key measurement for our results. We should start seeing increase gross and inventory turn within 30 days. In 90 days we will see a trend.

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: Pre-owned manager, Recon advisor and Service manager/Parts manager
- b. What: All parties need to make sure they are holding up their end of the bargain. We cannot accept any party to have slippage at any point of the process. Each department head is responsible for the performance of their employees.
- c. By When: Follow up meeting with departments heads on a weekly basis with the GM. Need to see improvements within 30 days.
- d. How: The GM will monitor progress with VAuto and Qlik view.

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: The meeting started off with a lot of finger pointing as I expected. The techs always blamed the parts department. One this we quickly identified was our techs not working on Saturday really caused a backlog for Monday. Had us a few days behind from the start. We figured out we needed better communication and everyone accepted the challenge to getting it better. I believe the staff wanted to be one of the best in the market and we are already seeing the results.

