



A General Manager's Rapid Recon Playbook

GM

Dealership

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Executive summary

Introduction

Rapid Recon is a communication tool first and a tracking tool second. It is designed to keep communication in front of the car and continuous.

People only stop reconditioning vehicles for two reasons: supplies (parts) and information. Encouraging more people to pro-actively use the tool will broaden the communication chain and increase efficiency through the consolidation and access to information.

This Playbook is specifically designed for the GM, so that in 15 minutes, he or she can set measurable objectives for establishing a time-to-market culture that delivers a *Best Practices*, 3-day Average-Days-in-Recon. Without the GM's active attention, a consistent 3-day ADR is just not realistic as accountability and resource decisions for the dealership only come together at one desk.

Rapid Recon understands the recon process and provides the software tools, training and experience to help any GM create and manage a time-to-market culture.



A message for General Managers and Dealership Principals

Every dealership is unique. Even if you have standardized recon processes, they are not truly standardized until there is consistent measurement and management of every car and person who touches your cars.

Replacing the finger pointing with mobile notifications, and the ability to confirm a Step when it is completed, is the dynamic that takes the friction out of *process and results*.

As General Manager, you must be hands-on to maintain a time-to-market culture. No one likes to be held accountable unless they themselves can control what is being reported and others are also held to the same standard.

Most of us will go the extra mile to demonstrate we are doing a good job if given the ability to demonstrate results. As GM, you directly control the level of resources. All accountability comes together at the top, so it ultimately falls on your shoulders.

If you are a hands-on manager, this Playbook will give you plenty of metrics to measure and manage. If you delegate, but stay in control, this will work for you as well.

Thank you for the opportunity to have Rapid Recon on your team.

—Dennis McGinn, Rapid Recon Founder/CEO



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This playbook provides the framework for you to decide on your level of engagement and both basic and advanced tools available to you and your Dealership.

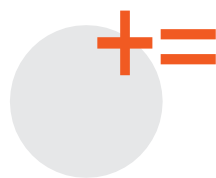
3 strategic reasons

Average-Days-in-Recon is calculated from Step 1 and defined as the start of your recon process. Typically this starts at inspection and ends at front-line ready. With Rapid Recon as your production engine, there are three strategic reasons for the GM and/or Dealer Principal to take an active role.



1. Holding Cost impact on gross

Holding cost is real and is easy to calculate. We have found most dealerships thought they were doing a good job getting cars through recon, but once they went to a workflow recon process and automated their process metrics, their previous ADR was substantially higher. For example, some believed they were at 7 or 8 days when, in fact, 14/15 days was their real number and the expectation is 3 days.



2. Inventory turns

Velocity, time-to-market, and average-days-in-recon are all part of the same continuum intent on accelerating inventory turns. Velocity is a business strategy; time-to-market is a culture that values urgency and communication; and, ADR is the metric used to evaluate the efficiency of your recon process compared to the 3-day *Best Practices* across all major brands.



3. Safety recall liability

Safety recall liability is no longer something that the GM/DP can assume is being handled. There must be a policy in place and it must be monitored.

In all these, the GM/DP should be able to set goals based on *Best Practice* recommendations and dealership-specific TTM metrics. We do know that when the GM is setting the targets and monitoring results, everyone's attention to accountability becomes crystal clear.

Creating a time-to-market culture

Steps to make it work

Work with your Rapid Recon Process Performance Manager

Map your processes into a workflow that makes the most of *Best Practices*, resource limitations, physical constraints, vendors and most importantly, current staff.

Learn from *Best Practices*

Metrics derived from “best-in-class dealers” which drive measurement and management of recon.

Encourage change

A dealership-specific workflow system is built with the flexibility and the expectation that processes, people and responsibilities are going to fluctuate and change.

Make comprehensive training a requirement

Insist ALL recon staff train on the new system, and then launch it.

Performance metrics

Receive daily, weekly and monthly metrical and graphical reporting to easily identify problem departments, personnel and vehicles in both time and efficiency.

Insist on performance reviews

At 30 and 60 days, require performance reviews with all recon personnel and dealer management. Request a quarterly *Performance Progress Report* with dealer management and the Rapid Recon Process Performance Team.

Continue to improve

Commit fully to continuous process improvement and give workers the ability to register their own work and establish a time-to-market culture for improvement and innovation.

Tuesday Morning Rapid Recon Meeting

Best Practice dealers have a short meeting every Tuesday morning with the appropriate department heads using the previous week’s performance metrics to fix and anticipate bottlenecks.



Performance reporting

Until you identify progress, diminishment and failure, you won't be able to manage for improvement.

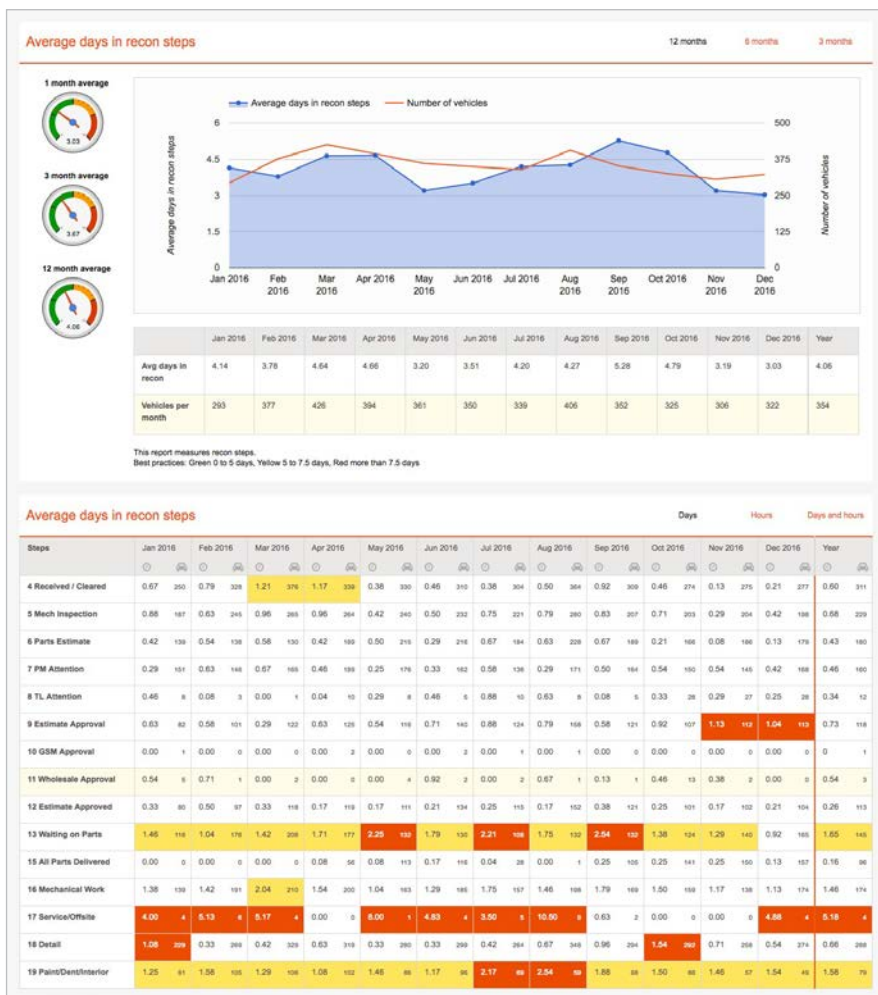
Rapid Recon provides you with a variety of reports that help you keep recon on time and drive accountability with your team.

Regularly scheduled meetings to review key metrics is a vital part of establishing a time-to-market culture within your store.

It's important to distribute your metrics to your entire team. From the lot tech to the GM, personal inspiration comes from feedback. By knowing their performance, they will adjust to make the necessary changes.

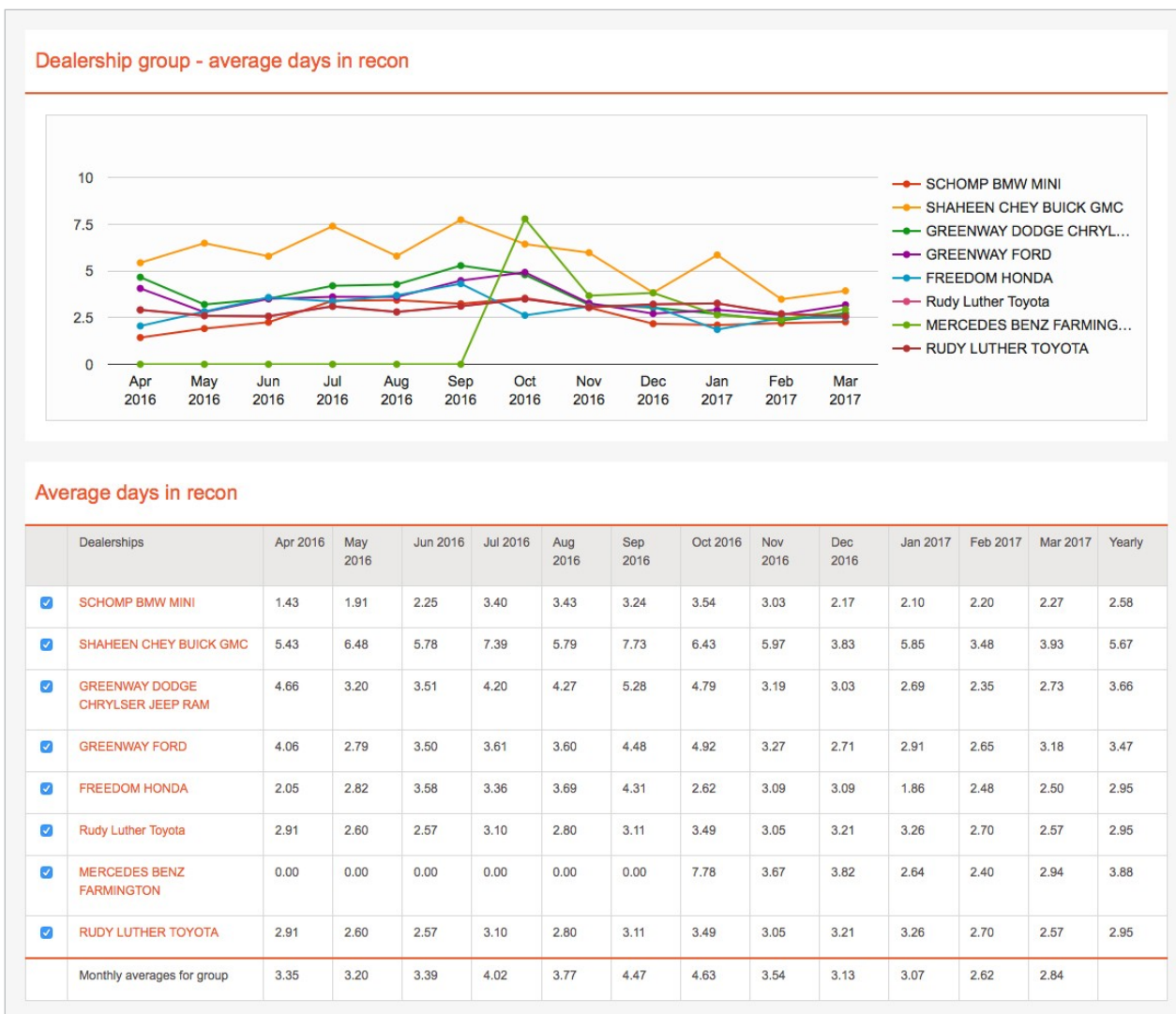
For the GM, distributing metrics to everyone is an easy sell to the team because it flips uncertainty upside down and makes everyone's job easier. This is not speculation—it is testable and referenceable.

Turns go up in tandem with individual and process efficiency. This is not possible without a well-designed mobile-centric workflow process system that keeps everyone connected in real-time.



Group level reporting

How we measure is equally important as to what we measure. The new Rapid Recon Group Reports allow you to compare your stores' performance with other stores in your Group or with the industry's best--even by brand.



The report above shows actual average days in recon (ADR) for Rapid Recon dealers over the last 12 months.

Color triggers

A real-time color trigger report is available under the reporting tab. Use this report to identify vehicles that are outside your specific time parameters for individual Steps and/or parameters set for total reconditioning. At your request, Rapid Recon can

setup this report to auto-run and auto-email to your department heads daily, identifying your opportunity vehicles.

Rapid Recon Realtime Report | Friday, March 17, 2017 03:29 AM

Step	Stock No.	Vehicle	Days in Step	Days in Recon	Days in DMS	Note
2 Inspection (3)	S233293Q	2012 Black	3	3	4	This is the note template
	G804900A	2014 Lincoln MKZ Ebony	3	4	6	
	F829263A	2017 Mercedes-Benz C-Class C300 designo Selenite Gray Magna (Matrix Finish)	3	4	6	
4 Service (1)	BC55885C	2008 Ford Mustang GT Premium Vets Blue ClearCoat	1	4	6	
11 Frontline (end) ()	P20075A	2010 Ford Fusion SE Atlantis Green Metallic	3	4	10	button disabled in the images code break the page.
	P01628	2014 Lincoln MKZ Ingot Silver Metallic	6	0	16	
	EC81382A	2014 Ford F-350SD Platinum White Platinum Metallic Tri-Coat	7	15	23	mobile move to numeric step
	L376161A	2015 Lincoln MKZ Hybrid Magnetic Metal	7	1	9	
	EB97745A	2011 Ford F-350SD Lariat White Platinum Metallic Tri-Coat	7	0	9	
	S02272Q	2013 Ford Mustang GT Premium Sata Haze II Green Metallic Tri-Coat	7	1	11	
	P34612A	2008 Dodge Charger SE Bright Silver Clearcoat Metallic	7	1	10	

⊘ indicates that the vehicle is no longer in the DMS.

Weekly recon ops meeting

Hold a weekly recon ops meeting, headed up by your Rapid Recon “champion.” In attendance, should be your department heads and those responsible for managing your workflow.

Review your current metrics, and use them for discussion to make improvements or changes to your current process. It’s important that you decide what metric you’re going to use to measure your process change before you change it. Moving forward, this will allow you to determine if your change had a positive impact on your business.

Review your past metrics and use them to determine if the changes you’ve made are making progress or diminishing progress.

Process performance meetings

At your request, your assigned Rapid Recon Process Performance Manager will perform a review of your metrics and assist you in finding opportunities and solutions in your current processes.

Please don't underestimate this opportunity!

We have a lot of knowledge about how you can improve your time-to-market numbers and we are ready to help.



Everyone involved in recon takes an active part in getting vehicles to the front-line as quickly as possible.

Getting started –for new Rapid Recon users

Welcome to Rapid Recon. What's Next?

Here is what to expect as far as setup at your dealership if you are a new Rapid Recon user. Your Rapid Recon Process Performance Manager will review the following processes with you in detail. For now, this overview helps you get the big picture along with some important details for getting started.

Information collection

Look for the *New User Documents* emailed to your designated manager. Complete and return them to RR as soon as you can. The information you provide us is vital in order for us to lay out your server. Also, read and sign the important *Business Agreement Documents* between your store and Rapid Recon.

Defined in the *New User Documents* are:

t 8PSLØPX 4UFQT

Workflow “Steps” describe how recon work will flow through your process. Your RR Process Performance Manager will help you map them to the best possible starting point; but note, they can be modified, added to, or removed at any time you choose. Just contact us.

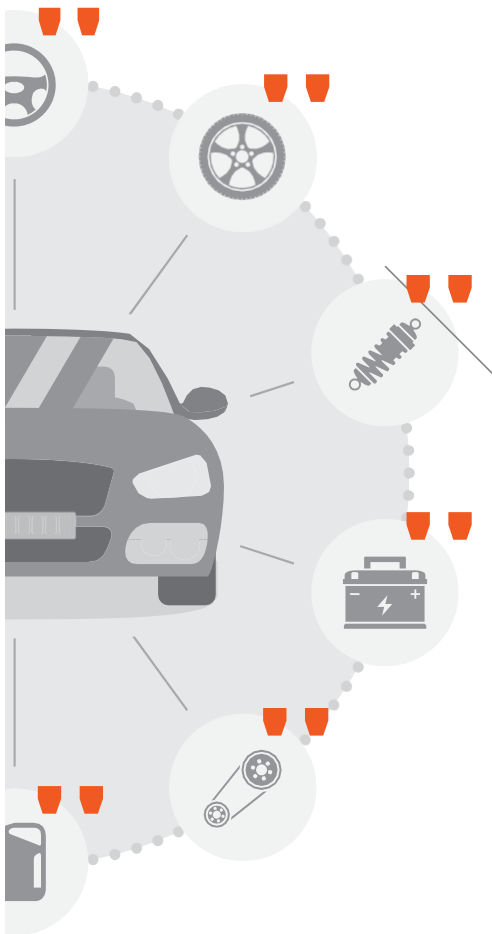
t 6TFS MJTU

Provide the names, cell phone numbers and emails of everyone who will be actively using Rapid Recon and/or receiving push notifications through Step movements.

t 7FOEPS MJTU

Provide your list of vendors that work on-site. They will be appended to your “Work Items” layout.

You will also find the *License-Agreement* and *Billing & Product Agreement* in our package of *New User Documents*.



Design and build

Upon receipt of these documents, your Rapid Recon design team will build your server where your recon data will be housed.

This phase includes the initial design, user set up, inventory feed, vendor layout, and server testing. Allow and plan for 2 to 4 days for this process depending on your inventory feed source.

Please provide Rapid Recon a contact person for our design team so we can confirm inventory count prior to your launch date.



System launch

After system testing, your Process Performance Manager will contact you to schedule your launch date.

For remote launches, a *Go-To-Meeting* link and calendar reminder will be sent to you. Forward this to as many people within your organization who should also attend this meeting.

Remote launches run 45 minutes to one hour. However, we will be available as long as needed. Attendance in this remote launch meeting should include:

- t General Manager
- t General Sales Manager
- t Used Car Manager
- t Inventory Manager (if applicable)
- t Service Manager
- t Service Writer
- t Parts Manager
- t Body Shop Manager (if applicable)
- t Comptroller
- t Recon Tech or Lead Tech



The design phase includes

t VTFS TFU VQ t

JOWFOUPSZ GFFE t

WFOEPS MBZPVU t

TFSWFS UFTUJOH

After testing the system, your store will be contacted by one of our Process Performance Managers to schedule a launch date.

On launch day, please have your team assembled. At this time, your Rapid Recon Process Performance Manager will conduct a final review of your Step list. This is critical so your staff understands all the responsibilities within the process.



This is time to identify potential issues that were missed earlier in the process. Be assured, your Process Performance Manager is able to help you make Step modifications on the fly during the launch.

Your team will be instructed on how to best use Rapid Recon and will also be provided with instructions pertaining to your custom layout. We encourage all trainees to ask questions along the way.

Training post launch

Weekly Training for weeks 2 through 4.

Your Rapid Recon Process Performance Manager will perform a pre-scheduled weekly training for three weeks following the launch. This is to ensure that your custom Step layout is working as expected and to offer support for any questions or changes you would like to make. In addition, you will be given an introduction into reporting.



Your team will be instructed how to use Rapid Recon and be provided instruction pertaining to your custom layout.

Industry benchmark comparisons and reviews

60-day industry benchmark comparison

A 60-day benchmark comparison is optional and included in the onboarding at no extra charge.

90-day executive review

A 90-day executive review is also optional and included in the onboarding at no extra charge. Your Rapid Recon Process Performance Manager will perform a deep dive into your system, provide a written report highlighting areas of opportunity, and written recommendations based on the industries *Best Practices*.

Executive reviews upon request

At any time, you may request an industry benchmark comparison and executive review at no extra charge. Your Rapid Recon Process Performance Manager will combine an industry benchmark comparison and executive report to be discussed in a remote *Go-To-Meeting* session.



Support/Process Performance Managers

Rapid Recon's Process Performance Managers are industry trained individuals with many years of experience working in dealerships. We are not computer people with an eye for automotive, we are automotive people with an eye for process management. And, through workflow management with real-time feedback, comes accountability.

Summary

Rapid Recon is not simply a process workflow management tool. It is a vital business tool for one of any dealership's largest !scal inventory investments –its recon department. In real time, a workflow management tool provides instantaneous feedback in order to stop and make the necessary business decision to correct any bottleneck which ordinarily costs a dealership both time and money.

Your Rapid Recon installation is more than access to our software, it's also access all our knowledge and experience and is available to help you create a time-to-market culture in your dealership(s).



Rapid Recon gives you everything you need to create and manage a time-to-market culture at your dealership.

For more information about how you can use Rapid Recon to create a time-to-market culture at your dealership, please contact us.

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