



Executive Summary

- ❑ Vehicle Sales and Service Marketing Group is responsible for the sales and service of vehicles
- ❑ Warranty cost was increasing while market share was decreasing

Challenges

- ❑ Reduce warranty cost while maintaining customer satisfaction
- ❑ Drive standardization in the sales, service, and parts operations among the five vehicle divisions
- ❑ Reduce time to service and repair vehicles in dealerships

Results

- ❑ Warranty costs were reduced \$455M
- ❑ Service structure standardization was completed—a single structure with a \$80M operating cost savings
- ❑ Vehicle repair order time decreased 50% from 31 to 15.5 hours