



### HOMEWORK ACTION PLAN

**S** SPECIFIC    **M** MEASURABLE    **A** ACHIEVABLE    **R** RELEVANT    **T** TIME-BOUND

Name J. Parker Weese Class # 420

Dealership Heritage Chevrolet and GMC of Evanston Date 9/28/2023

Current Situation or Challenge to be Addressed:	We are not getting our "lions share" of the used car market. Our sales have stayed the same year over year while others around us have steadily grown their used car department. We need to achieve our standard of 35 used car sales a month.		
Current Performance Level (include specific measure):	We have averaged 22 used cars a month. With a PVR of \$4,474.50.		
Goal (what do you want to achieve?)	We need to be viewed as the preferred place to purchase a used vehicle in our community and surrounding areas. When people think, "I need to find a good used vehicle" They think of Heritage Auto.		
Goal Performance Level (include specific measure)	We need to be selling 35 used cars a month while maintaining a PVR of \$4,200. Also achieving a used car absorption percentage of %40		
Goal Start Date:	10/1/2023	Goal End Date:	2/1/2024
First Check-in Date:	11/1/2023	Performance Objective:	28 used cars sold
Second Check-in Date:	12/1/2023	Performance Objective:	31 used cars sold
Third Check-in Date:	1/1/2024	Performance Objective:	34 used cars sold
Fourth Check-in Date:	2/1/2024	Performance Objective:	Minimum of 35 used cars sold
How does your goal align with the dealers' vision?	Our dealer has a vision of continual growth. Being both successful and profitable in our used car department will enable us to continue that growth of locations.		
What are the potential benefits of achieving your goal?	Not only will this benefit our used car department, but all other departments will be strengthened. i.e. more service guests with the used cars they purchased. More opportunities for parts/accessories. A higher/faster turn will decrease flooring expenses as well.		
What are the potential consequences if you don't achieve your goal?	If we don't get our "lions share" of the used car market in Evanston, we will be forfeiting new vehicle, service, and parts opportunity. We won't be able to pay for the additional leader we have added to this store. Bottom line is we will not be able to gain any additional points.		

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Why is the goal important to you?	This goal is important to me because as Variable Operations Director, I need to show that I am capable of achieving the company goals specifically for this Evanston WY location. By achieving this goal of used car sales, I will have shown that with the right team following our Heritage Processes, we can achieve the goals we set. This will help with the growth of the other locations we have as well as me financially.
Potential Obstacles	Leaders of this store will think that their isn't enough "business" to achieve our goal. Not having the right inventory to sell. A problematic service department shifting the leaders focus from what they have control over to something they don't have control over.
Potential Solutions	Leadership training events to coach, develop, and encourage the leaders/associates of this store that what we set out to do is possible. Show local market numbers to help identify that we really are missing out on a great opportunity. With our new fixed operations director, allowing him to focus on the service/parts departments so I can focus on the sales team.
BOTTOM LINE! Financial Impact of Achieving Your Goal (expressed in dollars)	In Evanston, we make money after 13 used units are sold. By getting our average up from 22 to 35 units, we will see exponential growth in the bottom line. I predict an additional 50k in department net once we are averaging 35 used units a month.

What specific actions or steps will you take to accomplish your goal? What will you do differently or improve? For each, be sure to include necessary resources, who is accountable, the measurable result, and dates.

SPECIFIC ACTION/STEP	NECESSARY RESOURCE(S)	ACCOUNTABLE PERSON(S)	EXPECTED RESULT	START, END, & CHECKPOINT DATES
Appoint Ken Thurmond as "Used Car Leader"	A willing sales leader to focus on the aquisition, staging, and selling of used units.	Myself	By seperating our Sales leaders to New and Used cars, I expect to see a sense of ownership from an individual focusing on used untis.	October 2nd 2023, no end date but mid month and month end result reviews.
Adjust daily reports to include GROI, and sales tracker for used.	Excel, microsoft teams, and creating a used car reports page	Myself, the used car leader Ken	By reviewing where we are at and where we are going in used sales each morning and evening, we will have our goal of 35 used units in the forfront of our minds.	October 2nd 2023, no end date but mid month and month end result reviews.

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Turn on KBB instant cash offer tool on website.	Dealer Inspire and KBB	Ron Matheson and Dealer Inspire rep	More people inquiring on the selling of their vehicle, resulting in better used inventory and the increased opportunity to sell used units. 5 units	Live by October 10th. If we do not see any results by Dec 1st, meet with performance rep and talk about canceling.
Dealersocket CRM performance review.	Logan Street, CRM rep, Ken Thurmond, and myself	Logan Street and Ken Thurmond	We are going to take an audit of our internet lead process. Submit some test leads and ensure that whenever a guest reaches out to us regarding a used vehicle we know where the lead is going and that Ken T has the ability to monitor it from the moment it arrives.	Scheduled meeting for Monday October 2nd.
Create a new used unit "hotlist"	Bonus Pay, myself and Ken Thurmond	Ken, the used car leader	We want to identify a hotlist and attach a bonus to these quick turn units. Sold within the first week, \$100. This will result in our turn being quicker.	Bonus starts October 2nd
New lot map	Paint, stickers, signage, landscaping, etc.	Ron mathenson, inventory manager	By creating a new lot layout, we will be staging our used units better than ever. This will result in a guest feeling the difference driving through our lot vs the local competition and feel the confidence that	October 10th, with Weekly lot adjustments

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			this is the place to buy.	
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As you work toward your goal, it's important to have interim check points with specific, measurable objectives so your team can hold themselves accountable. If everyone knows the goal and objectives, you don't have to spend your valuable time micromanaging.

Once you've accomplished your goal, added or adjusted policies, procedures, and behaviors, now what? How will you ensure you and your staff do not fall back into the previous habits that produced poor results? Be specific.

When we achieve our average of 35 used units a month, we will reflect upon the things that got us there and ensure they are standard procedure. Those involved with getting us there will continue to hold their positions of sales leadership and continually be rewarded by achieving that number of units. I will have a bonus structure that starts at 35 used units and each additional unit is bonus.

Describe any planning or implementation meetings conducted as part of development of your plan.

On Monday Director meetings, I met with the other directors to let them be aware of our focused on used units in Evanston. That we will be using these same practices and procedures throughout the entire auto group. Got commitments from fixed operation departments to ensure there aren't any obstacles stemming from service or parts.

Sponsor Signature: \_\_\_\_\_

