



Name Mitchell Carless Class # N422

Dealership Audi York Date 11/5/2023

<p>Current Situation or Challenge to be Addressed:</p>	<p>Audi York(smaller store, open only 3 years) has not been transacting in significance on new vehicle sales, and currently have a micro lease portfolio</p> <p>In order to build the store up, it has to begin transacting in greater sales volumes specifically leasing new cars</p> <p>I was recently appointed Senior Manager at our smaller sister store Audi York, our group had asked me to basically run the entire store, while I finish NADA and await my GM announcement. I began my tenure Aug 11, 2023</p> <p>The store opened in the spring of 2020, right at the height of COVID. In the past three years Audi York has been selling primarily Audi Certified Pre-owned Vehicles, while selling very few new vehicles.</p>		
<p>Current Performance Level (include specific measure):</p>	<p>Audi York lease portfolio of 52 maturities(up to 2029) and a finance portfolio of 113 customers(up to 2029, almost all pre-owned purchase finance).</p> <p>The store is on track to deliver 50 new vehicles and 75 Pre-owned vehicles for 2023</p> <p>The store has not had any senior mgt. supervision, and the results are indicative of that.</p>		
<p>Goal (what do you want to achieve?)</p>	<p>We need to lease new cars and build a leasing portfolio while still transacting on used cars. Need to instill a culture of " a quiet persistent sense of urgency" in everything we do.</p>		
<p>Goal Performance Level (include specific measure)</p>	<p>Goal is two fold- 1- By the Dec 31 2024 Audi York to add a minimum of 120 leases to the portfolio. 2. Increase sales overall by at least 60% from a volume of 125 in 2023 to volume of 200 by the end of 2024</p>		
<p>Goal Start Date:</p>	<p>8/11/2023</p>	<p>Goal End Date:</p>	<p>12/31/2024</p>
<p>First Check-in Date:</p>	<p>12/31/2023</p>	<p>Performance Objective:</p>	<p>Assess new vehicle leasing situation. What is working? Do we need more test units? Start to</p>

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			become a small leasing centre. Try to start adding 10 new leases/month. Provide consistent awareness to all staff that we are a new car point
Second Check-in Date:	3/31/2024	Performance Objective:	Increase new car team to 4 reps(previously 2), with each engaged knowing all aspects of the lease and new car process. Team starting to come together, each rep selling/leasing at least 3-4 new cars per month
Third Check-in Date:	9/30/2024	Performance Objective:	Hire sales manager to maintain new car sales/leasing volumes per month, consistently guide and train sales people. Should have at least 90 vehicles added to the portfolio by this time-hopefully more
Fourth Check-in Date:	12/31/2024	Performance Objective:	Realize a goal of 120 new leases added to portfolio while selling an additional 80 pre-owned units. Hired and maintained a solid small sales team. Maybe time to add an F and I manager.
How does your goal align with the dealers' vision?	<p>Audi York is 3 years old and in its infancy. The store has had very little senior mgt supervision and frankly is losing a boatload of money.</p> <p>Fixed Operations makes the most gross so in order to stop losing money we need to focus on more appts and servicing more vehicles. In order to achieve and maintain service business, we simply need to sell, lease, finance more Audi's so these customers in our PAI have a service destination and ultimately a sales retention destination.</p>		
What are the potential benefits of achieving your goal?	<ol style="list-style-type: none"> <li>1. Starting a lease portfolio and best retention practices from the ground up, literally</li> <li>2. All depts benefit, Huge increase in volume for Sales, Service and parts</li> </ol>		

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	<ol style="list-style-type: none"> <li>3. Much healthier financial statement</li> <li>4. Build a great team with great culture</li> <li>5. We are currently selling, and RDR'ing vehicles under the umbrella of Audi Downtown-would eventually like to see Audi York as a full fledged new car point with its individual allocation volume.</li> </ol>
What are the potential consequences if you don't achieve your goal?	<ol style="list-style-type: none"> <li>1. Dealership continues to flounder in all depts</li> <li>2. Poor morale, could lose good staff members to other stores if Audi York does not continue on a progression trajectory</li> <li>3. Fail to achieve sales volume and gross budgets- does not look good</li> </ol>
Why is the goal important to you?	As a new GM-This is truly my first test at running my own store, albeit a smaller one. Do I have what it takes? Can I lead effectively ? Yes and Yes
Potential Obstacles	<ol style="list-style-type: none"> <li>1. Smaller low volume store</li> <li>2. Hiring qualified staff and keeping them</li> <li>3. Hire interest rates - unstable economy and unstable world- worse than ever</li> <li>4. Need to get the word and news out that we are a new car point as well as certified-and service centre</li> </ol>
Potential Solutions	<ol style="list-style-type: none"> <li>1. Increase and create good digital merchandising to combat low walkin rate</li> <li>2. Move the store progressively forward-share results with staff constantly and consisently</li> <li>3. Focus on progress, monitor and develop-get 1-2% better every month , more volume, more work</li> <li>4. Create an employment enviroment that is inspiring and engaging-customers will feel the hum</li> <li>5. Follow up and maintain contact with prospects- We are not in any position to not call customers back-</li> <li>6. Create a quiet persitent sense of urgency in all areas of the business-to move forward to achieve budget targets-</li> <li>7. Never focus on the negative- something bad happens- remember the mistake but move forward quickly.</li> </ol>
<b>BOTTOM LINE!</b> Financial Impact of Achieving Your Goal (expressed in dollars)	I am confident we can sell 120 new cars and 75 Pre-owned at Audi York next year. That is a 60% increase and a 75 unit increase. 75 more cars at a conservative avg of \$3000(including F & I) is an increase of \$225,000 for the year. Doesn't seem like a lot but it would be for Audi York. Add in Service and Parts at a conservative \$750/vehicle and you would see an additional \$56,250 increase from fixed ops. If we took in 50% trades on the extra 75 cars and sold those 35 cars for \$1500 profit - we would see

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	<p>an additional \$52, 500 gross from the trades.</p> <p>An extra 75 vehicle sales could result in an extra \$333,750 in gross profit- and this doesn't count in back end money!</p>
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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
Ensure we ave the core Audi lineup for demo drives. Q3, Q5, Q7, A4, A5	Audi Downtown Inventory- they have a lot of it!	Myself	Consistently have 5 -6 brand new cars to show and test-Done!	Oct 31/2023- Ongoing
Increase sales team from 2 to 4	Indeed, word of mouth- social media	Myself and all dealership staff	Myself and a team of 4 salespeople with one being an Ass. Manager	Start- Aug 11/2023 End- Feb 28/2023
Work closely with York Service and ADT retention team to mine service leads and appts.	Reaching out to service customers for no obligation appraisals, get some dialogue	Myself, Audi York service team, Audi Downtown Rentention team	Increase in service to sales appts- increase in trades- increase in custmers in our showroom	Sept 2023- End - ongoing try to increase
Weekly meetings with my small sales team to set monthly/weekly goals and targets(previously none!)	Prepare for a good sales meeting- review resources from V02!	Myself	Each team member will have a clear understanding of monthly targets/budgets/g oals-	Start- Dec 1 End - Ongoing
Get into Digital and our website to make it more user friendly- tap into google analytics- whats converting!	Audi Digital Strategists- Google rep- Auto Trader analytics  How can we get more leads	Myself	More lead generation-more digital presence	Start-Sept 2023- I have already started End - Never!
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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.

Right now- where our sales team is concerned I am micro managing as the store is really just starting and I have fairly green reps- HOWEVER- they are getting stronger month after month and I am building a strong cohesive positive cultured team that share my vision of having a terrific busy Audi store(on a slightly smaller scale!)...there are a few employees who might not make it and leave as they do not share the vision or are set in old habits.- this is inevitable- but we are moving forward-positive motion-your either with us or not!

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

Meeting with Audi Area Rep- put together a plan to Audi York on the map as a new car point , put together power point presentation - Sept -2023-  
 Meeting with owner Pauline Chuang - to present my plan- went extremely well  
 Meeting with Audi Digital Strategist Mike Masson- to secure York's individual leads- talk about ideas how to increase lead generation  
 Meeting with Social media rep- to broadcast a wider digital net and at the cost of a small marketing budget.

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