

## SERVICE OPERATIONS ASSIGNMENT – ACTION PLAN

**S** Specific    **M** Measurable    **A** Achievable    **R** Relevant    **T** Time bound

What is your goal? What do you want to achieve? From what metric? To what metric? By what date?  
Example: "I will decrease my 5K run time from 30 minutes to 21 minutes by June 15, 2020."

**S** **M** **T**

I will increase my Facility Utilization from 55.38% to 70% by 03/31/2024 (End of Q1).

How does this goal align with or support your dealer's vision?  
What are the BENEFITS of achieving your goal? What are the CONSEQUENCES if you don't?  
Why is this goal important to you?

**R**

This goal aligns with Lithia's vision of constant improvement and growth powered by people and innovation.

**BENEFITS:**

- Increased CP revenue/gross.
- Increased Employee satisfaction.
- Increased Customer satisfaction.

**CONSEQUENCES:**

- Loss of revenue/gross.
- Employee turnover.
- Decrease in customer retention.
- Strained relationship with OEM.

**FIXED OPERATIONS 2 – SERVICE**

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, & CHECK POINT DATES
Hire 3 (B) techs to work "evening" (5pm-9pm )	Lithia recruiting. Referral recruiting. Local highschools / trade schools	Tyler Bledsoe (FOM) / Colby Bancroft (Foreman)	Hire 3 (B) techs to increase main shop efficiency.	01/01/2024 start - End of Q3. - Weekly reviews of hiring and onboarding.
Open up 3 bays / lifts that do not have a tech's tools at them. (overflow lifts are ideal)		Colby Bancroft (Foreman)	Free up space for evening techs to be able to perform job duties efficiently.	01/01/2024 - 01/31/2024. - Facility walk through on 01/15 & 01/31.
Create dealership tool cart consisting of most utilized tools.	Tool cart (with wheels). Most utilized tools (drill, wrench set, etc.)	Tyler Bledoe / Colby Bancroft	Remove one of the biggest reasons that younger people do not want to become technicians (upfront	01/01/2024 - 01/31/2024. - Weekly review during service production meeting.

## SERVICE OPERATIONS HOMEWORK – ACTION PLAN

How will you track your progress? Where will you find the information? How often will you check in?



- Progress will be tracked on a weekly basis to ensure that we are trending in the right direction.
- At the end of every month we will review the shop utilization using the spreadsheet (Tab B), that was provided by NADA Academy, and the month end financial statement in CDK.

### Potential Obstacles?



- Dated thought process from managers ("we have always worked 8-5")
- Being unable to staff the new shifts.

### Potential Solutions?



- Weekly training to show the growth potential and show the increase in personal income for department heads.
- Hire younger demographic that wants to work in the evening.

**BOTTOM LINE!** What is the financial impact (expressed in dollars) of achieving your goal?



Increase in gross profit by \$69,115.80 per year (using data from SEPT23)

**CONGRATULATIONS!** You've accomplished your goal! You 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.



Continue to train on the benefits of innovative thinking. Specifically track the additional income from these changes on a monthly basis and make it an accountability metric on pay plans.