

# General Manager

Today's Date: 8/17/18 Target Date: 1/1/19 Start Date: 9/1/18

Date Achieved: \_\_\_\_\_  
Department Month Composite Page

## SMART GOAL

**Specific:** *What exactly will you accomplish?*

The Fixed Absorption Rate for the service and parts departments is currently 43%. The national average is 57% a goal is 75%. Within the next four months the Service Director and I plan to meet or exceed the national average by June 2019 we plan to achieve a 70% Fixed Absorption Rate.

**Measurable:** *What reports / calculations will you use to measure your results?*

We will use the financial statement to determine Parts and Service total gross and divide it by the Total Adjusted Overhead Expense to determine the absorption rate. The Service Director and I will monitor the Service Writers weekly using the DMS generated Advisor Performance Report and we have arranged an internal parts audit. We will use the DMS generated Monthly Analysis Report to manage our aged and obsolete parts.

**Achievable:** *Is achieving this goal realistic with effort and commitment? Have you got the resources to achieve get them?*

Yes this is a realistic goal, we feel like we have set up achievable incremental increases and have a strong plan on The Service and Parts managers are fully committed to this goal, the "UNKNOWN" is the level of commitment advisors and technicians . The owner has agreed to our plan and approved the budget so we are good to go.

**Relevant:** *Why is this goal significant to your dealership operations? To You?*

This goal is extremely important for our dealerships growth and continued success. If our service and parts departments cover 70% or more of our Dealerships Total Adjusted Expense it would mean an estimated additional \$220k per and over 2.5million per year. This additional income will allow the new car department to make lighter deals and more cars, increasing the service departments customer base and increasing the used car departments inventory.

**Timely:** *You answered "what" under specific. Now tell us BY WHEN.*

Within the next four months our goal see an increased absorption rate equal to the national average of 57% June 2019 is the date set to hit 70% or above.

**Take Action!**

<b>Potential Obstacles</b>	<b>Potential Solution</b>
<u>Lack of customers</u>	<u>09/01 new service CRM and BDC t</u>
<u>No Spanish speaking service advisors</u>	<u>Training a current Spanish speaking</u>
<u>Willingness of the 3advisors to get onboard</u>	<u>Incentivizing</u>
<u>New system and technology</u>	<u>Onsite training</u>
<u>Increased business, do we have enough staff</u>	<u>Placing ads and networking ahead o</u>
<u>Increase number of Bays</u>	<u>Utilize empty shop across the street</u>
<u> </u>	<u> </u>

**Who are the people you will ask to help you?**

Rob Poland, Service Director  
Zan Fernandez, Parts Manager  
All parts and service personnel

**Specific Action Steps:** *Break down your BIG goal into smaller, intermediate goals. What are those steps?*

<b>What?</b>	<b>Expected Completion</b>
<u><i>Interview and hire a service BDC and CRM</i></u>	<u>9/1/2018</u>
<u><i>Train and educate Advisors on new system</i></u>	<u>9/7/2018</u>
<u><i>Promote Spanish speaking employee to Advisor</i></u>	<u>9/1/2018</u>
<u><i>Promote Gwen to a Closing Advisor</i></u>	<u>9/30/2018</u>
<u><i>Increase Advertising for Service and Parts</i></u>	<u>10/01/2018</u>
<u><i>Hire additional Express Service Tech</i></u>	<u>10/30/2018</u>
<u><i>Renovate the empty shop across the street</i></u>	<u>1/1/2018</u>
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**Other Information / Comments:**

Kelly Khatib  
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