

## Departmental Action Plan

Student Name: Ed Casaccio

Class & Student Number: N335, 28

Academy Week: 4

**Current situation or challenge you want to address: Not enough retail vehicles being taken in as trade ins at the door.**

**Overall Objective and Specific Desired Results: To have in stock at all times 55-60 retail pre-owned vehicles. Results would be to meet or exceed a 12 month turn resulting in 55-60 retail pre-owned sales per month.**

**Describe your action plan in detail (be specific and include before and after measurements)**

Through first 8 months our dealership sold an average 41 pre-owned per month (329 total). Just last week, we signed up with an equity mining tool. Our GSM, my sister and I and our sales managers are working on a process in our service drive utilizing our BDC to capture more retail trades. We are also monitoring appraisal performance on Vauto, missed trade opportunities, and lost sales. I am going to delegate auction purchasing/lease turn purchases to our Used Car Manager and our Used Car Buyer. I need time to monitor, measure and improve. Trying to get used to

responsibilities of being the VP. We are probably going to change websites and I need to check up on our digital advertising company and become more familiar with the reports we have on our Orbee site. Already scheduled a Vauto training session next week with our Vauto Performance coach that I will sit in on with them. Need to lower our current average cost of inventory to meet our average cost per PUV retailed. We are trying hard to find technicians and parts employees to put into our newly expanded service department to lower the time to recondition our used vehicles. We recently started cleaning them first. This has helped to get the actual photos up on our website more quickly. We have had good results selling quite a few before they are front line ready.

Through 8 months we have sold an average of 41 used per month. We need to walk before we can run. I would like to have a minimum of 55-60 retail units in stock, utilizing the above action plan resulting in a minimum of 55 retail units sold per month.

**Timeline:** Describe specific short term and long term checkpoints to monitor progress

As of today we have 45 retail vehicles in stock. By the end of this month goal would be to have a minimum of 50 vehicles, possibly up to 55. By October 1st have our equity mining process down and implemented into our service drive with BDC driving it. I will continue to train/monitor our Used Car Manager and Buyer to make good purchasing decisions. Also monitor more closely missed trade opportunities and look to book. Will need to monitor SRP to VDP conversion. Long term I feel the need to become more educated in digital. That is an area I feel our dealership is weak. Maybe by joining a Digital 20 Group, going to the Digital Conventions, maybe taking a college course. After seeing a couple or a few months with 55-60 units in stock utilizing this action plan, I will plan on the next echelon. When our service/parts departments are sufficiently staffed and our processes are in order, I am hoping to get to 60-65, then 70-75, then maybe 75-80. I believe one of the instructors said this; "How do you eat an elephant?" "One bite at a time".

## Meeting with Stakeholders (dealership personnel)

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences. Include timelines / Accountability / Monitoring process

- a. Who: GM, GSM, Sales Managers, Service Director, BDC Manager, Used Car Manager and Buyer
- b. What: Process for Equity Mining/Utilizing Service Drive. Improving acquiring used inventory decisions
- c. By When: October 1<sup>st</sup>.
- d. How: Going to start by mentioning in our Manager's Meeting this week when the Company we just hired Dominion is going to start the training with the involved employees for the equity mining. Also meet with our GSM to see how he is doing with our service drive process. Offer to assist if needed. Already started to train and schedule additional training with Used Manager and buyer.

### Dealer agreement:

If you need your sponsors support or approval to implement your plan, have it signed off before you start. If you can proceed on your own, present this action plan to your sponsor before next class. Describe the meeting:

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