

Departmental Action Plan

Student Name: Melaina Miller

Class & Student Number: N338, 33

Academy Week: Week 4, Variable 1

Current situation or challenge you want to address:

Acquiring more Pre-Owned inventory.

Overall Objective and Specific Desired Results:

My overall objective is to acquire more inventory to sell more cars. Specifically, our dealership wants non-Subaru inventory. We have a great CPO program and a healthy stock of non-CPO Subaru's but our goal is to diversify our inventory to appeal to all buyers. We will do this by initiating, "We Buy Cars for Cash", campaign. A more diverse inventory will allow us to appeal to more customers, have a larger selection and generate more revenue through increased sales. Our goal is to have more non-Subaru Pre-Owned vehicles in stock than we do Subaru's.

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

To initiate our "We Buy Cars for Cash" campaign, we will hold a staff meeting and send out a companywide memo. By doing so, we will inform our employees and gain their buy in. Our Owner authorized a \$400 spiff for employees that located and brought in a car that we purchased, as long as the car was brought in independently of the dealership's marketing. We encourage employees to look on Craigslist, social media, and referrals.

Once our staff is aware, we will begin advertising "We Buy Cars for Cash" through our various Marketing outlets such as our website, digital sign, social media, commercials, re-targeting and more.

Our goal is to improve our non-Subaru inventory level by 10%. Our inventory level at the beginning of this year was 87 Pre-Owned vehicles, with only 46% being non-Subaru. Our goal is to tip the scales and have more non-Subaru's in inventory than Pre-Owned Subaru's.

Long term, we want to have over 125 Pre-Owned vehicles with 70 being various manufacturers.

Our Pre-Owned Managers will be in charge of monitoring our progress. At each weekly Manager meeting, they will discuss how many Pre-Owned vehicles we took in the previous week, how many were due to our employees, and their goals for the upcoming week. This will also be recapped at our weekly Sales meeting and spiff checks will be handed out. Monthly, we will review the financials, adjust our marketing strategy, and re-engage our staff to keep “We Buy Cars for Cash” fresh on everyone’s mind. Pre-Owned Managers will also keep track of all the vehicles purchased daily on a Google document so that the Owner, General Manager and myself can check in on our progress at any time.

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

At the end of each week, Pre-Owned Managers will check the inventory count. They will monitor the number of cars the dealership purchased and how many of those cars were sourced by our Sales-Team. Monthly, the Pre-Owned Managers will meet with the Owner, General Manager and myself to discuss the financials, marketing strategy, trends and monthly goals. The Pre-Owned Managers will also recap our progress at our weekly Sales meeting and hand out spiff checks.

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: Salespeople and Sales Managers.
- b. What: Our Sales Team will need to put a focus on getting people in the dealership who are interested in selling their vehicle. They will need to check Craigslist, social media, raise awareness to our customers and ask for referrals. Our Sales Managers will need to monitor our progress weekly, create goals for the week/month and check in with our Sales Team daily, to ensure that our Sales staff is putting forth the effort to bring in customers. Sales Managers will also review our Marketing efforts and come up with different ideas to bring in more customers who are interested in selling their vehicle.

- c. By When: Ongoing. Sales Manager will review our trades daily, create weekly and monthly reports, and goal set for the coming week/month.
- d. How: We will be able to do this by letting all of our customers know about our new program and asking for referrals, advertising to potential customers to spread the word and reaching out to those who have posted ads for selling their vehicle.

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:

Meeting with the General Manager and the Owner went very well. They are very supportive of this action plan and look forward to the increase in our inventory. This process was implemented at the beginning of 2019 and we have already experienced non-Subaru Pre-Owned inventory growth. We look forward to continuing this campaign and trying out new advertising methods to attract sellers.

John Dionas, President/Owner

Steve Taylor, General Manager
