

Financial Management Action Plan Homework

Homework is due the Monday of the week before you return for Parts Class

Student Name: CYRIL LEEDER Academy Class #: N349

Composite Data Reference: Depart: USED Page: 28 Column: 4 Line: 24

GOAL WRITING

Example: I decrease my 5K run time from 30 minutes to 21 minutes by June 15, 2019.

What is your Goal? Improve Operating Profit PUVR
from? -\$451 to? -\$250 by? December 31, 2019

How do you plan to achieve your goal:

- Retail more USED vehicles and wholesale less
- Review + reduce expenses; Variable PUVR, Personnel PUVR, Semi Fixed PUVR

How will you track your progress? What measurements, KPI's? (think about current vs past measures)

1. Wholesale % of USED UNITS (68% 2018)
2. Variable PUVR \$889
3. Personnel Expense PUVR \$1732
4. Semi Fixed Exp PUVR \$890

The benefits of achieving this goal will be:

- Higher Absorption and improved profitability
- Position us to make money on USED in 2020

Take Action!

Potential Obstacles

Pay plans

Potential Solutions

Revised Plans, New Staff

Getting more volume through Recon

Review w Service Manager

Who on you staff will need to be involved to accomplish this goal:

Bob Rintoul - General Manager

Marc Lalonde - SM

Jayson Lucas - UCM

Specific Action Steps: What steps need to be taken to get you to your goal?

What?	Expected Completion	Completed
① Meet w Bob, Jayson, Marc	<u>March 31</u>	<u> </u>
② Review Expenses with Bob and agree on corrective plan	<u>April 15</u>	<u> </u>
③ Review with Jayson, goal for more retail units	<u>April 15</u>	<u> </u>
④ Review Monthly Financial statements for progress	<u>May 25</u> <u>June 25</u> <u>July 25</u> <u>etc...</u>	<u> </u> <u> </u> <u> </u> <u> </u>
⑤ Corrective Action as required	<u>Ongoing</u>	<u> </u>

Page 28 - Used Vehicle Dept
Profit Centering
December 2018

	Steph-Nis MA01-43 [1]	Mustafa-BC MA01-40 [2]	Trevor-VW MA01-42 [3]	Bob-GM MA01-01 [4]	Brian-GM MA01-02 [5]	Marc-Hy MA01-41 [6]	Matt MA01-06 [7]	John-GM MA01-23 [8]	Steve MA01-15 [9]	Mustafa MA01-07 [10]	MA01 Perform Average
01 Retail Vehicle Gross PUVR	1,892	1,299	1,570	1,734	1,180	1,144	1,036	1,368	434	557	1,23
02 % Used Dept Retail Gross	54.98	35.94	63.87	45.34	32.88	33.73	37.27	47.53	18.26	22.68	40.1
03 Retail Vehicle Gross PUVR This Month	5,031	4,772	16,429	5,075	2,784	6,970	7,657	8,501	230	3,323	6,16
04 Business Office PUVR	1,549	2,315	888	2,090	2,408	2,246	1,745	1,510	1,943	1,898	1,83
05 % Used Dept Retail Gross	45.02	64.06	36.13	54.66	67.12	66.27	62.73	52.47	81.74	77.32	59.8
06 Business Office PUVR This Month	2,756	3,327	1,178	1,581	2,735	2,673	2,900	843	1,985	2,494	2,18
07 Total Used Dept Retail Gross PUVR	3,441	3,613	2,459	3,824	3,587	3,390	2,781	2,878	2,377	2,455	3,06
08 Total Used Veh Retail Gross This Month	7,787	8,099	17,606	6,656	5,519	9,643	10,557	9,344	2,216	5,818	8,35
09 Variable Expense PUVR	1,047	983	594	889	1,054	671	809	836	895	674	82
10 % Used Dept Retail Gross	30.43	27.20	24.16	23.24	29.39	19.80	29.09	29.05	37.66	27.47	27.0
11 Variable Expense PUVR This Month	1,169	856	664	825	1,112	744	904	890	970	853	871
12 Personnel Expense PUVR	1,103	618	585	1,271	1,227	1,088	781	1,225	460	846	921
13 % Used Dept Retail Gross	32.06	17.11	23.79	33.23	34.20	32.09	28.10	42.56	19.35	34.44	30.0
14 Personnel Expense PUVR This Month	1,717	881	2,034	1,732	1,413	2,508	1,520	2,444	818	1,087	1,60
15 Semi-Fixed Expense PUVR	801	1,310	800	1,225	1,107	1,400	1,101	1,065	1,581	1,234	1,17
16 % Used Dept Retail Gross	23.28	36.24	32.53	32.04	30.85	41.31	39.59	37.02	66.53	50.28	38.2
17 Semi-Fixed Expense PUVR This Month	1,045	1,016	1,351	1,535	1,414	1,654	1,085	1,969	2,863	1,329	1,36
18 Fixed Expense PUVR	392	613	550	890	660	1,011	749	647	442	1,285	72
19 % Used Dept Retail Gross	11.41	16.97	22.36	23.28	18.39	29.83	26.95	22.49	18.61	52.32	23.7
20 Fixed Expense PUVR This Month	462	690	1,093	1,750	939	1,292	1,692	1,540	984	1,488	1,27
21 Total Expense PUVR	3,343	3,524	2,528	4,275	4,047	4,171	3,441	3,773	3,379	4,039	3,64
22 % Used Dept Retail Gross	97.17	97.53	102.84	111.79	112.83	123.03	123.73	131.12	142.16	164.50	119.0
23 Total Expense PUVR This Month	4,393	3,442	5,142	5,842	3,878	6,197	5,201	6,843	5,633	4,757	5,12
24 Operating Profit PUVR	97	89	(70)	(451)	(460)	(781)	(660)	(895)	(1,002)	(1,584)	(58)
25 % Used Dept Retail Gross	2.83	2.47	(2.84)	(11.79)	(12.83)	(23.03)	(23.73)	(31.12)	(42.16)	(64.50)	(19.0)
26 Operating Profit PUVR This Month	3,394	4,657	12,465	813	1,641	3,445	5,355	2,501	(3,418)	1,061	3,22
27 Retail Selling Ratio Used to New	0.46	0.47	0.62	0.55	0.46	0.25	0.33	0.44	1.63	0.43	0.5
28 Retail Return on Inv Avg Month (10%)	8.21	10.41	3.99	5.72	2.26	4.88	3.57	2.15	0.85	1.58	3.1
29 Retail Return on Inv This Month (10%)	16.51	35.31	20.85	10.44	5.31	25.98	16.41	7.27	9.41	10.81	10.8
30 Retail Operating Profit before B.O. PUVR	(1,451)	(2,225)	(958)	(2,541)	(2,868)	(3,027)	(2,405)	(2,405)	(2,945)	(3,482)	(2,54)
31 Retail Gross Absorption Avg Month	56.58	36.85	62.11	40.56	29.15	27.42	30.12	36.25	12.84	13.79	31.1
32 Breakeven Volume Avg Month	30	21	39	50	33	22	36	48	46	30	3
33 Operating Profit PUVS Avg Month	278	214	148	(75)	204	27	(66)	(174)	(761)	(560)	(7)
34 Operating Profit PUVS This Month	1,943	2,839	3,398	151	1,030	1,620	2,034	1,168	(2,130)	288	1,304
35 Total Dept Gross Avg Month	124,934	86,579	108,790	175,119	129,877	73,016	89,742	107,666	57,332	41,234	96,59
36 Variable Expense Avg Month	33,242	21,296	22,576	38,519	29,693	11,524	22,115	27,654	24,314	10,790	23,16
37 Personnel Expense Avg Month	35,017	13,397	22,223	55,057	34,557	18,676	21,359	40,513	12,496	13,530	25,75
38 Semi-Fixed Expense Avg Month	25,427	28,374	30,393	53,087	31,172	24,038	30,097	35,247	42,958	19,750	32,79
39 Oper Profit before Fixed Exp Avg Month	31,248	23,512	33,598	28,456	34,454	18,779	16,170	4,253	(22,437)	(2,836)	14,88
40 % Total Dept Gross	25.01	27.16	30.88	16.25	26.53	25.72	18.02	3.95	(39.14)	(6.88)	15.41
41 Fixed Expense Avg Month	12,460	13,287	20,888	38,583	18,579	17,362	20,484	21,410	12,017	20,554	20,35
42 Total Operating Profit Avg Month	18,788	10,224	12,711	(10,127)	15,875	1,417	(4,313)	(17,157)	(34,454)	(23,389)	(5,46)
43 # Used Salespeople	3.1	2.0	3.0	4.5	4.7	1.0	3.3	3.8	2.0	2.0	2.9
44 Vehicle Retail Gross per Salesperson	18,386	11,107	14,981	13,765	9,338	13,461	8,629	11,727	4,548	4,996	10,87
45 Retail Units per Salesperson Avg Month	9.7	8.6	9.5	7.9	7.9	11.8	8.3	8.6	10.5	9.0	8.8
46 Retail Units per Salesperson This Month	7.7	10.0	6.3	6.0	6.0	15.0	5.2	4.7	6.5	8.0	6.6
47 Comp per Salesperson Avg Month	5,732	4,693	3,233	4,123	4,456	3,176	3,478	3,762	5,064	3,510	3,96
48 Comp % Retail Vehicle Gross Avg Month	31.18	42.25	21.58	29.96	47.72	23.59	40.31	32.08	111.33	70.25	36.4
49 Used Vehicle Retail Avg Month	32	22	38	43	28	17	27	33	27	16	28
50 Used Vehicle Retail This Month	24	20	19	27	28	15	17	18	13	16	19

MARTIN
GOUGEON