Management Action Plan – VO1

Specific – **M**easurable – **A**chievable – **R**elevant – **T**imely

Student Name: Michael Cummings

Dealership: Toyota of San Bernardino

Class & Student Number: 354

Current situation or challenge you want to address (narrow your focus):

Our Used Car Manager is underperforming, and it has been a steady downfall. I want to eliminate the position and spread the management duties amongst the myself, our COO, and our two used car assistants that have worked at the dealership for an extended period.

Overall objective (goal) and specific desired results:

Replace our current Used Car Manager to increase used car sales, gross profit, and net profit.

Describe your action plan in detail (including before and after measurements):

- Disperse job duties amongst myself, our COO, and the two used car employees.
- Implement processes and procedures that need to be followed once the we terminate our current UCM.
    - Adding Rapid Recon to be more aware of our recon steps and to increase accountability throughout the recon process.
    - Find a hard turn measurement using days in stock, market day supply, and cost to market.
    - Weekly meetings going over pricing, trade-in appraisals, vehicles in recon.
    - Monthly meetings with our Rental Manager to purchase vehicles from his fleet.
    - Weekly meetings with Parts manager and Service manager to identify any current issues
    - Setting weekly and monthly goals for used car sales and steps to accomplish these goals.
- Optimize vehicle acquisition
    - Find the most reliable avenues of acquisition

Timeline: What is your implementation date? Describe specific short-term and long-term checkpoints to monitor progress.

- Feb. 1, 2020
- Short-Term Monitoring
    - Avg. days to front line ready
        - Determine baseline and find ways to speed up the process
    - Making sure we reach Toyota's TCUV unit goal
    - Steady increase in vehicle sales month-to-month
    - Increased online presence
        - How many internet leads
    - Average days in stock of inventory
- Long-Term Monitoring
    - Reach 150 unit mark
    - Consistently hit $500,000 in total gross
    - POSITIVE NET PROFIT
    - 5 days to front line average
    - Increased gross profit on vehicles purchased at auction
    - Increased turn rate

Meeting with Stakeholders (dealership personnel):

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences, including timelines / accountability / process monitoring activity.

1. Who: COO, Myself, Used Car Employees
2. What: Closer attention to all details associated with the used car department
3. By When: Mar. 1, 2020
4. How: Clearly laying out each person's role. Hold one-another accountable for their role. Promote an open line of communication between all involved allowing anyone to voice their opinions, whether it be good or bad. If a change is needed, have everyone give their own idea on how to fix it and make a group decision.

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:

- This was not just one meeting with my COO and Owner. We had talked about this change for the last month and a half and this action plan is the sum of all our discussions.

Signed by: ____