NADA ACADEMY

SERVICE OPERATIONS ASSIGNMENT – ACTION PLAN

S Specific M Measurable A Achievable R Relevant T Time bound

What is your goal? What do you want to achieve? From what metric? To what metric? By what date?
Example: *"I will decrease my 5K run time from 30 minutes to 21 minutes by June 15, 2020."*

S M T

Goal is to get total service gross profit percentage that is at 72.5% over to 78%(normal guide is 74% but I believe we can get better than that). Date range Nov 1 through Nov 30.

How does this goal align with or support your dealer's vision?
What are the BENEFITS of achieving your goal? What are the CONSEQUENCES if you don't?
Why is this goal important to you?

R

If the NADA guide is 74% at our store we believe we are better than average and feel like we can achieve a higher amount of gross percentage.

The benefits when gross percentage is higher then the actual service department net profit will be higher. We are not interested in cutting personal to achieve net.

The Conseqences would be if we do not maintain a Gross profit percentage then our absorption will not be at guide. and if we have a bad variable month then we can possible lose money any given month.

The goal is important because service is the backbone of the dealership and if service fails the dealership crumbles.

What specific actions or steps will you take to accomplish your goal? What will you do differently or improve?

For each, be sure to include necessary resources, who is accountable, the measurable result, and dates.

SPECIFIC ACTION/ STEP	NECESSARY RESOURCE(S)	ACCOUNTABLE PERSON(S)	EXPECTED RESULT	START, END, & CHECK POINT DATES
stop discounting!	service writers	service manager	less than a 1 percent discount customer pay goes up	nov 1-30
under 10 percent one item RO's	service writers techs	service writers	multiple services on one RO. this will help with Hours per repair	nov 1-30
get Real cost per hour down	dispatcher express techs	dispatcher service manager	lower amount per reala hour. need to be $20-$25	nov 1-30

SERVICE OPERATIONS HOMEWORK – ACTION PLAN

How will you track your progress? Where will you find the information? How often will you check in?

S M A T

We can track discounting through report on DMS. separate it by service advisor and see who is the biggest culprit. Once a week you can track.

Do a weekly RO analysis to see which advisors have over 10 percent one item RO's .

do a quick service analysis to see where the real cost is and if the dispatcher is giving the competitive work to the lower paid techs.

Potential Obstacles?

A

service advisors wont like getting called out

dispatchers dont like being told what to do.

Potential Solutions?

A

set expectations.

weekly meeting and training

give advisors RO analysis template so they can track themselves

spiff for no discounts

BOTTOM LINE! What is the financial impact (expressed in dollars) of achieving your goal?

S M R T

if we get to 78% we would generate an additional $40,000 in gross profit. from nov1-30

CONGRATULATIONS! You've accomplished your goal! You added or adjusted policies, procedures, and behaviors. Now what? How will you ensure you and your staff do not fall back into the previous habits that produced poor results? Be specific.

S A

weekly meetings measuring all the things we talked about. holding service manager accountable by tying items to their payplan.