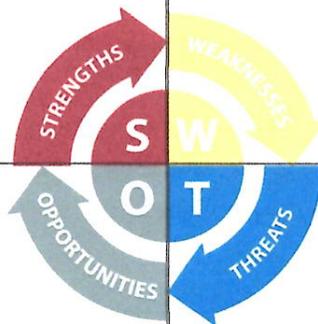


## SWOT Analysis

Strengths (+)	Weaknesses (-)
<p>I feel we have the best reconditioning and higher quality of used car than any other MB dealer.</p> <p>We have a seasoned team that does a good job when receiving leads and turning them into sales.</p> <p>We have a good plan of marketing and do a good job with selling once the vehicle hits the lot.</p>	<p>Used Vehicle manager is not necessarily on board with the thought of stocking only a 30 day supply.</p> <p>Reconditioning process is averaging 12 days which I have allowed to happen (NO MORE EXCUSES).</p> <p>Days to market for used has been averaging 13 days which is contributing to slower turn rate and aged inventory.</p> <p>Service Manager has been giving excuses about reconditioning times and is pushing back on changing.</p>
Opportunities (+)	Threats (-)



Write your goal statement:

I will reduce used vehicle frozen capitolfrom \$536,598 to zero.



## SMART Goal Writing

### Cash Day Supply

I will increase my cash day supply from \_\_\_\_\_ days to \_\_\_\_\_ days by \_\_\_\_\_.  
(date)

Initial thoughts for how I will improve cash day supply.

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### Contracts in Transit

I will decrease contracts in transit time from \_\_\_\_\_ days to fund \_\_\_\_\_ days to fund by \_\_\_\_\_.  
(date)

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### Warranty Claims Receivable

I will \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_ by \_\_\_\_\_.  
(action) (topic) (date)

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### Service, Parts, and Body Shops Receivable (customer receivable): days' supply, frozen capital

I will \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_ by \_\_\_\_\_.  
(action) (topic) (date)

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### Pre-Owned Vehicle Inventory: days' supply, frozen capital, inventory turns, gross profit percent of sales, breakeven, days to breakeven, GROI.

I will decrease frozen capital from 563k to ~~0~~ by 3-14-21.  
(action) (topic) (date)

We will decrease AND MAINTAIN A zero frozen capital (U/C)  
to optimize U/C dept profit.

## ACTION PLAN 1

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?

We will decrease Used Car Frozen Capital from \$563K to zero AND maintain a level of zero by 3-14-21  
 We want to achieve a higher gross profit AND quicker turn. from 6.9 to 12 per year.

BOTTOM LINE: Benefits of Achieving Your Goal

Consequences of Not Achieving Your Goal

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>- Higher profits (highest gross in first 20 days)</li> <li>- Higher operational profit</li> <li>- Higher profits in Service/Parts due to selling more units</li> <li>- Happier sales team that are earning more money</li> </ul> | <ul style="list-style-type: none"> <li>- Significant losses in Used Cars</li> <li>- Spending money on reconditioning aged vehicle inventory</li> <li>- Absorption rate will be negatively impacted</li> <li>- Sales team walks around aged units compounding problem.</li> </ul> |
|---|--|

When will you start? Immediately 1-13-21

How will you gauge your progress? When? Using which metrics?

Progress will be gauged weekly by using frozen capital calculation. Gauging inventory (current) vs YTD averages. Will also meet daily w/ used manager to track progress as well as recon cycle time. (Tuesdays)

What specific actions will you take to achieve your goal? Who can help you?

We will run inventory spread sheet with our current inventory vs current sales vs YTD (2020) numbers to determine our progress or lack of.

I will meet w/ used manager daily to discuss progress AND plan out our moves for the day for moving closer to our goal.

Used Manager AND Service Manager will be an intricate part of achieving this goal as they both have a lot of influence in the speed vehicles proceed through reconditioning AND marketing phases of the sale process.

Potential Challenges?

- + Parts Availability
- + Technician Availability
- Wheel Reconditioning

x Lost Sale - Backout deals

Potential Solutions?

- + Review required services for recon with parts on initial writeup for CPU, inspection
- Complete recon (except wheels) take pics AND then send out
- x Complete process on same day