

## 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**

Our goal is to increase our fixed absorption from 44% to 60%. We have already starting working on this and will be at 60% by the end of 2021.

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**

The benefits of achieving our goal is a higher net profit for the dealership, higher employee satisfaction, increase customer retention, allows us to have cash to buy more stores and increase advancement opportunities within the company, which will help recruit high quality candidates. The consequences are low employee retention, low customer retention, less profit, and new recruits will be looking to work for other dealerships.

**FIXED OPERATIONS 2 – SERVICE**

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
Increase ELR for the service drive. Internal, customer, and then warranty.	Training	Techs Advisors Service Director	Increase ELR from \$89.00 to \$103.00	April 1st. 2021 Weekly/Monthly Dec 31st 2021
Increase our service hours. Be open the same hours as sales. 7-7 M-F 7-5 Sat	Different shifts for techs and advisors.	Service Director	Increase customer traffic. More hours to sell per day.	April 1st, 2021
Decrease 1 line ROs. Sell more maintenance which will help increase ELR and GP%.	Training	Techs Advisors Service Director	Increase our hours per RO by .5 hours. From 1.14 to 1.64	April 1st, 2021 Weekly/Monthly Dec. 31st, 2021

## 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 will track our ELR by pulling the report from our DMS

We will monitor our 1 line ROs by pulling 100 ROs monthly and tracking our 1 line % and monitoring our hours per RO thru our DMS

Potential Obstacles?

**A**

Current advisors struggling to sell.

Working our technicians and advisors too many hours

Potential Solutions?

**A**

We have started training our advisors on selling more maintenance with a qualified 3rd party.

Looking at doing 4 10 hour days and 3 off and having split shifts. 7-5 and 9-7. and working in 1 saturday a month per tech.

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

**S M R T**

Increasing our ELR from \$89 to 103 would give us an additional labor sales of \$21,679 and increasing our hours per RO to 1.64 would add another \$72,821 in labor sales. With those two increases there would be an additional \$94,500 labor sales. At our current 69% GP retention thats and additional \$65,000 plus \$68,040 in

**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**

Continue to monitor results and hold all involved accountable.