

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 raise our ELR from 89.08 (FEB Calculation) to at least \$100 by the second week of June 11th. This will bring us within ~20% of our door rate (\$124.88). We will look to expand our goal if we can meet our short term objective. Want to see \$1-3 swings on certain technicians ELR by week.

We will monitor progress by looking at DMS each week to see ELR trends by technician. We will look at financial statement at EOM to again review our Total Labor Sales and Total Hours Billed to determine our overall ELR for the shop. Work with service manager to identify areas of opportunity. We will increase our

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

Benefits:

 We want to improve our ELR, but we can't sacrifice sales to improve this number. We need our Sales to increase because our current facility utilization is ~24.70% for (FEB). By looking at our ELR and the metrics that tie into it we can hopefully make our technicians more efficient. Our customers base will be happier because we are getting to more of these vehicles and getting them fixed efficiently.

Cons:

 We can't expect to keep the doors open long if we maintain a 24.70% facility utilization. Customers not happy because we can't get to their vehicle or repairs are too slow for them.

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
Set ELR goal by June 11th	Financial statement DMS reports	Service Manager and me.	Get shop average of 89.08 to within 20% of our door rate	Starting now
Review tech ELR by week or pay period	DMS reports	Service Manager and me	Work with SM on when's the best time to evaluate each week or pay period.	weekly/biweekly
June 11 arrives	review growth from FEB to JUN	Service Manager, Me, Techs, Advisors, Parts	Group has ELR average within 20% of door rate.	June 11

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

Progress will be tracked utilizing financial statement, DMS, and Excel reports. DMS reports can be looked at more consistently week to week for tracking progress. We will look at technician sales report specifically in the DMS. Update excel calculations once new Finciancial Statement is generated. We will track total labor sales on financial statement

Potential Obstacles?

A

Low hours per RO for certain techs.

Potential Solutions?

A

Review MPI process to ensure it's being done consistently by everyone. Offer spiffs on service items with high gross (Alignments). Every alignment sold is put into an end of month bonus.

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

S M R T

by increasing our ELR to within 20% of door rate we have the potential to generate an additional \$14,385 towards our facility potential at 100%. This would bring the total from \$199,348 to \$213,733. If we do this by increasing labor sales our facility utilization will also improve.

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

Use february as a baseline for where we don't want to be on an average month. We monitor ELR for our statements but looking at that in addition to facility utilization and tech proficiency in an ongoing montly evaluation will help keep the ship steering in the right direction.