



HOMEWORK ACTION PLAN

S SPECIFIC
 M MEASURABLE
 A ACHIEVABLE
 R RELEVANT
 T TIME-BOUND

Name Ryan Flores Class # N372
 Dealership Northside Imports Houston Date 04/28/2021

Current Situation or Challenge to be Addressed:	Our biggest challenge currently is buying inventory and our internet closing %. Both of them are a huge priority for me here at my store.		
Current Performance Level (include specific measure):	Currently we rely heavily on our wholesaler to buy our cars and trade ins. My pre owned manager averages 10 cars a month purchased. Our internet closing rate has been at 4% for the last year and half since we lost an internet manager.		
Goal (what do you want to achieve?)	My goal is to have my pre owned manager buy a minimum of 20 cars a month and grow it to 30 a month.. I desperately need to achieve 10% closing ratio here at my store.		
Goal Performance Level (include specific measure)	<p>I am going to add a spiff for my pre owned manager to hit the 20 purchases a month. I've added the count for May at 20 units paying him \$500, 25 pays him \$750, 30 pays him \$1000.</p> <p>I plan on hiring an internet manager to help increase our closing ratio. Until then we will post closing ratios daily in the BDC and in the sales tower. Send daily text via Whatsapp with tracking numbers for closing ratio.</p>		
Goal Start Date:	5/3/2021	Goal End Date:	9/30/2021
First Check-in Date:	06/01/2021	Performance Objective:	20 cars purchased/6%
Second Check-in Date:	07/01/2021	Performance Objective:	25 cars purchased/8%
Third Check-in Date:	08/01/2021	Performance Objective:	30 cars purchased/10%
Fourth Check-in Date:	09/01/2021	Performance Objective:	35 cars purchased/10%
How does your goal align with the dealers' vision?	Directly. On both. We have had several discussions and conversations about internet leads and pre owned purchases. I have their full support.		

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What are the potential benefits of achieving your goal?	Many. First one is more income for the store, second more income for my sales people, and boosting our internet closing percentage will increase our sales dramatically.
What are the potential consequences if you don't achieve your goal?	Get stuck. We will continue to do the same thing we do every month. We will not grow.
Why is the goal important to you?	I have to improve. I want a stake in the store and I need to sell more cars and service more cars to do so. Also, for my sales people. I need to ensure that my team has everything they need to be able to do their job and keep them from leaving.
Potential Obstacles	Pre Owned Managers drive to purchase cars, difficult market, time expended trying to hire an internet manager.
Potential Solutions	Continue to push my manager and incentivize with spiffs. Hiring an internet manager from within. I have someone I believe to be qualified.
BOTTOM LINE! Financial Impact of Achieving Your Goal (expressed in dollars)	If we are able to buy another 30 cars a month and move 20 of them by increasing our internet closing % we will be looking at an additional \$100,000-\$110,000 a month in gross profit for the pre owned department and store overall.. On top of that we could pick up anywhere from 11-15k if not more in service and parts gross.

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, & CHECKPOINT DATES
Introduce Spiff Program for Pre Owned Manager	We have all of them. But looking to add more is important.	Myself and Pre Owned Manager	Pay out Manager \$1000 additional a month for purchasing cars and having a more complete and diverse inventory	5/1/2021,9/1/2021 Checkpoint dates: 5/15,5/30,6/15,6/30,7/1 5,7/30,8/15

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Purchase Off Lease Vehicles	5 a month minimum	We average 8-10 lease returns a month.	We get paid \$500 for every CPG we sell.	Track weekly on returns.
Set aside free time for online auction purchases.	Weekly on Tuesdays and Thursdays. Put it in on the calendar!	Yes it is.	Takes away any excuse of being able to say we don't have enough time.	Effective the first week of May.
Pre Owned Manager handles all trade tool leads.	Yes. I can track the closing %.	Yes, even if we get buried. We can have people come behind him and help.	We close our trade tool at a very low % when most of our sister stores close at a very high rate.	Effective immediately. Until we can get them handled properly.
Internet Sales Leaderboard in BDC	Use Vin Solutions for daily internet sales scores	Only take a few clicks of our mouse.	Absolutely. I love peer to peer accountability. Also they can see the SSS	Update daily. Track daily.
Daily Internet Lead Save a Deals	Measurable by having each manager turn in their findings daily from their save a deal meetings with the sales people	It is achievable but challenging. Especially on a day where the showroom is busy. This is why an Internet Manager is relevant.	Relevant to ensuring that our leads are getting the proper follow up daily.	Track over three months and see how this helps increase production in the department.
Establishing a proper round robin so new car leads are no getting dispersed to sales people that are not capable of handling them properly.	Run a report daily of leads by sales people with a break down of new and used next to their name.	Can be achieved but has to be monitored daily. Very easy to fall into a pattern of forgetting or taking the path of lease resistance.	Frankly, some sales people are better than others at handling Maserati leads and Alfa Romeo Leads. We don't want to waste money or opportunities on sales people that are not taking the time to learn the cars and the buyers	Effective Immediately. Daily follow up on this practice. But make sure that the sales people that aren't getting the new car leads are getting the proper training and guidance to handle these things.

As you work toward your goal, it's important to have interim check points with specific, measurable objectives so your team can hold themselves accountable. If everyone knows the goal and objectives, you don't have to spend your valuable time micromanaging.

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Once you've accomplished your goal, 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.

Create a daily checklist of things to do. Use the Google calendar to mark days and times that things need to be done. Once the checklist is complete at the end of the day they can turn it in. Self accountability towards myself to follow up on this will ensure things are happening the way they need to.

Describe any planning or implementation meetings conducted as part of development of your plan.

Weekly Managers meetings including Internet CIT, Look to book on Trades, and Friday morning purchase reviews with the sales people and managers.

Sponsor Signature:

