

HOMEWORK – ACTION PLAN

Name Tony Michlig Class # 379
 Dealership Butte Toyota Date 10/7/21

S **Specific**
 M **Measurable**
 A **Achievable**
 R **Relevant**
 T **Time-bound**

Current Situation or Challenge to be Addressed:	Need to increase appointment set and show rates for Internet leads. From this, looking to increase sold percentage from lead source, as well as increase the Internet contribution to sales gross.		
Current Performance Level (include specific measure):	90 Day Performance 6/27/21 to 9/26/21: 240 leads, 34 Appts Set, 29 Show, 31 Sold. 14.17% Set rate (-20.83 below standard). Total Gross: \$903,439.07; Internet Gross \$186,957.87; Net contribution to Gross 20.69%. Seeing positive growth, but not to expected standards.		
Goal (what do you want to achieve?)	Should be setting 35% of total Internet Leads to appointment; ie, 240 Leads should be 84 Appts Set, 55 Show, 36 Sold. Internet Contribution of Gross 35%+ within 12 months.		
Goal Performance Level (include specific measure)	Longterm goal (12 months) made up of short term goals (3 months). Breaking things out this way allows for smaller wins/failures along the way without losing sight of the larger goal.		
Goal Start Date:	10/1/21	Goal End Date:	9/30/22
First Check-in Date:	1/1/22	Performance Objective:	Measure percentage Appt Set and Contribution - 5%
Second Check-in Date:	4/1/22	Performance Objective:	Measure percentage Appt Set and Contribution - 10%
Third Check-in Date:	7/1/22	Performance Objective:	Measure percentage Appt Set and Contribution - 15%
Fourth Check-in Date:	10/1/22	Performance Objective:	Measure percentage Appt Set and Contribution - 20%

HOMEWORK – ACTION PLAN

<p>How does your goal align with the dealers' vision?</p>	<p>Aligns well with the push to continue operating in the black, generating a consistent and growing profit. Also aligns with goal of serving local community, and regaining business lost to surrounding areas.</p>
<p>What are the potential benefits of achieving your goal?</p>	<p>Increase in sold units and gross for dealership. Increased customer service scores, general customer satisfaction, and customer retention. Decrease in turnover from employees able to make their performance goals.</p>
<p>What are the potential consequences if you don't achieve your goal?</p>	<p>Loss of sales and gross. Decrease market reputation with current and conquest customers. Poor morale in staff due to decrease in sales opportunities.</p>
<p>Why is the goal important to you?</p>	<p>Grown of business: 1) total units, especially new, to increase allocation and be more able to serve market/fewer customers lost to surrounding competitors; 2) increase contribution to customer satisfaction (BDC) through customer contact attempts; 3) keep more local business, increase repeat and referral.</p>
<p>Potential Obstacles</p>	<p>1) Failure to follow BDC contact process. 2) Failure to communicate between consultant and BDR. 3) Adoption of CRM usage. 4) OEM allocation/ability to build orders (customers wanting "now" not "whenever").</p>
<p>Potential Solutions</p>	<p>1) Consistent check ins, training, and process adjustments with staff. 2) Hold BDR/Consultants accountable to the outlined processes and performance expectations.</p>
<p>BOTTOM LINE! Financial Impact of Achieving Your Goal (expressed in dollars)</p>	<p>10/1/2020-10/1/2021 Gross \$2,861,116.87. Internet Contribution \$370,055.07 for 12.93%. Monthly average gross \$238,426.40/Net contribution \$30,995.43. For expected goal of 35%, monthly contribution from Net to increase to \$83,449.10, which over a 12 month period would be an annual increase of \$629,445.72 to total</p>

HOMEWORK – ACTION PLAN

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
Weekly BDR Check Ins	CRM, Appointment Sheets	BDC Manager	Review of current stats, issues with leads, consultant performance	Wednesday afternoons
Weekly Lead Performance Reports to Sales Managers	CRM	GSM/GM/Floor Manager	Find issues with follow up and address, review lost sales	Monday afternoons
Monthly Website Audit	OEM Website	BDC/Marketing Managers	Verify forms work, info up to date, photos correct	3rd week every month
Monthly Lead Performance Reports to Sales Managers	CRM, Appointment Sheets	BDC Manager, GSM, GM, Floor Manager	Review what worked, what didn't; adjust for next month	2 days after previous month sales' close

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.

HOMWORK – ACTION PLAN

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.

Continue weekly BDC check ins, monthly Sales Manager check ins. Handle any issues that arise immediately so as not to derail progress.

Reward employees that follow process and succeed. Utilize these employees to assist those that are struggling.

Plan for future growth. If all goals for appointment stats are met, as well as contribution, look to increase those goals to a quarterly average of a 2.5% increase. If during this period lead volume also increase, will need to consider adding additional staff so that the quality does not decrease.

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

BDC Manager gathered results from the CRM -> total gross, gross of internet leads for last 12 months. Figured the average contribution percentages, figured what contributions should be if lead handling stats (Appt Set/Show/Sold) were met.

Reviewed with GSM/GM to make sure goals and expectations aligned. Discussed training requirements and resources needed on both the BDC and Sales sides.

BDC Manager accountable for BDR performance. If issues found with sales consultants while meeting with BDRs or from CRM reporting, BDC Manager will report these to the GSM to hold consultants accountable.

Sponsor Signature: _____

