



## HOMEWORK ACTION PLAN

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

Name <u>Curtis Pitre</u>	Class #	<u>384</u>
Dealership <u>Northside Toyota</u>	Date	<u>12/22/2021</u>

Current Situation or Challenge to be Addressed:	Reconditioning Times		
Current Performance Level (include specific measure):	Very Poor - currently 18 days from time of trade in until front line ready		
Goal (what do you want to achieve?)	The goal is to achieve a steady improvement over a 60 day timeframe - then sustain. Ultimately we have set a target to see 15% more used cars this year. From 600 to 675		
Goal Performance Level (include specific measure)	Needs to be Exceptional - 72 hours is the goal		
Goal Start Date:	1/3/2022	Goal End Date:	2/28/2022
First Check-in Date:	1/14/2022	Performance Objective:	Down to 13 days
Second Check-in Date:	1/28/2022	Performance Objective:	Down to 9 days
Third Check-in Date:	2/11/2022	Performance Objective:	Down to 6 days
Fourth Check-in Date:	2/25/2022	Performance Objective:	Down to 3 days
How does your goal align with the dealers' vision?	The goal aligns perfectly with the dealer's vision of increasing GROI. We all understand the cost involved with aged inventory and not having product available in a timely manner. We need to get better in this process in order to become more successful.		
What are the potential benefits of achieving your goal?	Receiving a higher GROI / Saving money on floorplan costs / Providing a better customer experience with product being available / Becoming more organized as a group / Providing sales team with more options to sell sooner/ Adding profit to the bottom line		
What are the potential consequences if you	Higher Expenses / Potential Aged Inventory Issues / Lower GROI / Lower Turn Rate / Lower Quality Customer Experience / Losing Revenue		

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don't achieve your goal?	
Why is the goal important to you?	Otherwise there's no reason to be in the business. Maximizing Profit and Lowering Expenses is the name of the game. Any opportunity we have to do this we must implement a plan and execute on it.
Potential Obstacles	High Used Car Trade Ins / Staffing levels / Untrained Staff / Process Breakdown / Poor Communication / Lack of Direction from Management
Potential Solutions	Meet Weekly / Set Targets and Goals / Train Staff Accordingly / Communicate Often and Effectively / Hold People Accountable / Plan and Be Ready In Advance
BOTTOM LINE! Financial Impact of Achieving Your Goal (expressed in dollars)	There's no exact metrics to measure this level of efficiency, however if we sell 10% more used cars as a result of the changes we've implemented, which we would be happy with, the metrics would be as follows:  Currently selling 675 Used Vehicles Per Year 15% reflects selling 75 more Vehicles Per Year Average Front End Gross Per Unit - \$3052 Average F&I Gross Per Unit - \$1424 Total GP Per Unit \$4476 75 x \$4476 = \$335,700 in added GP

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
Create Internal Team to Only Handle Recons. MVI's and Repairs	Meeting to communicate changes and delegations of responsibilities	Service Manager Shop Foreman	Dedicated Team and Higher Level of Focus and Buy In	Start - Jan 3 End - Jan 31 Weekly Check Ins
Create Communication Tool and Shared Google Calendar	Gmail Accounts / Access to Google Docs	Service Manager Used Car Manager	Organization / Communication / Collaboration	Start - Jan 3 No End Date Monthly Check Ins

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SPECIFIC ACTION/STEP	NECESSARY RESOURCE(S)	ACCOUNTABLE PERSON(S)	EXPECTED RESULT	START, END, & CHECKPOINT DATES
Train and Develop Staff	Time & Money	Everyone	Stronger Performances / Less Wasted Time / Less Wasted Money / Higher GROI	Start - Jan 3 End - Never (Ongoing) Weekly Check Ins with All staff
Hold Management and Staff Accountable	Time / Management Experience	Everyone	More Buy In to the Vision / Ownership & Pride / Faster Turn Times / Higher GROI	Start - Jan 3 No End Date Daily
Implement & Execute	Forecast / Strategic Plan / Goals / KPI's	Management	Raise GP and Ultimately Net Profit	Start - Now End - Never

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.

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.

The most important aspect of this undertaking is to ensure our communication and collaboration is at an all time high. In my role as GM, if I start to lose focus it will trickle down to the bottom so ultimately it starts with me and the direction I give. Holding people accountable is key as well; If people are tardy, lazy, or do not buy in, it's crucial to discipline and document accordingly and work toward finding cause for dismissal. Getting people on board with a plan takes time, commitment and dedication - if at anytime we lose focus on the process we can expect to find ourselves exactly where we started.

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

An initial meeting will take place with management and supervisors explaining the new process -

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January 3rd                      A team will be identified and delegated to be a part of the internal process - Week of January 3rd                      Areas will be designated where the work will be completed and a reporting process will be developed to ensure our communication is strong. We will also equip our staff with two way radios so we can all keep in touch throughout the process - Week of January 3rd. Meeting will then be held every Monday morning from 8:00-8:30 with the full internal team to ensure we're all on the same page and understand our responsibilities for the upcoming week. We will discuss opportunities, challenges and areas of improvement. This will be an ongoing process for the first 60 days until we feel the system has very little flaws and that we've met the target of 72 hours turn around time. Once our goal is met we will change our focus to a sustainability plan that we can rely on as we move forward throughout the year!

Sponsor Signature: \_\_\_\_\_