Derek Chapman N392

Goal #1

NADA ACADEMY

ACTION PLAN 1

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?

DESIRED GOAL/ACHIEVEMENT = Take service gross minus personnel expense and achieve less than 51%.
FROM AND TOO WHAT METRIC = service gross divided by personnel expense equals my target goal, or service gross multiplied by my target goal equals my target personnel expense.
BY WHAT DATE = unknown, or in other words asap

BOTTOM LINE: Benefits of Achieving Your Goal	Consequences of Not Achieving Your Goal
You increase your net because it ' s not what you make, it ' s what you keep.	Less income will lead to loss of business.

When will you start? started on June 2019

How will you gauge your progress? When? Using which metrics?

PROGRESS GAUGE METHOD = the percent of gross multiplied by your target goal (51%)
WHEN = June 2019 and ongoing
WHAT METRIC = Service gross divided by personnel expense equals my target goal (51% in this case, or " percent to net " is another way of saying that), or service gross multiplied by my target goal (51% in this case) equals my target personnel expense. So you either have too many personnel or you ' re compensating them too high. It all goes back to what you ' re paying your people, what you ' re making in gross, and if you ' re staffed properly.

NADA ACADEMY

What specific actions will you take to achieve your goal? Who can help you?

SPECIFIC ACTIONS TAKEN TO ACHIEVE GOAL = The only way to drive that number is to do it with less Employee Expense (or specifically less employees) or more Service Gross. Our Business Development Center will filter in more appointments.

WHO CAN HELP YOU = Service Manager and Production Manager. This has been a two and a half year effort and only in the last 90 days has there been a positive change due to our service manager changing the pay plan for the service writers (they make less compensation per sale as an incentive to sell more), a production supervisor/shop foreman which keeps the through-put of the work flow (he ' s the buffer between the service advisors and the available/ capable technicians), and training and coaching for the techs and writers.

Potential Challenges?	Potential Solutions?
Labor costs are going up, hard to find qualified employees, turnover rate versus recruitment (employee retention), and the length of time to train techs (because it ' s ongoing).	Use our happy employees to fill needed spots via referrals (techs and advisors will let their fellow techs and advisors from other stores know how great it is to work at our store).