

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?

For my SMART goal I want to focus on new car back end gross. Last month we were running 796 per copy. Previous months we were closer to 1300 but we parted ways with one of our stronger FI managers. I want to dive in and see if we can close the gap by making the individuals still here stronger. The goal would be to raise the back end gross over the next 90 days 300 per vehicle to 1100 per vehicle. We need to walk before we can run.

BOTTOM LINE: Benefits of Achieving Your Goal

Consequences of Not Achieving Your Goal

Fixing this issue early will have a huge compound effect.

Even with volume being lower at an average of 80 cars per month... $80 \times 300 = 24,000$ over the course a year this could be a 288,000 change assuming volume does not pick back up.

By not acieving our goal this would cost us 288k. If volume returns to normal 150-200 per month this could compound into a much larger problem.

regardless of volume fi remains one of the most important parts of sales

lower fi could mean less people returning to service

When will you start?

We will start immedietely.

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

We will have weekly sales meetings. I will put both finance managers averages up on a board to create a competitive envirnment. The meetings will be Wednesday morning so we can include the deals from over the weekend. We will take a look at the ratio of lease vs purchases to make sure both managers are being compared fairly.

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

In my experience FI managers like many salesman get very comfortable with certain closes. For finance this means primarily pitching certain products. Each week we will pick a product and review different benefits as well as ways to sell it to see what works. We will keep track of how many of that product were sold between that meeting and the next. As we continue to pick different products and keep an eye on them being pushed we should see our finance guys become more comfortable with different products. Once we see an uptick on products and consistency we can work on what we are charging for them keeping the process similar where we pick a product and track the average sale price over the next week picking the most popular products first.

Everyone in the sales process can help with this. Salesman can start to mention things like tire and wheel for example when doing their demonstration on Civic and Accord sport that come with the upgraded premium wheels. They can talk about the value and safety net of getting protection but not try and push it in the sales process. Let finance reinforce the product during delivery. Sales managers can follow up with finance after every single deal to discuss what was presented and what was sold. Simply having the conversation consistently will create some healthy pressure for finance to hang in there for a yes.

We can also get some inside knowledge from the finance company to make sure we are hitting objectives and leading the board in the industry.

Potential Challenges?

Potential Solutions?

- Push back from finance being set in their ways.
- hard mindset to break if their performance has been consistently below where we need it to be.
- Perspective is everything. We need to pull data to show they are below benchmarks but look at it as a training opportunity. If they can learn to sell more now it will be amplified when volume goes back to normal setting them up for a great increase in pay.
- Competitive environments normally breed competition. If we are unable to get the progress we need new members of the team may be given the opportunity for growth.

