

## SERVICE OPERATIONS ASSIGNMENT – ACTION PLAN

**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?  
Example: "I will decrease my 5K run time from 30 minutes to 21 minutes by June 15, 2020."

**S** **M** **T**

Increase customer pay P/L Ratio (Parts & Labor) from 0.42 ratio to 1.0 or 1/1 (NADA guide) by start of Q4.

How does this goal align with or support your dealer's vision?

What are the BENEFITS of achieving your goal? What are the CONSEQUENCES if you don't?

Why is this goal important to you?

**R**

This will align with our dealership to maximize our customer pay sales, increase gross, and parts sales.

The benefits will be increasing more work sold per RO, increasing tech hours, labor sales and parts sales.

The consequences could be increased RO day count due to parts delays and orders for addition work sold.

With One Item RO percentage at 36% (25 RO prework) there is room for improvement and additional work to be sold on 9 of the 25 RO's. We need to capture the repair opportunities when they are available to us.

**FIXED OPERATIONS 2 – SERVICE**

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, & CHECK POINT DATES
Use Hunter Quick Check Inspection Tool in service drive	Machine/tool is clean & working per design. print off accessible	Service Advisors & Shop Foreman	Increase in tires sales and alignment sales	*March 1st (make sure tool is working) *year end *monthly
Perform service drive walk around	Ipad inspection tool accessible and in hand to use.	Service Advisors & Shop Foreman	Increase in misc sales. tires, wheel repair, dents, scratch, windshields, etc	checks *March 1st (confirm ipads are available) *year end *monthly checks
MPI technician walk around videos	Iphone charged and accessible for techs	Service Technicians & Shop Foreman	Increase in service repairs and reduce one line RO's	*ASAP *year end *monthly checks
Proper explanation of repairs in detail to customers	training to know how to explain repairs to customers	C & Shop Foreman	Increase in service repairs and reduce one line RO's	*ASAP *year end *monthly checks
Repairs are properly documented on customer pay invoice	Inspection sheet attached and advised repairs attached to customer pay invoice	Service Advisors & Shop Foreman & Technicians	Customer to return to have additional work completed at dealership	*ASAP *year end *monthly checks
Follow-up calls and emails to customers post pick-up to set appt for additional work needed in any from previous visit	access list of customers with additional work needed. shared file, excel doc, DMS, etc	Service Advisors	Customer to return to have additional work completed at dealership	*ASAP *year end *monthly checks

## SERVICE OPERATIONS HOMEWORK – ACTION PLAN

How will you track your progress? Where will you find the information? How often will you check in?

**S M A T**

Using Fixed Ops 2 - Financial Calculation & Formulas tool tab A, Parts to Labor Ratios to see changes/improvements of customer pay labor sales to parts sales. Pulling X amount of RO's monthly to perform percent of One Item RO's to reduce percentage to NADA guide (10%-15%). This should be performed monthly to make sure implemented processes don't change.

Potential Obstacles?

**A**

Advisors thinking it is a waist of additional time for them to perform service drive walk around, go through inspection in detail with customer and follow-up on the additional work needed.

Potential Solutions?

**A**

Run analysis reports with explaining how their sales will increase and their pay will go up as a result.

**BOTTOM LINE!** What is the financial impact (expressed in dollars) of achieving your goal?

**S M R T**

With currently at \$119,543 parts sales and \$286,753 labor sales that equals 0.42 P/L ratio. With obtaining 1/1 ratio there would be additional parts sales and parts gross. There would be additional labor sales with increase of parts sales which would reduce ratio, but you would be increasing is additional areas, hrs per RO, hrs billed, advisor sales objective, and fixed absorption

**CONGRATULATIONS!** You've accomplished your goal! You 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.

**S A**

Continue to watch the key metrics and percentages so they maintain month after month. Also, implement monthly meetings to continue to review processes and make sure nothing is getting deviated or changed that could cause negative effect.