

## FINANCIAL MANAGEMENT HOMEWORK – 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**

We want to reduce customer authorization time in the shop by 50% within 3 months.

We will be using metrics from Asist program. Metrics will measure from the time a technician submits an estimate request to parts to when the service writer gets the authorization for work from the customer. Root cause analysis has revealed two problems.

1. That customer contact information is incorrect, this leads to wasted time trying to find correct contact after work order write up.
2. Excessive calls to the back service writer for unit status updates from customers. This is giving this person

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 goal allows us to increase customer throughput in our shop.

Being able to do this will increase our customer satisfaction (measured thru CEM surveys) and increase profitability by increasing labor hours sold which at the same time will improve parts sales in shop. Technician proficiencies would increase as well.

If we are not able to achieve this goal we could lose customer due to throughput times. Moral would go down in the shop as technicians get frustrated when they can not complete work in a timely fashion. This would affect their efficiency bonuses. The current 1.2 hour average wait time costs the shop \$195.00 average per estimate.

Meeting this goal is important as it will boost throughput, technician proficiencies, increase in billed hours per month and increase parts sales with the increase in units processed thru the shop. Ultimately increasing fixed absorption % of the dealer.



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

**S M A T**

We will track calls to the back service writer via the call log (Part of the phone system). This will be checked monthly.

Ensure follow up times are met in Asist platform. Any missed times are flagged red in system. This will be monitored throughout the work day. by foreman & back service writer.

Ensure customer contact information is correct each time. Email service manager with any cases that were found to have inaccurate customer information. Service manager will follow up with front service writers weekly to discuss misses and to celebrate wins.

### Potential Obstacles?

**A**

1. Technicians not following the SOP (Standard operating procedure) to ensure Asist is updated.
2. Back service writer may not be able to keep up with calling customers with updates.
3. Front service writer forgets to double check customer contact information.

### Potential Solutions?

**A**

1. Foreman to discuss metrics with technicians at weekly toolbox meetings.
2. Front service writers will support via calling customers with updates to reduce calls made by back service writer.
3. Discuss metrics and process at weekly service writer meeting. Also affix note to all service writer monitors reading "Double check customer information".

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

**S M R T**

With an average approval wait time of 1.2 hours (\$195.00) X by the 8507 work orders in 2022 this reduced potential revenues by \$1,658,865. Reducing the time by 50% would garner us a potential increase of \$829,432 per year.

**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**

We will continue to monitor and share these key metrics with the service team at weekly meeting with technicians & service writers. If a decrease in any of the metrics is observed then we can do a coaching session with the needed person/ persons to ensure processes are being followed.