



# HOMWORK ACTION PLAN

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

Name Gary Clifton & Madison Hess Class # N409  
 Dealership Toyota of Cedar Park Date 3/27/2023

Current Situation or Challenge to be Addressed:	Not enough inventory to reach our goals -- we are out-turning our supply.		
Current Performance Level (include specific measure):	Current day's supply is 20.		
Goal (what do you want to achieve?)	Goal is 40 days supply = 700 units.		
Goal Performance Level (include specific measure)	Acquire an additional 215 units monthly.		
Goal Start Date:	4/1/2023	Goal End Date:	8/1/2023
First Check-in Date:	5/1/2023	Performance Objective:	Net gain of 50 units.
Second Check-in Date:	6/1/2023	Performance Objective:	Net gain of 100 units.
Third Check-in Date:	7/1/2023	Performance Objective:	Net gain of 150 units.
Fourth Check-in Date:	8/1/2023	Performance Objective:	Maintain 40-day supply.
How does your goal align with the dealers' vision?	Dealer's vision is to have 600-750 units in stock monthly.		
What are the potential benefits of achieving your goal?	We'll be prepared to consistently retail 500-600 used units per month.		
What are the potential consequences if you don't achieve your goal?	Our brand-new Used Car building will not be profitable. Our sales staff will become unmotivated if we don't supply the right amount of inventory.		
Why is the goal important to you?	Since we opened the new Used Car Building in November 2022, it has been a challenge to be profitable due to the increase in expenses. Given		

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	we can maintain current gross profit averages, the increased volume will allow to realize the benefits of scale and achieve profitability for our department.
Potential Obstacles	Staying ahead of the Used Car market to assure we don't get too heavy in units. Maintain a healthy inventory mix (trades vs. auction).
Potential Solutions	Continue to be aggressive in acquisitions, and strategic in pricing, while keeping my finger on the pulse of the market. Additionally, explore the feasibility of an off-site buying center.
<b>BOTTOM LINE!</b> Financial Impact of Achieving Your Goal (expressed in dollars)	Additional avg 215 used cars monthly = \$10,320,000 in total pre-owned gross annually.

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
Add third used-car buyer.	Additional personnel.	Madi Hess, UCD and Rigo Guevara, GM  Gary Clifton, GM	Additional 50-100 acquisitions monthly.	Start 4/1/23; checkpoint 5/1/23 and 6/1/23
Monitor trade ACV's by buyers daily and adjust/train/coach accordingly.	Daily vAuto report.	Madi Hess, UCD  Robert Heredia, Acquisitions Director	Increased trade capture rate from 38% to 45%.	Start 4/1/23; checkpoint 5/1/23
Create Excel file on shared drive to log all buyer purchases.	New folder created on company shared drive.	Madi Hess, UCD  Robert Heredia, Acquisitions Director	Better transparency, measurement and accountability of buyers.	Start 4/1/23; checkpoints 5/1/23 and 5/15/23
New BDC process for maturing lease customers.	Follow-up process in CRM and buy-in from BDC	Madi Hess, UCD and Patrick Jaramillo, BDC	Additional 10-20 acquisitions monthly.	Start 4/1/23; checkpoints 5/1/23 and

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	Director.	Director		6/15/23
Increase spiff for street purchases to \$200 (currently \$100.)	Approval by GM.	Madi Hess, UCD	Additional 10-20 street purchases monthly.	Start 4/1/23; checkpoint 5/1/23.
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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.

Continue to measure and track daily. Adjust goals and targets accordingly when off-pace. Coach and train every opportunity we can to assure we achieve our goals.

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

Meeting of GM, GSM, UCD, NCD, BDC Director, and Service Director on 04/15/23 to implement the action plan and ensure buy-in from all parties.

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