



Name Jean-Francois (Jeff) Harvey Class # 048

Dealership Kenworth Maska Date 4/3/2023

Current Situation or Challenge to be Addressed:	We have too much depth in our user trucks Ex 324 days in stock for one truck		
Current Performance Level (include specific measure):	Truck with more than 300 days in stock		
Goal (what do you want to achieve?)	Reduce actual average days in-hand inventory (175 days) to 90 days & not having a truck in stock for more than 180 days		
Goal Performance Level (include specific measure)	3-color KPI ; Green (less than 90 days) - Yellow (between 91 and 120 days) - Red (121 days and more)		
Goal Start Date:	5/1/2023	Goal End Date:	12/31/2023
First Check-in Date:	6/15/2023	Performance Objective:	Reduce 180 days inventory level from 10 to 5 trucks (or less)
Second Check-in Date:	7/15/2023	Performance Objective:	No over 180 days inventory
Third Check-in Date:	8/15/2023	Performance Objective:	Red light inventory is soldout
Fourth Check-in Date:	12/31/2023	Performance Objective:	90 days average
How does your goal align with the dealers' vision?	Reducing expenses is in line with our vision. We need to be more efficient in this particular department which is left to one responsible person, and as a team we can join our efforts to ensure that nothing is missed and to ensure the correct inventory turn to maximize gross.		
What are the potential benefits of achieving your goal?	Make a profit by selling trucks faster, sale more truck during the year and not having frozen capital		
What are the potential consequences if you don't achieve your goal?	Sell the stock trucks at a loss, having a low turn rate		
Why is the goal important to you?	We have no game plan to track the used in inventory. With this procedure we will be able to plan the used sale with this strategy which		



	involves marketing-sales-sales
Potential Obstacles	Incorrect cost due to market changes, bad marketing, truck not visible on our land
Potential Solutions	Good picture on the web, truck on presentation ramp, good face lift with warranty and reconditioning
BOTTOM LINE! Financial Impact of Achieving Your Goal (expressed in dollars)	Projected turn rate (4) rather than previous (3.1) will represent \$135,000 annualized gross profit

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
Online marketing offensive	Marketing team, online resources, external for maximum exposure	V-P Sales, V-P Marketing	Selling at least 2 over 180 days inventory truck	Starts 5/1/2023 Ends 5/15/2023
Creating the Green - Yellow - Red light reporting	DMS, internal PowerBI	V-P Sales, IT	Having a specific measure of time for recon and in-hand inventory	Starts 5/15/2023 Ends 6/1/2023
Review & improve our website inventory truck proposal	Marketing team, website team	V-P Marketing	Having a efficient exposure online for each truck in inventory	Starts 5/15/2023 Ends 6/1/2023
Build and complete Sales Blitz	Marketing team, customers spread sheet, Teams	V-P Sales, V-P Marketing, Sales Manager, V-P Parts, V-P Service	Having a Action Plan for a Sales Blitz (online, on the road calls, massive emails) to reduce the over 120-days inventory	Starts 5/15/2023 Ends 6/9/2023
Evaluate to wholesale the remaining trucks	Wholesalers around, external dealers	V-P Sales	Not having any Yellow or Red lights trucks in	Starts 7/1/2023 Ends



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

SPECIFIC ACTION/STEP	NECESSARY RESOURCE(S)	ACCOUNTABLE PERSON(S)	EXPECTED RESULT	START, END, & CHECKPOINT DATES
in stock over 120 days			stock	7/31/2023
Send to auction the remaining trucks in stock over 120 days	Auction	V-P Sales	Not having any Yellow or Red lights trucks in stock	Starts 8/1/2023 Ends 8/30/2023
Add the KPI to manager's dashboard and a write-down policy	DMS, in-house Playbook	V-P Sales, IT, V-P Finance	Having the right tools to avoid repete the same mistakes	Starts 8/30/2023 Ends 12/30/2023

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.

We are going to have a big focus on the used department. At the sales meetings a 60 minute slot will be given for discussion of strategy for sell the used trucks.
The used departement will have the same importance as the new one

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

Look at all executive meetings every two weeks for use KPI's to make sure we don't go over 180 days of inventory

Sponsor Signature: _____