



## HOMEWORK ACTION PLAN

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

Name	KATIE DUNCAN	Class	#	N412
Dealership	MOHAWK CHEVROLET	Date		7/7/2023

Current Situation or Challenge to be Addressed:	INCREASE USED CAR DEPARTMENT VOLUME TO 150 UNITS AND GET DEPARTMENT TO NET PROFITABILITY		
Current Performance Level (include specific measure):	THROUGH JUNE MONTH END YTD NET (\$-386,136) AVERAGE UNITS PER MONTH 110		
Goal (what do you want to achieve?)	CURRENTLY LOSING (\$-64,356) PER MONTH ON AVERAGE IN THE USED CAR DEPARTMENT AND SELLING 110 UNITS PER MONTH. THE GOAL IS TO GET THE DEPARTMENT TO NET OR PROFITABLE AND INCREASE UNITS TO 150 PER MONTH.		
Goal Performance Level (include specific measure)	150 UNITS PER MONTH RETAIL AND NET PROFIT (\$0+)		
Goal Start Date:	6/15/2023	Goal End Date:	12/1/2023
First Check-in Date:	8/1/2023	Performance Objective:	120 MIN USED VEHICLES IN STOCK
Second Check-in Date:	9/1/2023	Performance Objective:	130 UNITS DELIVERED
Third Check-in Date:	10/1/2023	Performance Objective:	150 MIN USED VEHICLES IN STOCK
Fourth Check-in Date:	11/1/2023	Performance Objective:	150 UNITS DELIVERED - REVIEW NET PROFIT
How does your goal align with the dealers' vision?	I believe that every dealer's ultimate vision is to maximize net profit and we have identified our used car department as an area that is currently losing money, when it should be a profit center. If we would be able to increase volume and therefore increase overall net profit for the entire dealership, not just department, I believe my dealer would be thrilled.		
What are the potential benefits of achieving your goal?	The benefits of achieving this goal go beyond just the used car department. Increased used volume would help to increase my service departments internal profit and therefore would be adding additional		

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	profit to the bottom line of the store.
What are the potential consequences if you don't achieve your goal?	If I do not achieve my goal, we will continue to lose money in the used car department will continue to lose money and with our dwindling used inventory our service department's internal gross will continue to decline. This will result in less net profit for the entire dealership.
Why is the goal important to you?	I know how important net profit is to my owner and therefore it is important to me. I also know how the used car department fuels the rest of dealership operations and the better I can make that run, the better the health of the entire dealership will be.
Potential Obstacles	Getting inventory levels up, working to get employees who are not bought in to this plan on board, getting the shop prepared to get additional vehicles through in timely manner and front line ready on our normal turn.
Potential Solutions	.Utilizing our existing buying team to look for purchasing opportunities on all online sites OVE, smart auction, ACV, manheim, etc. Map out the expectations of this plan clearly to all involved and have weekly check ins with everyone. Make sure that the shop is aware of our plans and ready to work along side of us. If we run into any delays consider implementing a discount on internal labor on every day past 4 days the vehicle is not completed.
<b>BOTTOM LINE!</b> Financial Impact of Achieving Your Goal (expressed in dollars)	If we were to retail an additional 40 used vehicles per month at \$2,300 a car in recon - that is an additional \$92,000 in internal service recon - if we retain 70% of that, we would be looking at an additional \$64,400 of profit per month in just internal repairs. On an additional 40 used vehicles per month at our YTD average in finance profit \$2,601 per car, we would be looking to add an additional \$104,040 of profit per month. At our current YTD front end PVR on used vehicles of \$1053 - on an additional 40 vehicles per month we would be looking at an additional \$42,120 per month in profit to the department. All together monthly we would be able to add \$210,560 to the dealerships total profit, totaling \$2,526,720 per year in additional profit. To just the used car department we can add an additional sum of \$146,160 per month - which would get us well above our goal of profitability in the department. For the year this would net us an increase of \$1,753,920 in profit.

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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
Check in	Department metrics	Katie, Travis, Andy	Increased inventory, increased retail volume, increased dealership profit	9/1/2023
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Meet with Andy + Travis	Action Plan	Katie Travis Andy	Make sure vision is universal and that action plan is good for roll out to all employees	Agreed upon start, end, and checkpoint dates 6/15/2023
Meet with all individuals involved	Job expectations within action plan	Katie	Everyone has an understanding of their individual role within the bigger group picture	6/19/2023
Group meeting with team	Action plan	All members of group involved	Group discussion any questions / suggestions	6/22/2023
Vehicle acquisition	Online buying tools	Kaden, Aaron, MOT, Joey	Increase inventory levels	6/25/2023-12/1/2023
Check in	Department metrics	Travis, Andy, Katie	Review current inventory levels, progress made on department profit	8/1/2023

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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.

We are a very structured sales department and I think have had success implementing processes and executing them consistently over time. I think that this comes from us being a brand new store just three years ago. I think this benefits my team when undertaking a goal like this, because once we lay out the framework of what we want to accomplish we go out there and get it done and hold each other accountable along the way. Accountability is the most important word because without this, no one feels any need to get things done or get them done the way you have asked them to. I think that scheduled meetings with all people involved, review of numbers and progress, and constant open lines of communication are three key ways to ensure that processes are being followed and that plans and visions are being executed. If through these conversations, reviews, and meetings we see that there has been a break in process or we are not getting the results that we seek - it needs to be addressed immediately. Maybe the process is flawed? Maybe our employees involved don't fully understand what is expected of them? Without urgently hashing these things out you will not solve the issues.

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

I will have a meeting with my GM and owner to make sure that we are all on the same page with this plan prior to me rolling it out to any of my employees. Once we are all on the same page, I will have conversations with my used car director, wholesale manager, KBB buying team, and service team. Then I will loop in my sales management team. Once everyone has a clear understanding of what the plan is, what everyone's individual roles look like within this larger plan and what is expected of them, we will all sit down together to discuss as a group. After this meeting takes place we will move to implementation. Once implemented I will follow up with everyone in groups - the sales management team + service manager, and buying team + used car director + wholesale manager.