

Departmental Action Plan Template

Student Name: Jared Hegwood

Class & Student Number: N337

Academy Week (Var II):

Current situation or challenge you want to address based on the Jennifer Suzuki Outline: (must be quantifiable)

Only two years ago, my dealership average 175 units per month and felt that 200 was a reasonable goal. That number has dropped off substantially though we are still regularly at the top of our state in total GM sales. It is the general suspicion that economic trends and an unfocused GSM were primarily to blame. I believe, however, that the changing ground on which we develop sales is the real culprit.

Our BDC is currently responsible for driving 35-40% of all closed dealership sales, a number that is currently twice of what we'd expect. And yet we're also only closing 35% of all internet leads when 60% is the ideal.

It's clear that things can improve given the simple steps we can undertake to both streamline the process and improve the effectiveness of our outreach. A (very) recent change in the GSM position has revealed procedural hiccups in communication between the sales team and the BDC. I believe there is real opportunity in both improving those lines of communication and tightening in-BDC processes.

Overall Objective and Specific Desired Results:

I believe it is well within our reach to improve our in-BDC close rate by 10% in the next quarter and the overall dealership close rate by 5% in the same period.

Describe your action plan in detail (be specific and include before and after measurements)

Our current BDC has two dedicated sales members and one dedicated service member. We have first added an additional member to the BDC team to help in covering the full range of leads. Secondly, we are cross-training the service member to further bolster our ability to adequately cover lead contact. For the month of February, we had 825 leads, but only fulfilled 86% of our calls, making only 30% of our engagements— a number that should be closer to 60%. Simply ensuring that we have the staff necessary to cover the full range of leads should improve upon those numbers and lead to improved percentage.

We have also prioritized our lead sourcing, beginning first with equity-based data mining on manifest lists. Following are leads from a 3rd party vendor that provides real-time monitoring of internet inquiry of customers in our AGSAA that are either conquest opportunities or whom haven't bought from our dealership in more than five years. Finally, the more traditional sources such as AutoTrader and CarGurus will be seen more as a supplemental.

We've also incorporated a process for salesmen to have BDC members with whom they regularly work so communication is consistent between the two departments over the working of a lead. Ensuring fair rotation between the salespeople in regard to ups is likewise integral.

I and the new GSM have come to an understanding that all new salesmen should be initially trained in the BDC so to familiarize themselves with the inner-workings. The goal here is to de-mystify how the BDC works and the sourcing of leads, while also improving their phone skills and social media skills.

The BDC Manager and team are also now required attendees of the daily sales-team meeting so that strategy is understood by all, and questions from both can be satisfactorily answered.

Call-scripts have also been refined to better mirror the suggestions made by Ms. Suzuki.

Finally, I've created a tiered pay-plan based off those percentages that rewards the BDC manager.

Timeline:

Describe specific short term and long term checkpoints to monitor progress.

I now have access to a web portal which allows me access to live BDC data reporting. I've made it part of my daily duties, but I'll be meeting with both the GSM and BDC member weekly to discuss results and strategy.

My concrete goal has already been listed above, but I also hope to have two new salesmen and one current salesmen fully-trained in the BDC by the end of second quarter.

Meeting with Stakeholders (dealership personnel)

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences (PINO, Gain, Pain).

Include timelines / Accountability / Monitoring process

- a. Who: Jim Yelverton, GSM; Crystal Winters, BDC Manager; Krissy Sutherlin, Lead BDC Sales; Amanda Christman, Lead BDC Service
- b. What: General communication of strategy in sales meetings, meetings between the GSM, BDC manager and myself.
- c. By When: Percentage increase monthly; Sales team training by June 15th

Dealer agreement:

If you need your sponsors support or approval to implement your plan, have it signed off before you start. If you can proceed on your own, present this action plan to your sponsor before next class. Describe the meeting:
