

Management Action Plan – VO1

Student Name: Tami Van Straten

Dealership: Bergstrom Chevrolet Buick Cadillac of Neenah

Class & Student Number: Class 339A

Current situation or challenge you want to address (narrow your focus):

Our online vehicle photos and descriptions were not consistent or professional looking. Some of our vehicles did not have many photos, some only had stock photos, sizes of pictures varied, type and sequence of photos varied, and it was taking too long to get custom photos up for vehicles that were recently acquired. Vehicle descriptions also varied greatly, and did not always adequately highlight the vehicle or our Bergstrom value proposition.

Overall objective (goal) and specific desired results:

The goal is to display consistent, high-quality inventory photos and descriptions. This is important for merchandising our vehicles and important for our Bergstrom brand. These photos appear on Bergstrom Automotive websites, third-party shopping websites (Cars.com, Autotrader, etc.), social media and in advertising. We want our inventory to be visually appealing to our guests with clear descriptions for our guests' ease in selecting a vehicle that meets their needs. We will achieve this goal by creating a process that drives the desired photos and descriptions, communicating the process to our team, and then executing the process. The specific desired result is more VDP views, which generate more leads, and ultimately help us sell more vehicles.

Describe your action plan in detail (including before and after measurements):

Measurement before is based on review of our website and third party sites to assess percent of vehicles with high-quality inventory photos and descriptions.

The action plan was to create the following process (for all Bergstrom stores) for inventory photos and descriptions:

I. VEHICLE PHOTOS AND DESCRIPTIONS

- Upload vehicle photos directly to Liquid Motors through your desktop computer or your mobile device using the Liquid Motors [LiquidConnect App](#) (App requires use of Android device)
- If your store has an approved onsite photo booth, it should be used for all new and used inventory photos. If your store does not have a designated photo booth area, use an alternate, but consistent, indoor location which has:
 - Clean, white background (no brand logos, artwork, etc)
 - Clean floor
 - Appropriate lighting to avoid shadows, glare or harsh reflections
 - Do not include any brand logos, artwork, other vehicles, lettering on vehicles, service equipment, mop buckets, air conditioners, fans, etc
- Aspect ratio must be 4:3 landscape (generally, the default setting of any mobile device); maintaining a 4:3 aspect ratio will keep our inventory images consistent across all websites and advertising
- All photos must be taken in landscape view (wide or horizontal view), not portrait or square
- Do not crop image to anything other than 4:3 aspect ratio (cropping will result in inconsistent image sizes on websites and advertising)
- **FIRST IMAGE:** passenger front-quarter of the vehicle (this will be the image that displays on all websites and in advertising)
- **PHOTO SEQUENCE:** use specific photo sequence for both new and used inventory photos; additional photos may be added at end of sequence (see Inventory Photo Sequence Guide for first 26 photos below or [Print Photo Sequence Guide](#))
- **OVERLAYS:** Bergstrom Upfront Pricing Overlay will be automatically applied to the first image; this overlay will appear in lower left. Do not apply any overlays on photos (i.e., store-specific information, manufacturer brands, Carfax logo, certification badges, internet specials)

First Image: Front Passenger Quarter

This is the first image that will appear on Bergstrom Automotive websites, third-party websites and in advertising. Follow inventory photo policies for consistency. Make it count!

Branding Overlay

Overlay will be automatically applied to lower left of first image; please be mindful of how photo is composed



II. VEHICLE DESCRIPTIONS (PRE-OWNED)

- Description intro will be written by digital merchandiser at the store and will include four or five unique, special features of the vehicle. Special features may include:
 - Major services from repair order (i.e., new tires, new brakes)
 - Local trade-in
 - Low miles (compared to similar vehicles in market)
 - Do not use traditional car terms in vehicle descriptions such as “fresh”, “free Carfax” or “cherry”
 - Do not include specific sales advisor information in descriptions (name, phone number, email)
- Body of description will include features selected using vAuto description builder
- Bottom of description will automatically include Bergstrom Automotive “Why Buy” messaging

III. NEWLY-ACQUIRED PRE-OWNED INVENTORY (AVAILABLE SOON)

The photo specifications also apply to the single photo taken on day one for newly acquired inventory that will be “Available Soon.” The 4:3 aspect ratio, landscape view, no cropping, etc. are equally important in these initial photos because they also appear on our websites, third-party sites, social media and in advertising.

1. Upload the “Available Soon” photo using the following steps:
2. Upload the photo in Liquid Motors
3. Highlight the image in Liquid Motors
4. Click “Manage Photos”
5. Click “Add Icon”
6. Click “Dealer”
7. Select “Available Soon” and place the image to fit in the top right corner of the photo. Do not resize or adjust the “Available Soon” icon. It is intentionally small so the vehicle photos are consistent with other inventory.

Timeline: What is your implementation date? Describe specific short-term and long-term checkpoints to monitor progress.

The photo and description process has been implemented and communicated to our team members in all stores and is available for reference on our internal B-Team site. We are monitoring process regularly and are scheduled to have a full-scale audit of the process mid-March. Short and longer term audits will include a review of our VDP and lead conversion percentages. Of course, price and other variables will impact conversion, but merchandising is an important variable.

Meeting with Stakeholders (dealership personnel):

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences, including timelines / accountability / process monitoring activity.

1. Who: General Managers, sales team leaders, and vehicle merchandising specialists
2. What: Daily compliance with the process with daily review of our inventory online to resolve any inconsistencies. Training as necessary for team members who are taking photos or building descriptions.
3. By When: Effective immediately.
4. How: Daily focus. Merchandising specialists comply with process; GM and team leaders review results and coach as necessary.

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:

There were no issues getting approval or support for this process. There is an existing and ever-increasing realization that our store front is our online presence as much as our buildings. As our leaders spend more time online seeing what are guests are seeing, there is agreement that we can improve how we merchandise our vehicles.
