

Departmental Action Plan

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Academy Week (Var II):Week 5

A challenge we are facing in our New Car Department is our Internet Closing Ratio. We are currently hovering around 4.5% and are missing opportunities for sales and gross. We need to be closing above 10%. These are the obstacles we face in getting the close ratio there:

1. Tracking appointment set and show rates individually.
2. Maintaining consistency with inbound and outbound phone call scripts.
3. Building a follow up process that follows internet leads beyond 10 days
4. Continuing to provide relevant information to the prospects in order to maintain value in the relationship.
5. Having a consistent process in place to review results with sales people and provide coaching moments.

Objectives:

Objectives:	Due By:
1. Appointment Set Ratio on leads of 40%	1/31/2020
2. Appointment Show Ratio of 50%	1/31/2020
3. Closing Ratio on Appointments Shown of 50%	03/15/2020
4. Closing Ratio on Internet Leads of at least 10%	03/15/2020

Action Plan:

1. We will ensure that we are tracking our metrics accurately. With the recent switch from Eleads to VinSolutions, the reporting is more detailed and accurate than we've had with Eleads. This will help to accomplish that.
2. Adjust our training schedule for sales people with three meetings per week dedicated to phone training. These will occur at 8:30 am and last for no more than 30 minutes. They will follow a training schedule beginning with Reviewing the Internet Lead, Introduction, Asking Closed Ended Questions, Building Value Into Ourselves and the Dealership, Making Small Promises and Then Executing Them, Setting the Appointment, Following Up Til the Appointment Arrives, Following Up On Unsold Internet Leads for 60 Days. These trainings will be conducted by the sales managers and occasionally the GM.
3. We will communicate the above goals to the sales staff and let them know they will be held accountable for achieving these goals. Accountability measures will be adjusted to get the

results we need. This may include increased or withheld internet leads, monetary compensation, time off compensation, storewide recognition, etc...

4. Each Monday we will post the Lead Count, Appointment Set Ratio, Appointment Show Ratio, and Internet Close Ratio for each salesperson in the Sales Office. This will be on a rolling 60 day average.
5. New and Used Car Sales Managers respectively will present results on the rolling 60 day average in each Wednesday Morning Mgr Meeting.

Timeline:

Weekly Checkpoints:

Monday mornings, rolling 60 Day Internet Statistics by Sales Person Posted in Sales Office

Wednesday mornings, Internet Statistics by manager presented in 10:00 am Mgr Meeting

Monthly Checkpoints:

Internet Statistics discussed in first Wednesday sales meeting of each month recapping the previous month. Focus placed on the individual metrics more than the overall closing ratio.

Beginning March 1st and then on the 1st of each following month, Individual results on a rolling 60 day average will be reviewed to determine whether sales people below goal will continue to receive Internet Leads. Rewards for those sales people that are above goal will be dispensed in the first Wednesday Sales Meeting of the new month.

Meeting with Stakeholders (dealership personnel)

Reviewing Metrics:

- a. Who: New and Used Car Sales Managers
- b. By When: Results are posted each Monday morning by 8:30 am
- c. How: Reports drawn from VinSolutions Reporting Pages

Communicating Goals to Sales Staff/Rewards/Consequences

- a. Who: General Manager
- b. Monday 1/6/2020
- c. Goals will be posted, Process Explained, Timeline Explained

Training Schedule:

- a. Who: New and Used Car Sales Manager, Alternating
- b. When: Monday, Tuesday, and Thursday mornings at 8:30
- c. What: Training materials from E-Dealer Solutions to assist with training
- d. How: Handouts will be provided to Sales People, Roll Playing, Review Best Phone Calls of previous week. Worst phone calls of previous week to be reviewed with sales people privately.

Follow Up Process for Internet Leads:

- a. Who: GM will complete this with help from the VinSolutions Performance Rep
- b. When: Training call scheduled for 1/7/20 at 11:00 am. This will be covered during that training call.
- c. What: Phone and Email Templates will be drawn up for sales person follow up out to 60 days on decreasing frequency To be completed by 1/10/20
- d. How: Sales People will be made aware of the templates available in each training meeting.

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:
