

# Departmental Action Plan Template

Student Name: Tom Butman

Class & Student Number: 319-16

Academy Week (Var II):

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

My overall objective is to increase our digital lead closing rate from 7% to industry standard of 12-15%. I believe we have a very good appointment setting system to get potential customers to come through the door. Our closing system needs to tighten up and become stronger. Currently walk arounds are not done consistently. Our sales staff has become complacent because we live in an area that has a lot of Ford Employees. This has made it easy for the sales people to believe they have a lot of guaranteed sales. The demographic in our area is changing and we need to focus on every customer as if they have no loyalty to Ford Motor Company. We need to wow them with our service and convenience.

Overall Objective and Specific Desired Results:

**My overall objective is to increase our digital closing rate from an average of 7% to 12% by year's end. I want to make sure that every customer not only receives a proper walk around on the vehicle they have chosen to inquire about but also on their trade if they have one. This will take a training program. We currently have Friday sales training meetings and I would like to have the final portion of those meetings take place in the show room where we discuss best practices for a proper walk around as well as individuals perform a walk around for the managers to give feedback on. We also need to make sure that our sales people accompany the customer on test drive. It is understood in our industry this is an important step in the report building process.**

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

Currently our closing rate on digital leads is 7%. In the Detroit region the above average dealers are ranging from 12-20% when closing digitally based leads. We do a good job of

between 45-60% when it comes to setting an appointment and then keeping the appointment each month. I believe we can increase the closing ratios on these leads by training our sales people to walk around the vehicle with the customer and explain the features and benefits as well as go on the test drive with each and every one of our customers. To obtain this goal we will either add a portion to our existing sales training meeting or create another quick 15 min meeting at the beginning of the week. I would like to add a portion to our training meetings because they are already quick and we could have the walk around and test drive portion at the end in the showroom. This portion of the meeting would consist of explaining report building and the benefits as well as product knowledge to showcase the features and benefits of Ford Motor Company vehicles to the prospective buyers. When we achieve these key points to the sale we will realize our goal of a 12% closing ratio.

## Timeline:

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

7/1/17-8/2/17: Talk with Nick (my brother and head of sales) about the idea of adding on the best practices for the walk around and test-drives process. During this portion we will create a process to be implemented at the end of our sales meetings.

8/2/17-10/30/17: Training sales people on the new process and monitor progress with closing rates on digital leads.

9/2/17-9/17/17: During this stage we will also create priority for the digital customers. We will do this by creating an incentive program that puts specific emphasis on the closing of digital leads.

10/30/17-forever: continue our new sales training process with all new sales hires. Continuously improve the process based on changes in the market and new trends. We will see an increase from 7% closing percentage to 12-20%

## 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: Our new and used vehicle managers need to coach our sales people as well as follow up with newly placed processes. Walk around and test drives processes must be monitored and executed.
- b. What: Walk around and test drive with customers to increase our digital closing percentage from 7% to 12-20%

- c. By When: 10/30/17
- d. How: Sales management will devise a new training process that encourages a walk around process and test drive process that the sales staff will implement within their sales process.

### 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:

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