

New Vehicle Action Plan

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Class & Student Number: N319 - 42

Academy Week (Var II): June 5-9, 2017

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

Currently we do not do a very good job of setting firm appointments for prospective leads. Only 20% of our leads set appointments. Without a firm appointment time, prospects are apt to show up when the salesperson is not available, the vehicle is not prepared, or the appraiser is not available, if they even show up at all. Additionally, it does not show a structured sales process that is convenient and efficient.

Overall Objective and Specific Desired Results

Our objective will be to set a firm or tentative appointment on as many inbound leads as possible with an overall goal of 50-60%.

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

To effectively set appointments we will utilize the outline put forth in class: teach, demonstrate, apply. However, before any teaching can begin, we need to develop the plan and actions required for improvement. In the modules, Jennifer Suzuki stressed asking for the appointment – this will be the key to increasing appointments. Additionally, Suzuki recommends making small promises including a follow up email to confirm an appointment. Doing this will not only solidify the appointment and the trust between the prospect and the salesperson, but will increase the likelihood that the appointment is actually kept.

We will tweak our existing “phone guide” to better fit Suzuki’s recommendations. Presently, to set an appointment, we use general times and dates:

“This is something I’d suggest we move quickly on. To respect your time and so I can make certain everything is ready when you arrive, when is the best time for you and I to get together and look at the [VEHICLE NAME]? Today or Tomorrow? Do you prefer morning / afternoon / evening? Are you thinking around (give two times). Ok, just so you don’t end up waiting on me, can we make it around _____ (end in :15 or :45).”

This current guide has a couple of issues that need to be addressed

- Losing control of the conversation by allowing the prospect to suggest times and days
- The last sentence erases all confidence that this will be a time-saving and convenient process

A better “phone guide” should closely reflect Suzuki’s suggestions:

“This is something I’d suggest we move quickly on. To respect your time and so I can make certain everything is ready when you arrive, I would like to schedule an appointment to look at [VEHICLE NAME]? This will allow me to ensure that it is gassed up, washed, and pulled up for you to drive. Would [DAY 1 @ TIME] or [DAY 2 @ TIME] work better for you? (If neither time works, ask for a time of day that does and select an available date.) Great! I will send you a

confirmation email (ask for email address if not already provided) by the end of the day today. If your schedule changes, please reply to that email."

This new guide allows the salesperson to maintain control of the conversation when setting an appointment while still being flexible. It also explains the time-savings and convenience that will be provided during the appointment. The new guide now adds a small promise to build trust as well as a confirmation of the appointment. Moreover, it gets a valid email to be entered in to the CRM for later marketing purposes.

To properly track the effect of the new phone guide, a salesperson will be required to make remarks in CRM for an inbound phone call, an appointment set, and an email confirmation sent. All of these items will be pulled weekly by management to be discussed in 1-on-1 meetings. To encourage management to follow through on training and application, a monthly bonus program will be set up for the managers:

20% or less	No bonus
21%-30%	\$25
31%-40%	\$75
41%-50%	\$150
51% and up	\$300

As mentioned above, we will use the teach, demonstrate, and apply method taught in class. During a weekly sales meeting, the new phone guide will be distributed and gone through. The sales managers will discuss the key points of the phone guide (maintaining control, setting appointments, and gathering emails). They will also go over how to enter all of the required information in the CRM to eliminate any misunderstandings. After the material has been verbally taught, the managers will demonstrate a potential phone call with each other. Finally, they will turn the meeting over to the salespeople to do roleplays and practice the new guide.

To follow up the new guide, the sales managers will perform roleplays during 1-on-1's to demonstrate possible roadblocks and ways to circumnavigate them. As the sales team begins to adapt the new guide and become comfortable with it, the managers will conduct in-house mystery shops with trusted customers, friends, or relatives. The purpose will be to use the mystery shop as a teaching moment to further the abilities of the sales team.

Timeline

The new guide will be introduced at the August 21st Sales Meeting. The Teach, Demonstrate, and Apply method will be used to effectively implement the guide. Lead to Appointment conversions will be logged and posted weekly in the Sales Conference room. Growth is expected to be immediate, but sustained change will likely require months of continuous training and reinforcement in the 1-on-1 meetings. Ideally, the conversion percentage should hover in the 50-60% range by the end of the year and hold steady each month. We would like to strive for a one appointment per salesperson per day.

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

Who: Sales managers and sales team

What: Improved phone guide to increase lead to appointment conversions with tracking in CRM and re-enforcement from management

By When: Immediate implementation with increased growth through the end of 2017 (see above for detailed timeline)

How: Teach, Demonstrate, Apply method as described above with monthly bonuses for managers to encourage continuous and sustained growth.

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:

Wanda Lee Spencer
