

Departmental Action Plan Template

Student Name:

Class & Student Number:

Academy Week (Var II):

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

We have a BDC at our dealership that currently does sales and service calls. I would like to work on the sales aspect of our incoming calls and develop a guideline for our BDC agents to use based on the Suzuki training modules. I would like to increase our appointment percentages, shows and our overall sales penetration which is currently 6% of our overall leads.

(Homework modules assigned)

Overall Objective and Specific Desired Results:

My overall objective is develop a process for our BDC agents based on the Suzuki training and let them be involved at a high level so we can create good buy in. I would like to increase our sales penetration to 10% of our overall leads excluding galley lists, reduce our BDC expenses and make sure we have the right agents and lead sources. Our current sales penetration is 6% of incoming leads, we have fifteen lead providers which I will reduce to seven and finally I will move our advertising money to an email blast format which is far less expensive and far more productive. Nearly half of our lead providers have less than ten attributed sales year to date and with email blasts I can send 300,000 emails for the same expense. I am going to change the BDC into a call center, with source provider emails down nationwide I think email blasts and converting our BDC into a call center will be more efficient and productive.

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

I will first meet with Rob Powell, our Vice President and get his permission to put our action plan in place. I will then review the action plan with Chris Berg the COO and let him know I will be reviewing the training with the BDC agents and developing an action plan to put our process in place. I am reviewing the lead sources and phone process with Maria our BDC Manager, she has kept track of our metrics for the last couple of years and she has a wealth of information. I will reduce the lead providers down to and keep only the productive ones, I am hoping to find a few good providers on the way but it is not necessary. I will then engage our Ad department to find three good sources for email blasts, we have one in place already that has been productive but I would like to expand our email providers so we can negotiate the best deal. I will also meet with the other general managers in our dealer group so we can have even more email addresses and drive the price per email down. Our longer goal 2-3 months out will be to geo fence our dealership within a five mile radius, we do some of this now but I would like to expand on it. I will then meet with the salespeople and make sure they have been trained on the Suzuki modules. I would like them to be on the same page as our call center so when we start doing a quick turnover our process will be seamless and efficient. We currently have a 6% closing ratio year to date in our BDC department and I would like to increase that to at least a 10% closing percentage.

I am going to implement a much quicker T O process with the Call Center, making sure if a customer has questions or wants to make an appointment the lead will be given to the sales managers on duty and immediately distributed to a salesperson on shift. If we have an appointment with the customer then the manager on duty will confirm the scheduled appointment on the day of the scheduled meeting. We will make sure the car is pulled up and has at least a half tank of gas. If the customer misses the scheduled meeting then the manager on duty or the assigned salesperson will call to make a new appointment with the customer. We have made a call log in our google shared drive so we can monitor the progress.

Timeline:

Describe specific short term and long term checkpoints to monitor progress

In the short term I am reviewing the amount of leads and sold units we have per source. I have cancelled AutoBytel, Edmunds, Cars Direct, Autoclick and CDK(our website provider-we are replacing them with Dealer.com a more friendly site for

rebate disclosures). We have Call Source to record our calls and we monitor them to make sure our BDC agents are handling the calls correctly. Our Suzuki phone training will be ongoing and we will continue to monitor our people and make changes if needed. I am converting our lead source providers to email blasts-we use CBS and we are going to use WCCO and Star tribune, all three of them have data bases of over a million email addresses. We have cut our email blast pricing in half by agreeing to commit to 200,000 purchased email addresses per month through the end of the year. I also got a buy in from our other three stores to purchase email addresses and ads through the end of the year. We are now buying 200,000 email addresses per month per roof top for \$6,000.00 per location.

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: Myself, Maria(BDC Manager), BDC Agents, Salespeople.
- b. What: Suzuki Training with all above attending.
- c. By When: August 20th, 2017.
- d. How: We will conduct weekly meetings with the salespeople and BDC Agents all salespeople will need to complete the training before they are assigned any BDC leads-calls or emails. The BDC agents will get spiffs in addition to their hourly wage for every phone appointment shown and sold.

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:
We have recently completed Sean Bradley training which was mostly unsuccessful. The Sean Bradley training has a BDC agent answering the phone with a salesperson which is nicknamed a point guard. The point guard takes the lead from the BDC agent and continues the follow up process. We had several

breakdowns in that process because many of our salespeople would start to help a customer while they had scheduled an appointment with a client. The clients then felt like they were being shuffled around and the salesperson would expect half a deal because they originally spoke with the customer. The point guard process was also ineffective because we continually had our least productive sales people taking a spot as a point guard. This resulted in a flock shoot effect for our BDC leads and that is why we have such a low closing ratio. The action plan was received very well by our ownership and everyone is excited to see the short and long term results. We have had to do a couple of adjustments so far and we are now implementing a much quicker T O to our sales people. Now if the customer asks for pictures, texts(double opt in), videos or has any questions that can't be answered then they will get the lead immediately. If the Call Center has made an appointment with a client then it is up to management on duty to confirm the appointment and distribute the lead about an hour before the customer arrives. This is to make sure the salesperson does not take in additional leads while they are waiting and it also helps to make sure the salesperson and the vehicle are ready. It also makes the customer feel special.
