

Departmental Action Plan Template

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Class & Student Number: N320 - 09

Academy Week (Var II): New Cars - June 12th - June 16th

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

(Homework modules assigned)

In our industry, we have many averages and benchmarks to which we compare ourselves and strive to reach or, in some cases, surpass. One of those is the high conversion rate of appointment to sale. For use of this action plan, I pulled data from the last two months of business. At our new Willow Grove Lexus store (doors opened on May 1st), we sold 51% of our set appointments for new cars. Even though three months is not a large amount of data, it is enough to realize how important it is to simply ask for an appointments.

In Jennifer's presentation, she discussed how we can put ourselves into position to successfully make an appointment with her ten step technique.

The Data:

Thompson Lexus Willow Grove (5/1/2017-7/31/2017)

Internet + Phone Up Leads (623) → Appointment Conversion (49): 8%

We had 623 opportunities to set appointments. I plan to implement Jennifer's process of setting an appointment. It all starts with the initial phone call. From there, Jennifer goes through the ten simple techniques of setting the appointment, confirming the appointment, then anticipating the customer's needs when the appointment walks through the door. Instead of focusing on all ten steps, we can focus on the first four because they are most important. If we are able to simply set more appointments, our data shows that it is possible to sell another for every additional two appointments. If we are able to simply increase our appointment conversion from 8% to 12%, data tells us that we will be able to sell 26 additional cars.

Overall Objective and Specific Desired Results:

The overall objective is sell more cars. Setting an appointment has proven to be crucial to achieving that objective. That is why implementing and perfecting Jennifer's appointment setting techniques is so important. Over the next two months, my goal is to increase our appointment conversion to 10% by the end of August and to 12% by the end of September.

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

As mentioned before, my goal is to increase our appointment conversion to 10% after 30 days, to 12% after 90 days and if we are able to reach that goal, I plan to shoot for 15% after an additional 90 days. In order to get there, I will implement weekly training into our sales meetings and will make sure it is part of our new hire training process. We will go through each of the four steps and practice implementing them into our word tracks. Each week will discuss example successes and failures and ways to overcome or "circumnavigate" opposition. Managers will listen to phone calls - not to "oversee" but to find examples for teaching points. The five steps are as follows:

- 1) Invite prospect to a pre-set "meeting" - the idea is that we block out a time specifically for the customer so that they feel valued
- 2) Offer two dates and times - this tells them you value their busy schedule, but also says you have a busy schedule. If they do not commit to either, offer a tentative date/time then set a date for a follow-up phone call.
- 3) Once they agree to an appointment, immediately ask for email address and give them your phone number before they give you ask for theirs.
- 4) Promise a confirmation email and deliver on that promise.

Timeline:

Describe specific short term and long term checkpoints to monitor progress

The short term checkpoints would would include coaching, developing word tracks and encourage feedback over the first 30 days. We will measure the the conversion rate over this time period, but it will be more important to track over

the next five months as the techniques become a routine part of the first outbound phone call.

Goals:

30 days: 10% appointment conversion

90 days: 12% appointment conversion

150 days: 15% appointment conversion

Even though the setting an appointment does not guarantee a sale, the success rate is very high and since there are so many more opportunities that come to us by way of internet or phone, a small change could make a huge impact.

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: Salespeople, Salesmanagers, Service counterpeople(spiffs off sold appointments they make)
- b. What: Change, tweak and perfect appointment setting techniques to mirror those that Jennifer showed us. Need salespeople buy-in. Set individual and group goals. Show them the data.
- c. By When: Checkpoints at 30 days, 90 days and year end. Setting an appointment is the obvious goal of an initial outbound phone call, but all salespeople probably employ varying techniques of trying to set them. If all salespeople are able to implement and repeat at least the first five parts of Jennifer's techniques, we should see the amount of appointments increase. Also, if we see a decrease in the 'show rate," we will concentrate on the second part of the ten techniques which have to do with confirmation, follow-up and preparation for the appointment.
- d. How: We need buy-in from our sales people to prove to them how this small change in technique can pay high dividends. The monitoring process happens through our CRM. Salespeople need to be trained on how to input all correct

customer information. We are only cheating ourselves if we put in false information. Spiffs should be paid on sold appointments as oppose to set appointments to avoid “ghost” appointments. Managers should listen to phone calls for teaching points.

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:

Because we are a new location, in a very busy suburb of Philadelphia, we agreed how important it is to not let our salespeople rely on the traffic that comes through the door. It may be a great location, but being proactive through internet and phone ups is an essential part of being successful in this business. Everyone uses the internet! I showed my Aunt (sponsor) our data and she was very surprised – it goes to show how only a few phone techniques can have such a big impact on selling cars. I will keep her in the loop at all checkpoints along the way and she will look forward to seeing the results. Assuming we see the conversion rate go up, we will implement the same agenda for our Doylestown store. I think it is more important to start at a new store due to the fact that we don't have as established of a customer base as first Lexus store (one of first to open in the country). It has been an odd year for us (and I assume many others), but we are looking forward to a strong finish to 2017 – it is up to us to make our own business.