

Departmental Action Plan

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Class: N320

Student Number: 04

Academy Week: Variable II

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

We currently have 10 people in our Business Development Center (BDC), but we are only averaging 3 sales and 25 service appointments per day. We were at 5+ sales and 35+ service appointments when we only had two people making calls just a few years ago.

With GM requiring a much higher level of BDC commitment from its dealers, the department productivity is not trending in the right direction.

An ongoing issue has been lack of productivity and management oversight. We audited each BDR's phone for logged phone calls and were extremely disappointed to see that several people were only making 10-15 calls per day. GM's expectation is for each BDR to have 40+ calls a day where they connect with a customer. We refer to this in the sales department as a "quality conversation". We hope that with a new management staff and set of daily/monthly goals we will get the BDC back on track in helping us grow the business.

Overall Objective and Specific Desired Results:

Our objectives for appointment-setting are:

- At least 10 Sales appointments per day for Friday-Saturday-Sunday (8 for Weekdays Monday through Thursday)
- At least 40 Service appointments per day Monday through Saturday (we are expecting an average of 10+ walk-ins per day)

We have given each BDR (Business Development Representative) a form to gather information from in-bound phone calls. They are instructed to obtain all 4 pieces of information:

1. Name
2. Phone number
3. E-mail address
4. Appointment time

The BDR's are expected to maintain a 75% information obtained approval of the 4 pieces of information. Since not every customer wants to make an appointment, we

expect the representatives to at least gather a name, phone number and e-mail address.

Sales BDR's are eligible for spiffs that include \$5 for a shown appointment and \$50 for a sold appointment. Service BDR's will be eligible for a \$10 spiff for reaching their daily goals as a team setting the expected 40 appointments per day.

Immediate Action Taken:

We decided to lay off 4 of our lowest-producing BDR's and replace them with our internet sales team of 4 people. Our internet manager will take over responsibility of running the BDC with the previous BDC manager taking another position within the company. We are hoping that a change of management and personnel along with a more strict set of standard and expectations will yield more appointments for both sales and service.

Rather than have small groups of 2-3 people who specialize in Sales or Service/ Outbound or Inbound calls, we decided to cross train all BDR's for all types of calls. This helps us with coverage where we previously had issues when a Service BDR would call in sick, we would have to find the one other Service BDR to cover their shift.

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

Timeline: Describe specific short term and long term checkpoints to monitor progress

Short Term: We decided to make this a discussion point in our weekly company-wide management meeting so all departments can provide constructive feedback to improve our process along the way. Every manager from dealer principal to detail manager is required to attend each Monday at 2pm. We will then review progress monthly with the BDC/Internet manager to monitor progress and track improvement.

Long Term: We are hoping to achieve a daily average of 35 service appointments and 8 sales appointments by November 1 with an ultimate goal of 10 sales and 40 service appointments by January 1, 2018.

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: Internet/BDC Manager

What: GM BDC Training

By When: December 2017

How: Our Internet/BDC Manager will attend GM's BDC training school in Houston, TX in November or December to better understand the factory's regulations and expectations for success.

Who: All BDR's

What: BDR's will be required to cross-train for making both sales and service appointments so they can field all phone calls and work any manifest/customer list.

By When: August 15, 2017

How: Service BDR's will sit with Sales BDR's (and vice versa) and take GM's training for handling customer lists. The Internet/BDC Manager will work one-on-one with each BDR until he feels they are ready to go live.

If any BDR is not ready or shown an unwillingness to train by August 15, they will face punishment anywhere from probation to ineligibility to collect spiffs (\$50 for sold appt, \$5 for show) or even termination.