

# Departmental Action Plan Template

Student Name: Vince Giordano

Class & Student Number: N321-37

Academy Week (Var II):

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

We are handling much of our business as described by Jennifer however some of our phone skills have really declined. As the business has moved back toward phone contact and reduced e-mail communication I think we have failed to sharpen our phone skills. We are prompt in our responses with 46% of leads contacted within 30 minutes, most in 15 minutes or less. Of the remaining 54%, all are contacted within one hour, excluding times when the dealership is closed. Our ratio of appointments versus leads however is only at 16%. Of that 16%, we have a 60% ratio of shown appointments.

Overall Objective and Specific Desired Results:

**I feel our phone skills have suffered over the last few years. E-mail was everyone's primary method of communication but this has changed. We do some things really well but we should be scheduling more appointments and more of the scheduled appointments should be showing up to the dealership, and at the time scheduled. I feel that we need to work toward a 25% appointments versus leads ratio and a 70% ratio of shown versus scheduled appointments.**

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

**We will utilize the word tracks and steps outlined by Jennifer to sharpen our phone skills. We will work on building value, asking the right**

**questions and scheduling quality appointments. Sales managers will call and confirm appointments once set by the BDC and reiterate that a vehicle will be pulled up and ready to go for the customer. Again, our goal will be to increase our average number of appointments set versus leads received to 25% from 16% and our percentage of shown appointments from 60% to 70%. We will also be looking at bringing in Jennifer or another outside training resource to support these goals.**

## Timeline:

Describe specific short term and long term checkpoints to monitor progress

**Our goals are pretty stout. Our ratio of shown appointments is fairly strong now but by increasing the total number of appointments set, building that value and confirming the appointments I believe we can move that number as well. It may take longer to increase our numbers but our target will be 90 days from September 1<sup>st</sup>. The GM will meet with the BDC Manager once weekly during this time to review progress and then meet with the entire BDC to discuss challenges, progress and set objectives for the following week. We will listen to recordings of phone calls and manage those individually. The BDC Manager will train daily in a more informal manner as well.**

## 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

I have noticed that many sales and BDC employees “hide” behind e-mail. It is easier and less confrontational so they default to e-mail despite the fact that phone numbers are often provided. We must create a shift in the perception and attitude of the people receiving leads.

I often hear that “everyone inputs fake phone numbers”, that “everyone prefers e-mail” and that “e-mail is better because we have an accounting of everything that is said”. These are half-truths at best. We have to help our people understand that with the rapid growth of mobile devices, the business has shifted. We saw a time when everything was e-mail but this is no longer the case and we must evolve as our customers have.

- a. Who: GM, BDC Manager, BDC Agents
- b. What: Increase closing ratios as described above
- c. By When: Training and Change start right away. Goals are to be met by December 1<sup>st</sup>.
- d. How: We will bring in outside help with training and/or use purchased web-based training modules. We will have a group training/meeting once per week. The GM and BDC Manager will also meet once weekly. The BDC Manager will have ongoing training, listening to calls and listening to recordings on an ongoing basis.

### 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:

**N/A**

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