

Departmental Action

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Academy Week (Var II): August 7-11th

Current situation or challenge you want to address:

Current challenge we are facing is increasing the number of shown appointments. The number of appointments being set is increasing, but the shown number is not where we would like it to be. I think there are a couple reason why this happens. We need to do a better job at selling the experience of coming and visiting Jay Wolfe Acura.

Overall Objective and Specific Desired Results:

The objective is to create a new BDC department to handle all incoming internet leads, as well as handle some incoming sales phone calls. Three individuals will make up the BDC department, with creation of a new process followed by a significant amount of training. I believe our show rate of appointments should increase from 60% to 80% in the first month. With an above 90% show rate by the fourth month or new department.

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

First, the creation of a new BDC department. Three individuals will be hired to handle all incoming internet leads, as well as some incoming sales phone calls. Their goal will be to set appointments and have a near 100% show rate on all set appointments. The way to obtain a near 100% show rate is to sell the experience of Jay Wolfe Acura.

The BDC representatives will need to be trained extensively at phone skills, along with word tracks and overcoming objectives. Luckily the experience here at Jay Wolfe Acura is anything but average. Here at Jay Wolfe Acura we provide a full service café, with a concierge service. Customers can order full meals, such as paninis, breakfast sandwiches, burgers, hot dogs, and much more. One of our concierge staff members will wait on you hand and foot, providing anything you can possibly need while visiting the dealership. You can sit and eat, while watching one of our many 75" LCD Televisions. If you are bringing the family don't worry, we also provide a children's playroom with plenty of toys and television to watch cartoons on.

Customers can have breakfast, lunch, dinner or just a small snack while they are here looking at a vehicle. There is no need to cancel your appointment because the kids are hungry. The BDC department will also help out by making sure that everything is ready

for when the customer arrives. They will assign a dedicated salesperson the customer. Who will be ready when they arrive.

By selling this unique experience over the phone I do believe we can increase shown appointments from 60% to 80% in the first month. After reviewing the progress at the end of the first month, we can make necessary assessments and adjustments if needed. By the fourth month mark of the creating of the BDC department, I do think that an above 90% show rate is more than obtainable. After hearing about this amazing café and concierge service, customers should have no reason not to stop in by!

The more appointments that show, the more opportunities you have to sell a car. Currently our shown appointments close (meaning they buy a car) at 60%. Let's say in the first month we get an additional 6 appointments to show. That would be an additional 3.6 units which we can just round up to 4 additional car sales. Currently we are at a front and back end PVR of \$2400. Making those 4 units an additional \$9600 in gross. That's huge!

Timeline:

Month 1: implementation and training the new three members of the BDC department. At the end of the first full month should see increase in shown appointments. Goal is to go from the current 60% to 80% in shown appointments.

Month 2 and 3: continue to train and help obtain goal of above 90% show rate.

Month 4: goal is to be above 90% in shown appointments, track the gross that is made from each shown appointment that sells.

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: General Manager, Sales Manager, and BDC representatives. All need to be on board with the new process and goal. Sales Managers will be responsible for training and monitoring BDC representatives.
- b. What: starting out with training on phone skills, providing word tracks and role playing. Help them sell the experience!!!
- c. By When: first month should see increase in shown appointments from 60% to 80%. By the fourth month goal is to be above 90%
- d. How: constant training and monitoring are key.