

Departmental Action Plan

Student Name: Jason Beidelman

Class & Student Number: 012-03

Academy Week: Variable Ops 1 & 2 (Week 4)

Current situation or challenge you want to address:

After going through the internet lead mystery shop exercise in our NADA Variable Ops class, I noticed that many of our BMW stores, including BMW of Warwick, are not utilizing/implementing Covideo or any other form of customer video introduction process with the client advisor. I watched the excellent example from Omar's team at Atlanta Toyota and realized that we should be doing the same thing in the premium segment at the BMW dealers. We are currently below the Lead Conversion KPI benchmark with our prime leads at Warwick (14.6% vs. 17.3%) and I would like to increase our results through multiple process changes to help both sales and lead volume.

Overall Objective and Specific Desired Results:

- Increase Lead Conversion to 18+% by July 3, 2018
- Increase Monthly Average KPI New Lead Volume by 20% (150/month) by July 3, 2018
- Implement Covideo into the lead management process with the client advisors by November 30, 2017

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

- Launch New Covideo process for Internet Leads (11/30/17)
 - Every specific model lead gets a Covideo response sent
- Daily Sales Meetings - "Yesterday, Today, Tomorrow" (Monthly as of 10/1/17)
 - Detailed Review with the Sales Manager of every unconverted lead from the last 60 days with the status and current activity notes
- Lead Appointment Target Accountability – BDC (10/31/17)
 - BDC Manager tracking lead appointments with 70% show baseline target vs. current 55% result

- Lost Sales Review from Rolling 6 Month KPI Report (10/31/17)
 - Review all R6M unconverted leads, including those that purchased at a different BMW center from the OEM BSC report. Check notes to ensure we did everything possible to secure their business.
- Spiff BDC reps per both Appointment Show & Sale (10/31/17)
 - Currently no incentive for sale, only show (\$25). Will move to \$15 show and \$25 resulting sale spiff (\$40 total) to tie the BDC into the sales process.
- Drive more PPC Activity by increasing Tier 3 strategic spend and analyze SEO results/ranking (10/31/17)

Timeline & Meeting with Stakeholders (dealership personnel)

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

- Jason Choquette, General Sales Manager, held to target of 18+% on KPI conversions for Rolling 6 Month period (monthly checkpoint at 11/30/17)
- Ronny Girouard, General Manager focused on BSC performance improvement and Center of Excellence ranking (monthly checkpoint with year-end results by 12/31/17 – Must qualify for CoE)
- Both must ensure monthly PPC spend delivering ROI metrics (monthly checkpoint with R6M results by 5/1/2018)
- Christie Lemay, BDC Manager, to drive BDC rep appointments through monitoring calls, notes and shows (70%) - (Monitored Daily by 12/31/17)
- Brian Carreiro, New Car Sales Manager, to drive individual Client Advisor conversion rates through TO process, along with reviewing Dealer Socket/AMM activity calls & notes (Daily/Weekly by 12/31/17)

Meeting with Stakeholders (dealership personnel) – (SEE ABOVE)

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences. Include timelines / Accountability / Monitoring process

- a. Who: Ronny Girouard, General Manager, Jason Choquette, General Sales Manager, Christie Lemay, BDC Manager, Brian Carreiro, New Car

Sales Manager, Individual Client Advisors, Individual BDC Representatives

- b. What: BSC Conversion Target of 18+% & Lead Volume increase of 20%
- c. By When: 12/31/17 & 7/3/2018 (Rolling 6 Month Targets) with other independent date milestones highlighted in above section
- d. How: See Above with Measures Taken and Checkpoints

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

26703 BMW OF WARWICK											
AUG2017											
New Vehicle Lead Conversion: Source Detail											
Detail of New Vehicle lead conversion activity in the last six months, showing sources measured for KPI performance and other lead sources.											
Lead Source	Leads Received			Converted at Any Center		Converted at this center		Converted Leads Lost to other Centers		Converted FS Contract	
	#	#	%	#	%	#	%	#	%	#	%
Lead Sources Measured for KPI Performance	128	39	30.5 %	16	12.5 %	23	59.0 %	13	33.3 %		
PEER BENCHMARK	--	--	--	--	--	--	--	--	--	--	--
BEST AMONG PEERS (E)	--	--	30.6 %	--	15.9 %	--	64.8 %	--	68.2 %	--	--
MARKET (11)	--	--	26.0 %	--	12.9 %	--	50.9 %	--	45.4 %	--	--
REGION	--	--	25.4 %	--	11.8 %	--	53.5 %	--	54.7 %	--	--
NATIONAL	--	--	24.9 %	--	11.4 %	--	54.2 %	--	61.0 %	--	--
Expand all...											
Lead Source	#	#	%	#	%	#	%	#	%	#	%
INTERNET	59	17	28.8 %	9	15.3 %	8	47.1 %	8	47.1 %		
DEALER SOURCED	58	20	34.5 %	6	10.3 %	14	70.0 %	4	20.0 %		
INTERNET - BMW i	8	1	12.5 %	1	12.5 %	0	0.0 %	1	100.0 %		
DEALER SOURCED - BMW i	2	1	50.0 %	0	0.0 %	1	100.0 %	0	0.0 %		
WEBSITE	1	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %		
Other Lead sources (Not Measured for KPI Performance)	1,265	237	18.7 %	185	14.6 %	52	21.9 %	121	51.1 %		

LEAD_FORWARDED_DATE	LEAD_ID	CUSTOMER_NAME	Converted Warwick	Converted Elsewhere	LEAD_SOURCE
8/30/2017 0:00	14788053	CUSACK CHRISTIAN	0	0	Dealer Website - Request More Info
8/29/2017 0:00	14773539	FAM NICK	0	0	Dealer Website - Request More Info
8/29/2017 0:00	14778549	BRESNAHAN DONALD	0	0	Dealer Website - Request More Info
8/28/2017 0:00	14760348	DENHAM SCOTT	0	0	Dealer Website - Digital Retailing DTP
8/28/2017 0:00	14764865	AHN EMMI	0	0	BYO - Get A Quote
8/28/2017 0:00	14762780	CLEMENTINE NICOLE	0	0	Dealer Website - Request More Info
8/26/2017 0:00	14750678	JORGENSEN RAYMOND	0	0	BYO - Get A Quote
8/25/2017 0:00	14738477	DEXTER LORI	1	0	Dealer Website - Request More Info
8/25/2017 0:00	14739119	O'CONNOR JEREMIAH	0	0	Dealer Website - Request More Info
8/24/2017 0:00	14732790	JONES FRANK	0	0	Dealer Website - Request More Info
8/24/2017 0:00	14733684	BURGER BOB	0	0	Dealer Website - Request More Info
8/23/2017 0:00	14723553	LEMON LUCAS	0	0	Dealer Website - Request More Info
8/22/2017 0:00	14715770	TWILLIGER LAURA	0	0	Dealer Website - Request More Info
8/22/2017 0:00	14710375	KEROACK BRIAN	0	0	BYO - Get A Quote
8/21/2017 0:00	14692368	BRENNER CHRISTIE	0	0	Dealer Website - Digital Retailing DTP
8/21/2017 0:00	14701147	NAZARIAN JOHN	0	0	BYO - Get A Quote - MACO
8/20/2017 0:00	14688262	PEPE STEVEN	0	0	Dealer Website - Request More Info
8/20/2017 0:00	14685512	ZVENIGORODSKIY ILYA	0	1	Dealer Website - Request More Info
8/17/2017 0:00	14660392	SHELDON JOSHUA	0	0	Dealer Website - Request More Info
8/15/2017 0:00	14645845	MENDEZ CRISTIAN	0	0	Order Now - Build Your Own - MACO
8/15/2017 0:00	14649731	LEBLANC JORDAN	0	0	Dealer Website - Digital Retailing DTP
8/15/2017 0:00	14647357	CLARKE MARY	0	0	Dealer Website - Request More Info
8/12/2017 0:00	14621858	PATEL GAURAV	0	0	Dealer Website - Request More Info
8/12/2017 0:00	14624827	RIDALL ISABELLA	0	1	Order Now - Build Your Own

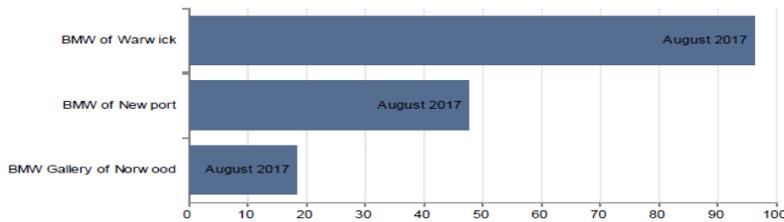


BMW of Warwick
(Account ID 8436)

SEO Score

August 2017

How did your SEO Score increase your online visibility in August 2017?



Your SEO score is 95.9 of 100.

SEO Score	August 2017
BMW of Warwick	95.9%
BMW of New port	47.5%
BMW Gallery of Norwood	18.3%



BMW of Warwick
(Account ID 8436)

PPC Historic Results

August 2017

How have my key PPC metrics performed for the last 12 months?



In August 2017, paid search generated 435 leads at \$11.49

Example of Covieo format implemented at another BMW store last month after our NADA class:

The image shows a screenshot of the BMW of Tenafly website. At the top center is the BMW logo with the text "BMW of Tenafly" below it. To the right, the name "Jason Lee" and phone number "201-608-6495" are displayed. A blue navigation bar contains the following links: "Our Home Page", "New Inventory", "Pre Owned Inventory", and "Certified Pre Owned". Below the navigation bar, there are two video thumbnails. The left thumbnail shows the exterior of the BMW of Tenafly dealership building with an American flag. The right thumbnail shows three men in business attire walking together. Below the thumbnails, there are two more links: "Specials" and "Hours & Directions". At the bottom of the page, there is a black footer bar containing the text "A PENSKE AUTOMOTIVE GROUP" on the left and the "covieo by EasyCare" logo on the right.