

Variable Operations 2 – Mini Action Plan

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SMART Goals

- Drive F&I PVR up by 10-15%
- Improve penetration of F&I per transaction
- Optimize F&I mix by providing right products for guest – focus on chemical treatments with no chargebacks that protect vehicles

Actions

- Closely integrate F&I process with sales process; have a digital questionnaire for each guest (or just ask), but use the guest's preference and the transaction (e.g., three year lease) as a guide to offer the value added products.
- Leverage new online tool (Clicklane); have guest spend 5 minutes privately reviewing options on phone or ipad with no sales pressure (they will pick what makes sense)
- Have consistent F&I training for all associates; develop optimal process and everyone replicates it
- Adjust pay plans to incentivize using process and link to CSI
- Have formal program to link F&I with CRM database and train associates to do regular check-ins with guest post vehicle purchase

Benefits

- Higher front-end yield
- Great guest satisfaction
- Enhance store profitability (by selling 100% margin products)

Challenges

- Hard to create consistency among F&I salespeople (may reject training)
- Pushing wrong products for guest and leads to poor experience (and high chargebacks)
- Need IT investment to develop CRM tools and digital questionnaires that use machine learning to select best products based on guest needs and the nature of the transaction

Task	Role	Completion Date
Hire trainers	GM, F&I Manager	June 1 st 2021
Draft training material and rollout to store(s)	Trainers, GM, F&I Manager	September 1 st 2021
Create and track dashboard on PVR, Mix, etc.	Store Controller	June 1 st 2021
Redesign pay plans	Corporate HR, GM	May 1 st 2021
Start Daily F&I and Sales Huddle	Sales and F&I team	Daily - Start now
Upgrade Digital tools and CRM database	IT, GM, F&I Manager	June 1 st 2021