

# Coggin Ford Jax

- Why this meeting???
- One Team – What Processes – What is the idea to fix it
- Action Plan – 1. How? 2. Who? 3. When? AP - To Mike 3/5/21
- Handling Leads - GEC Store (Internet, Phone, and Showroom)
- Written Desking Plan and how will we follow it
- Early involvement & Crucial Moments



# Internet & Phone Leads

- ▶ Internet leads from store & GEC
  - ▶ Why are we telling customers to purchase online from the get go?
    - ▶ Sending quotes and pushing customers to buy online
    - ▶ Sell the appointment not the car (internet and phone)
  - ▶ On aggressive deals convert customers to finance with us?
    - ▶ As part of the process do we capture finance in store – Specially on aggressive deals
  - ▶ What phone training do we have?
    - ▶ What are the allowable closes from the GEC to customer
    - ▶ Does the GEC and sales team give up programs as



# Showroom Ups & Sales Training

- ▶ What is a crucial moment?
  - ▶ Thousands not hundreds
- ▶ What are the sales people disclosing to close customers?
  - ▶ Are they giving too much information to close their deal?
- ▶ Does sales team know their pay plan?
  - ▶ 18% of the total deal
- ▶ Is F&I involved in sales training every month?
  - ▶ Finance department benefits
- ▶ Do we get F&I involved when customer talk payments 100% of the time?
  - ▶ Do we find F&I even they are not at the desk?
- ▶ Do we game plan deals prior to bringing customers to the F&I office?
  - ▶ What plan do we follow?
- ▶ Is the CSI-Upsell done by every manager?
  - ▶ F&I Director/Manager(s), Sales manager, and GSM to perform upsell

### Desking Requirements:

- Decide as a team how information we need to give the customer up front
- Guest sheet must be reviewed prior to VEHICLE SELECTION.
- All guest info must be in ELEAD such as, 2 phone numbers, address, email, trade and selected vehicle prior to 1<sup>st</sup> pencil.
- Collect 200% DL and place in test drive basket.
- Review ELEAD to determine if guest lives in store PMA (market) or if current customer in sales and service.
- Ensure guest is logged on showroom board with name, vehicle and trade.
- Sales Manager/Finance Manager perform MEET AND GREET/EARLY INVOLVEMENT.
- Sales Manager initial showroom board to take ownership of deal.
- Sales Manager select vehicle for vehicle presentation and instruct salesperson on next steps.

### Prior to First Pencil:

- Be aware of any price quotes or payments given prior to 1<sup>ST</sup> PENCIL (Internet Price, sandbox, store offers, window stickers etc.)
- Remember that the frequency of pencils and the time to get to finance can influence the guest. Many customers are less receptive to finance products in the business office as time and frequency increases.
- Manager must check progress boxes in **ELEAD – TO, WRITEUP, APPRAISAL, DEMO**
- Always be looking for ways to make a deal and maximizing gross before, during, and after first pencil. Finance involvement, another face, switch to new/used, money down, lease/purchase, etc.

### First Pencil:

- New – Start at MSRP + Addendum unless personally verified that the guest is expecting internet price.
- Used – Start Full Retail unless personally verified that the guest is expecting internet price.
- Retail – 36/48/60 month terms at store average Default Rate.
- Lease – 36/48 month terms at a maximum of 100 BSP of standard money factor
- Present a lease payment on every new car opportunity
- Trades – Apply the Trade Assessment section of the guest sheet to the ACV. That number will be presented as the market value of the trade.
- Salesperson will take 1<sup>st</sup> pencil unless there is a valid reason for a Sales/Finance Manager to take 1<sup>st</sup> pencil.
- Salesperson will negotiate until a commitment to buy is obtained, written out, and signed by guest.

### Additional Pencils:

- After 1<sup>st</sup> pencil, salesperson should have a written commitment to buy and a credit application.
  - If no commitment or outrageous commitment, sales/finance manager must visit customer to determine objection and obtain commitment to buy.
  - If commitment, pay attention to the salespersons story, body language, and interaction with the customer to determine if you need a manager to achieve desired outcome. Send salesperson or manager to finalize deal with the guest.
  - If there is a commitment at full pencil, instruct salesperson to complete deal pack paperwork and proceed to SALES DELIVERY PROCESS.

### Strategies for Objections

- Isolate objections. “Other than \_\_\_\_\_, is everything else acceptable”.
- Always attempt to negotiate payment options.
- Always attempt to obtain money down first prior to reducing price, reducing interest rate, or extending terms.
- Discount in small increments. Hundreds vs. thousands.
- If trade objection, de-value trade based on guest sheet Trade Assessment. Use V-auto to justify (KBB fair, NADA, market data).
- Offer a switch vehicle to a lower trim model, a used alternative, or a less expensive vehicle.

### Remember:

- ABC (Always be closing). Always look for a way to make every deal (re-evaluate trade, money down, second/third face)
- ALL Managers notes must be in ELEAD and customer must be checked out the system with the correct boxes marked.
- Once finance receives deal, it should take less than 15 minutes for customer to enter finance office.

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1. Finance gets out of their office and takes out the 2<sup>nd</sup> pencil on every deal, unless they are spinning a deal.
  2. Managers make the deal on their 3<sup>rd</sup> pencil or they walk the customer on an aggressive number that gets them back, or makes it very painful for the next dealer.
  3. NOBODY other than the GM gives out more than 3 pencils to a customer. Only the GM can make the decision to prolong the agony and create a poor buying experience for the customer by penciling more than 3 times. Nobody else!!
  4. Every customer gets a CSI introduction in the finance office by another manager before leaving. During that CSI intro, the manager will double check paperwork, including the MENU, and make sure that everything is signed and that the customer has purchased every product available. If the paperwork is wrong, fix it immediately. If the customer has not purchased every available product we offer, then the manager offers VSC, Resistall, GAP, Maintenance, Wheel/Tire, Key Replacement, and Crystal Fusion in that order if not purchased.
    - a. If you need help understanding the above, don't take the CSI intro—find someone who understands finance to do it and get me to help you.

All of the above will be implemented tonight on our next deal.

We will measure our success as a team every 3 days, we will make necessary adjustments including who touches deals and who doesn't. We control our own destiny!!! You should have t-shirts made with that slogan!

We will measure our success individually as finance managers on every 10 deals. If we're below \$1800/PVR, 55% VSC, 30% Resistall, and 1.6 PPU on those 10 deals we will review all deal menus with me to figure out where we need help/training. We will do the same with sales managers, every 10 deals, if they are below \$1800/PVR for finance or less than \$1800/PVR front on used we will review all pencils with me and figure out where the issue lies, and make the necessary adjustments. We control our own destiny!! Hint, t-shirts...

Follow steps 1-4 consistently and with 100% energy and enthusiasm, and you'll never have a problem measuring your success.



# Solution – Team Agreement

- All pencils delivered by a manager 100% of the time
- How?
  - Meet as a team and get buy in on how it will benefit them individually and the store
  - Measure success by the increase of performance by sharing as team every morning
  - Point out opportunities from the prior day
- Who?
  - The management team
  - F&I will train on specific items that will produce finance income
- When?
  - Process and training will be implemented immediately