

Departmental Action Plan Template Truck

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Class & Student Number: **201-17**

Academy Week (Var II): **5**

Current situation or challenge you want to address in the following categories, please select one:

1. Sales Meeting Best Practices
2. Employee Retention
3. F&I
4. New Truck Inventory
5. Gross Profit Retention

6. New Truck Sales Process

- **Overall Objective and Specific Desired Results:** The objective is to hire a long term salesperson that will be able to make a living on an incentive based pay plan. This individual needs to believe in the brand and the company. If they truly believe in these things the customers will too. I want to provide an atmosphere where all employees feel like they can be successful.

- **Describe your action plan in detail (be specific and include before and after measurements)** In the past we have hired salespeople and put them on a guarantee for a certain period of time. In this industry you have to have a good amount of product knowledge to perform the job. Good salespeople with product knowledge are very hard to find so we have to grow our own. We will go through several people before we find one that can make it past the guarantee so we need to change the way we hire and train these people. What I am doing now is hiring in a person who wants to be in sales but we will hire them to be the sales administrator/sales trainee. We all have sales administrators but not many of them have the desire or skills to be a salesperson. The sales administrator/trainee (SAT) is a salaried position. The duties include advertising, truck paperwork, warranty registrations and they will deal with all other internal departments for getting sold trucks ready to deliver. Having the SAT in this role will give them the knowledge of all the internal work that goes on after a truck is ordered and sold. The SAT will also gain product knowledge working side by side with salespeople. When the SAT has gained some product knowledge and feels comfortable with the sales process we will then let them start taking some

floor and phone ups on a limited basis. When the SAT gets to the point where they are closing deals they can transition in to the sales role.

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

The beauty of this position is that there is no specific timeline or any constraints of coming off of a guarantee, however I do expect to have a fully trained salesperson at the 2 year mark. The short term goal would be to get the OEM online training done within 120 days. Once the online training is done we can send the SAT to classroom training that Freightliner and Western Star provide. I would also take the opportunity to send them along with a salesperson when we have the opportunity to take a customer on a plant tour. (The timeline would depend on the customer visit) Some SAT's will be ready to transition faster than others, for example I might be able to hire an internal candidate that knows the dealership but needs product knowledge. This candidate might only take a year, an external candidate with no truck background could easily take 2 years to train.

- **Meeting with Stakeholders (dealership personnel)**
 - o 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
- Who:
- What:
- By When:
- How:

Behavior changes: We have to realize that hiring and training these people is a significant investment. Putting people on the street that don't know what they are doing is detrimental to our business.

The sales manager will have to monitor progress once a month for the first 90 days to make sure the expectations are clear. He will also have to determine which areas that we need to focus on for training. We will monitor the progress of the SAT one a quarter after the first 90 days. The SAT will need to be accountable to get the required training completed along with obtaining a CDL in the first 6 months of employment.

We will also rely on the current sales staff for some on the job training through sales calls with the sales staff when the sales manager is satisfied that the SAT is ready. When we reach the 2 year mark I expect that the SAT will be fully versed in product knowledge and that they have already closed a few deals on their own. At this point we will transition them in to a full time sales position in the territory.

I have already put this in place in my Used Truck Department. The last salesman we hired came from International and he was an outside parts salesman. He had very little product knowledge. We put him on a guarantee for 6 months and he was not ready to be on the incentive based plan at that time. We guaranteed him for another 6 months and he finally started selling a few trucks, but not enough to make a living. With him being new and trying to gain product knowledge while worrying about the impending deadline, it was detrimental to his success. He was selling out of fear and that doesn't work. We don't need to make that mistake again.
