

Variable Operations 2: Action Plan

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Academy Week (Var II): NOV 6-10 2017

Current situation or challenge you want to address based on the Jennifer Suzuki Outline: (must be quantifiable)

At our Dealership, our BDC was established in early 2015. The GM at the time instructed the BDC personnel to build a rapport and answer all of the customer's questions, and did not have the main focus on scheduling the prospects for appointments. With the main focus not being on scheduling the prospects for appointments it is certain that main opportunities were missed on making deals and life long customers.

2015 there were 582 appointments set, 216 showed, 91 units sold.

- 37% show rate and 42% closing rate.

2016 there were 1307 appointments set, 622 showed, 230 units sold.

- 47.5% show rate and 37% closing rate.

2017 there were 1417 appointments set, 830 showed, 379 units sold.

- 58.5% show rate and 45.6% closing rate.

Overall Objective and Specific Desired Results:

The third module of Jennifer Suzuki's outline focused on the importance of scheduling the appointment and getting the customer into the dealership. With that being said, the overall objective that we are after is to increase our BDC scheduled appointments by making it the top priority for the BDC staff, but at the same time not losing sight of build rapport and answering the customers questions.

BDC appointment minimum goal for 2018:

1700 appointments set, 1020 shows, 510 units sold.

- 60% show rate and 50% closing rate.

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

The GSM has met with the BDC department and explained to them the new focuses and goals that they will follow and need to reach. It has been broken out how many appointments they need to schedule a month per person and that our desired show rate is 60%. A clear job description with their daily tasks and responsibilities has been given to them and a copy has been signed and is kept in their employee folder. Their pay plans have been changed to bonus paid on how many appointments show up and another bonus for units sold from showed appointments. There is three different tiers for each bonus 1-25, 26-45, & 46+. There progress will be tracked daily by the GSM and there performance numbers will be gone over every week in the managers meeting with the GM. With currently having three girls working in our BDC department, each girl will need to schedule 47 appointments a months and of the 47, 28 of those need to show up to the dealership. In order to generate more appointments and shows we will need to have more quality leads and change they way that we do some of our advertising. We are signing up with a few new lead providers (Costco, Cars.com, and True Car) to ensure that our BDC department has to resources to achieve their new standards. This will get the dealership to its minimum goal of 1700 appointments for the year and 1020 shows and 510 units sold. This should not be a huge obstacle to tackle with 2017 numbers being 1417 appointments set, 830 showed, 379 units sold.

Timeline:

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

The short-term checkpoints for monitoring progress will be every week when the BDC numbers are gone over in the managers meetings with the GM. At the end of every month it will be made sure that they are tracking the minimum pace of 142 appointments set and 85 of those are shows. At 6 months their number will need to be at 850 appointments set and 510 shows.

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:** The main people that are going to be involved are the GSM and the BDC department. The GSM will report all of the numbers and progress to the GM.
- b. **What:** To increase our BDC appointments and of those appointments our show rate needs to increase and of the prospects that shows our closing is going to increase.
- c. **By When:** The new BDC standards are effective immediately starting January 1, 2018.
- d. **How:** It will be made clear that these new BDC standards are one of the conditions of the BDC staff's employment. Our GSM who was present for week 5 at the NADA academy will give the BDC the proper training that they need to reach these new standards and will use Jennifer Suzuki's guides and coaching.

Dealer agreement:


