

Our current challenge is in our BDC, to lock in an appointment time so that we are more prepared for a customer whom is coming in. We have found that providing the pricing via e-mail has been a great way to be transparent with the customer. However, the experience for the customer at times can be justled due to our current set up. Our dealership has expanded recently and has made parking a vast issue of inconvenience to the customer. Having an internet customer show up unannounced has been challenging in the preparation of the vehicle to show the customer. Our storage lot for vehicles is a quarter mile away and most customers assume that all available vehicles are at our main facility like they have been for nearly 30 years. So the challenge of being prepared for them with the exact vehicle has given us some customer experience issues. First, we have to find the lot which the vehicle is located on and then rally up another person to drive the sales person to retrieve the vehicle. As we know, internet customers today have a different expectation when they arrive at the dealership when they have already received a price on the vehicle.

Our main objective through this process will to be to set an appointment and second be prepared once the customer is on site. We desire to have two results, a better customer experience and a vehicle that is ready to be shown at the time of appointment. With these prepared results our hopes are to see a better sales ratio from leads to appointments, appointment to appointments show, and lastly shown appointments to sales. If we can just increase the shown appointments and keep the same percentage of sales we will see a great increase in sales from our BDC. In 2017 we had 4444 internet leads and 1038 chats. Out of those internet leads we had 683 appointment with 611 shown for an 88% show rate. Out of our chats we had 52 appointments with 45 shown for an 86% show rate. We had 351 sales from the 611 shown appointments for a close ratio of 57% and 22 sales from the 52 chat appointments for a close ratio of 42%. Our total closing ratio for leads to sale is at 7.8% and for chat we are at 2.1%. Our main idea based on the same amount of leads and chats would be to increase are sales by 1.5% on internet leads to sales which would return an additional 67 units and on chat increase it by 2.9% which would return an additional 30 units. This would be a total increase of 3.7% in overall sales from 2615 to 2712 and would return an approximate \$152,000 variable gross.

The Action Plan based on credible interaction with the customer to solidify lead to appointment.

1. We will first set up a bonus structure based on increased ratios in the BDC. Using the total year to date ratios as a basis line for the average and increase shown appointments pay to an additional 10% per shown appointment above the determined average and increase pay 15% for the shown appointment to sold.
2. We will rebuild the BDC word track to designate why it is important to set a scheduled appointment when visiting the store to insure that the vehicle and

a sales consultant is prepared for their arrival. The track of thought would contain. "We understand that the valued time you have spent searching for the perfect vehicle is important and keeping that in mind we want to make sure we keep the time spent here just as valued. Knowing this, we wish to give you the best experience when you arrive. We will have the car specially waiting for you in a designated area and our sales professional ready when you arrive to make the best of your limited time. What time today works best for you, Afternoon or Evening?" And then express the time slots to fall on the 15's to make sure we get a concrete time.

3. The next step will be to retrieve the vehicle on the day of the appointment and then we will take a photo opt picture for the car in its new designated area and send that to them with the confirmation of time to show them we are actually doing what we told them. Also have a hang tag in the car showing their name and time of the appointment. (We know two things are more probable to happen when this takes place, they keep the appointment and if they are not going to they will contact us back and then reschedule. Anything we do to add a personal touch will help in the close of the appointment showing. We will have signage made for this area to designate this area.)
4. The time now spent assisting the customer is based on the vehicle and their needs and not searching for a car that might be at a different location. I know this sounds simple, but this change would surely help making this much more fluid, and describing this to the customer will allow the customer to get an experience and an expectation before they arrive. We are good with closing but I believe setting the expectation better for closing the appointment will help get a higher percentage to the store which is the result we are looking for. Right now we set appointments based on our Market Price as the experience, if we gave something more of an intangible the basis for our close rate from lead to appointment we surely grow.
5. We are also replacing a person in the BDC to set this expectation from the beginning of the hire, if we do this from the start we will not miss the opportunity. As we grow this into our process we will be able to consistently improve our sales.

Our current measurements

Leads	Appointments		Shown	Sold
4444	683	611	351	
Chats	Appointments		Shown	Sold
1038	52	45	22	

Estimates with New Process

Leads	Appointments		Shown	Sold
4444	819	721	418	

Chats	Appointments	Shown	Sold
1038	126	108	52

I am using the same leads and with our new process these gains are very achievable and will result in more sales and better customer experience.