

Departmental Action Plan Template

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Academy Week (Var II): New Vehicles

Current situation or challenge you want to address based on the Jennifer Suzuki Outline:

Our current challenge is to increase showroom traffic by converting more lead opportunities into strong appointments. By setting stronger appointments through Jennifer's outline we will also increase our closing percentages and sell more vehicles. We are in a market of dealers within 10 miles who use unethical marketing tactics to lure customers into the showroom and let the cards fall where they may. A good portion of customers that get lured into these dealers are aggravated to the point where they decide to move to a different brand. In most cases these stores end up wearing the customer down so much that they end up giving in and making a deal. We will focus mostly on the trust portion of Jennifer's outline to bring these price driven customers into our store, but will also incorporate the time-savings and respect.

Overall Objective and Specific Desired Results:

Our overall objective is to maintain our reputation as a leader in customer satisfaction, improve our UIO for our Service Department, and increase our market share during a period of market compression. Our desired results include an increase in sales, customer retention, and profit in both sales and service each month.

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

Our Action Plan has many different moving parts.

1. Incorporating a digital retailing platform through Roadster that will be first to market in Chicago. This will allow customers to work their own deal from start to finish, and filter in customers that are much further down the funnel.
2. We will also incorporate Ford's Ready Shop Go program in order to stay visible to all customers on Ford's site and filter another portion of customers that are further down the sales funnel.
3. We will strategically purchase vehicles and make opportunities for our Sales Department by using Provision to target specific vehicles that come through our Service Department and our Quicklane Tire and Auto Center.

4. We will hire a few full-time "millennial" Product Specialists who will work off of a salary and service the needs of todays customer by making it more convenient for them to see and test drive products from there home or work while getting a World Class Presentation of the features and benefits.
5. We will monitor floor traffic vs. what is actually logged on a daily basis to ensure that our measurements are as accurate as possible. We are currently logging an average of 29% showroom visits of our 1332 total leads (on average) that come in on a monthly basis. Of those shows, we are tracking a 42% closing ratio (on average) according to our system. Once we monitor and obtain the most accurate numbers we can determine and work on our pain points in the process.
6. We will work on our email templates to incorporate the trust, time-savings, and respect outline so that our closing percentage on customers with only email contact information increases. There is definitely room for improvement on this area.
7. We will incorporate a service department BDC which will help flip service conquest customers to sales customers in the long run.

Timeline:

Describe specific short term and long term checkpoints to monitor progress

We are training the Roadster Digital Retailing solution on March 6th and 7th with a launch date of March 19th.

We are training on the Ready Shop Go program through the month of March and are set to launch on the 31st. All initial set up has been completed.

Our Service Department Equity Analysis program launched last week and we are still working out the kinks.

Our BDC has already incorporated many of the suggestions from Jennifer Suzuki's process to build trust and earn the respect of the customers by making a keeping little promises early in the process. The email templates will be changed by April 15th to include a more personalized experience via email.

We have already hired one and have ads out for more Product Specialists.

The responsibility of monitoring the floor traffic will be delegated to 2-3 of our managers and will be monitored weekly by our BDC manager and monthly by myself to ensure accuracy. This will be done by the 9th of March.

We will incorporate a service BDC by July 1st. At this time all other implementations will be perfected and we will be able to focus on this improvement.

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: Myself, my other partners (my father and uncle), all department managers, salespeople, service advisors, and porters. Basically, anyone who is customer facing.
- b. What: We will explain the vision, the action plan, the part they will play, and how we will deal with any challenges by having open communication via email and weekly WIG meetings discussing our progress towards certain objectives of the plan.
- c. By When: The first meetings began after several days after Variable Week 5 with our BDC Manager and Jennifer Suzuki's company comparing what we already have in place and any tweaks we needed to make to the script and work more on cultivating a relationship instead of focusing on setting an appointment and giving pricing upfront.

The second meeting was in late January and included the dealer partners, our GSM, the BDC Managers via webinars with Roadster, Dealer.com, and Autotrader/KBB to evaluate and compare which program was right for our dealership.

- d. How: We started by putting together our Vision for 2018 for all departments illustrating our expectations for the year, how we will implement the changes, and what it will mean for our dealership in the future.

Dealer agreement:

If you need your sponsors support or approval to implement your plan, have it signed off before you start. If you can proceed on your own, present this action plan to your sponsor before next class.

Describe the meeting:

At first there was some definite push back on just the idea of changing the process. Allowing the customer to control the deal from their homes is a concern for potential loss of the opportunity for profit in the finance office. However, after reviewing multiple articles from Automotive News, our own CATA Bulletins, and attending a dealer round table with Cars.com it became evident that what we are doing is inevitable in the success of a dealer in the coming years.


