

Optimizing Dealership's Most Important Asset.

Innovators

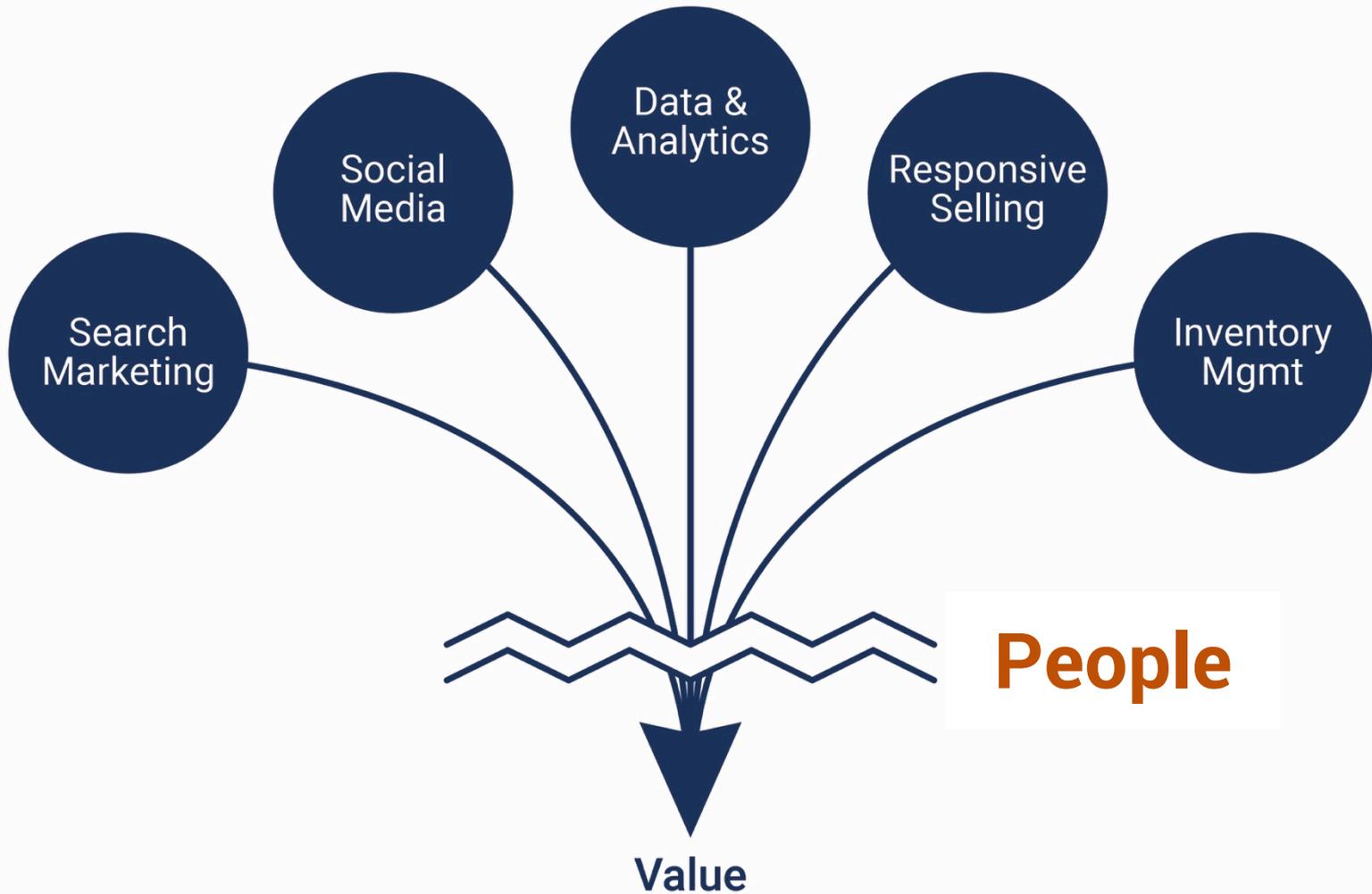
Early Adopters

Early Majority

Late Majority

Laggards

Entry fee to play the game



Sales Success

?



Case Study:

Understanding the ROI on People



Labor Expense vs Labor Costs



Hourly Rate	Employees w/Benefits	Retirement Contribution	Cost to Hire
\$17	88%	\$1,330	\$21,216
\$11	49%	\$747	\$12,671

Questions:

- a) Who has the Higher Labor Expense?
- b) Who has Higher Labor Costs?

✓ Higher Performance

✓ Stronger Growth

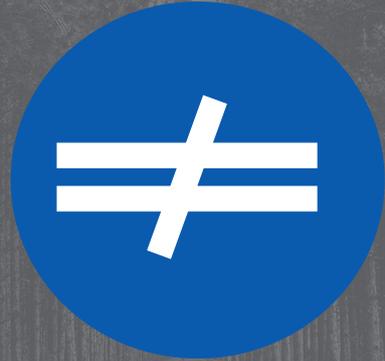
✓ Lower Costs

✓ Better Culture

✓ More Applications

✓ More Profit

Total Labor Rates



Total Labor Costs

2016 Total Turnover

<u>All Industries</u>	17.8%
Banking	18.1%
Healthcare	19.9%
Hospitality	28.6%
Insurance	12.2%
Manufacturing	16%
Not-For-Profit	15.7%
Services	16.8%
Utilities	8.8%

Compensationforce.com

Auto Industry Turnover

70%

\$45 - 75,000 Cost Per Turnover

NADA

✓ Lower Performance

✓ Slower Growth

✓ Higher Costs

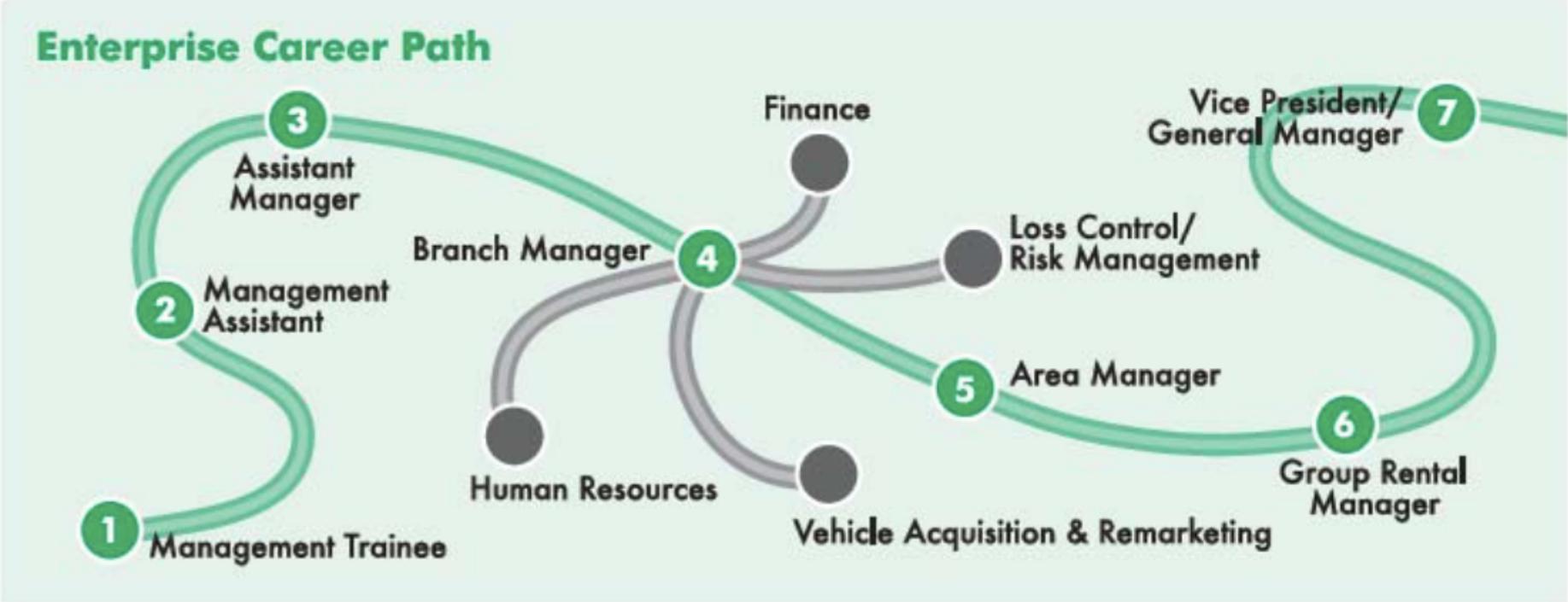
✓ Poor Culture

✓ Hard to Hire

✓ Less Profit



Figure 1: Enterprise Career Path



Source: "Enterprise Rent-A-Car: Recruitment and Selection at Enterprise Rent-A-Car," *The Times 100*, Edition 14, <http://www.thetimes100.co.uk/case-study--recruitment-and-selection-at-enterprise-rent-a-car--96-339-1.php>.

Sales Success

?



Processes For Successful Team Management

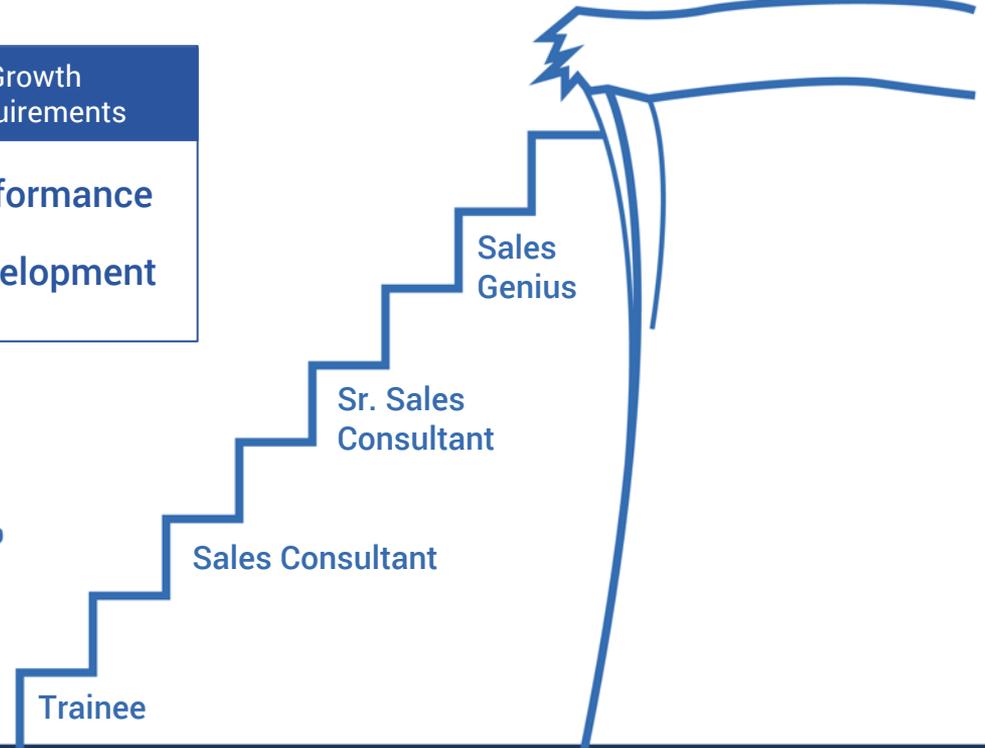
Team Development Process

Daily Task Management Process
Team Development Process

Performance Reviews Process

HCM Process

A structured process to advance employees' careers while optimizing their performance.



Mission ↔ Outcomes

Outcomes ↔ Measurements

Measurements ↔ Processes

Processes ↔ ???

Competency:

A defined behavior that an employee needs as a building block to complete a broader task.



Competency Framework:

is a structured guide to identify, evaluate and develop those competencies in employees to optimize their success.

Competency Based Management

is the practice of Managing and developing employees to a Competency Framework to optimize their success.



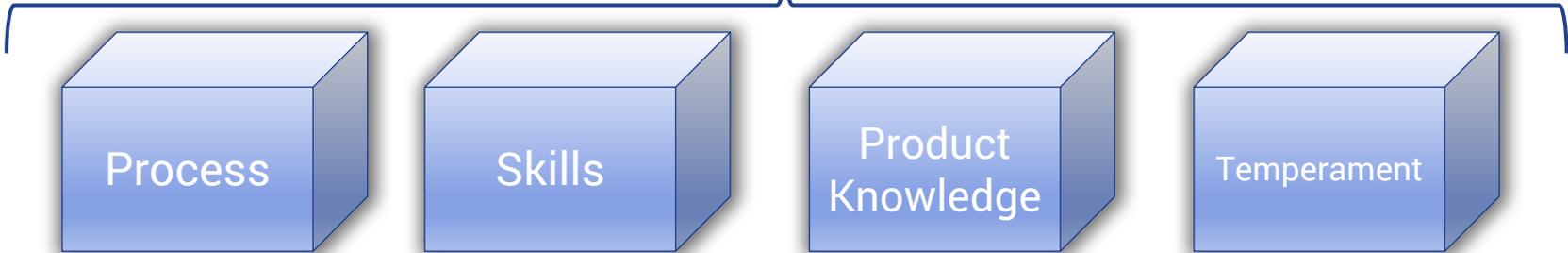
Rookie

Vs.



20+ Avg. Sales

148 competencies

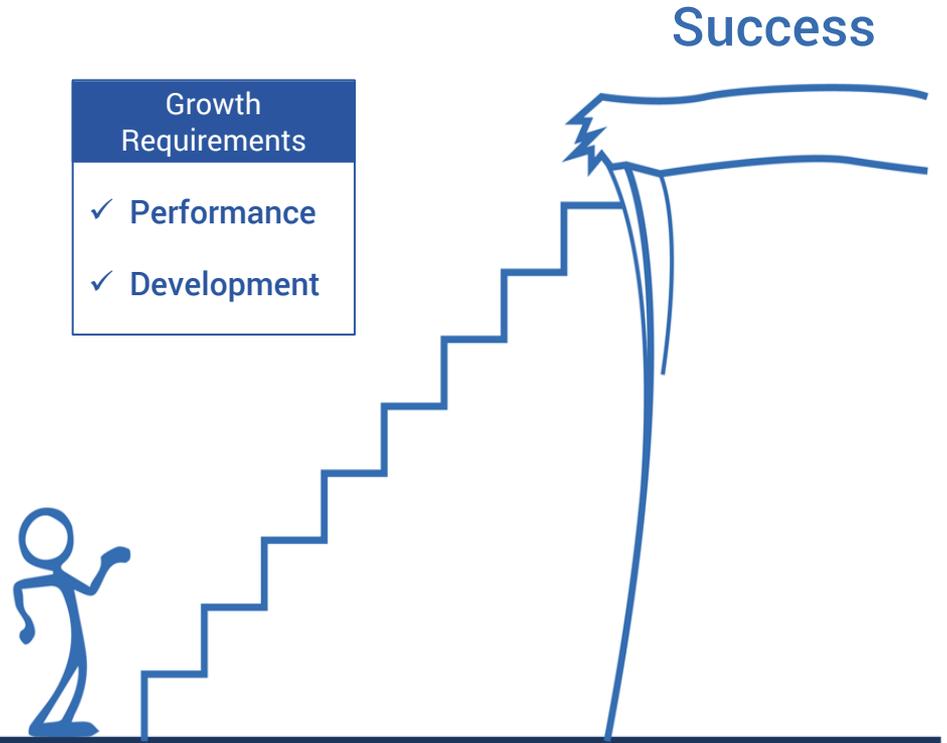


Four Factors to Sales Achievement

Foundation for HCM:

- a) Define Career Levels
- b) Create Competencies Framework

HCM Management:



Competency Framework



Competency Based Recruiting



Competency Based Management



End to End HCM



Step 1: Assess

Your People

Assess to Hire

Assess to Grow

Temperament	Process	Skills	Knowledge
Drive Learning Aptitude Empathy Self Awareness Commitment Culture	Walk-in Phone Lead Chat	Build Rapport Manage Conflict Overcome objections Asking questions Active Listening	Model Specific Incentives Programs Culture System Usage



Step 2: Plan

Map Growth Opportunities

Step 2: Plan

Sample Dealership Career Map



Step 2: Plan

Sales Consultant Map

Level	Title	Unit	CSI	Comps.	Badges	Certs	Time
Level 0	Trainee	Na	Na	Na	Na	Na	90 days
Level 1	Product Specialist	3 units/ 1 Month	Group	35 Required 20 Elective	Phone Lead Handling Walk-in Mission & Culture	CRM	3 months
Level 2	Sr. Product Specialist	7 units/ 3 Months	Group +3%	25 Required 20 Elective	Walk around Delivering Numbers	Factory Certs	9 months
Level 3	Honda Genius	12 units/ 6 Months	Top 10% +	25 Required 23 Elective	Closer Badge Lease Beast	Master Factory	1 +

Note: 2+ years to progress through this program. That alone saved the dealership 90,000 in turnover costs.



Step 3: Develop:

Create Growth Opportunities

Step 3: Develop

Foundation from Career Map



Comps.	Badges	Certs
Na	Na	Na
35 Required 20 Elective	Phone Lead Handling Walk-in Mission & Culture	CRM
25 Required 20 Elective	Walk around Delivering Numbers	Factory Certs
25 Required 23 Elective	Closer Badge Lease Beast	Master Factory

Step 3: Develop

Foundation from Career Map

Comps.	Badges	Certs
Na	Na	Na
35 Required 20 Elective	Phone Lead Handling Walk-in Mission & Culture	CRM
25 Required 20 Elective	Walk around Delivering Numbers	Factory Certs
25 Required 23 Elective	Closer Badge Lease Beast	Master Factory

Real time training needs

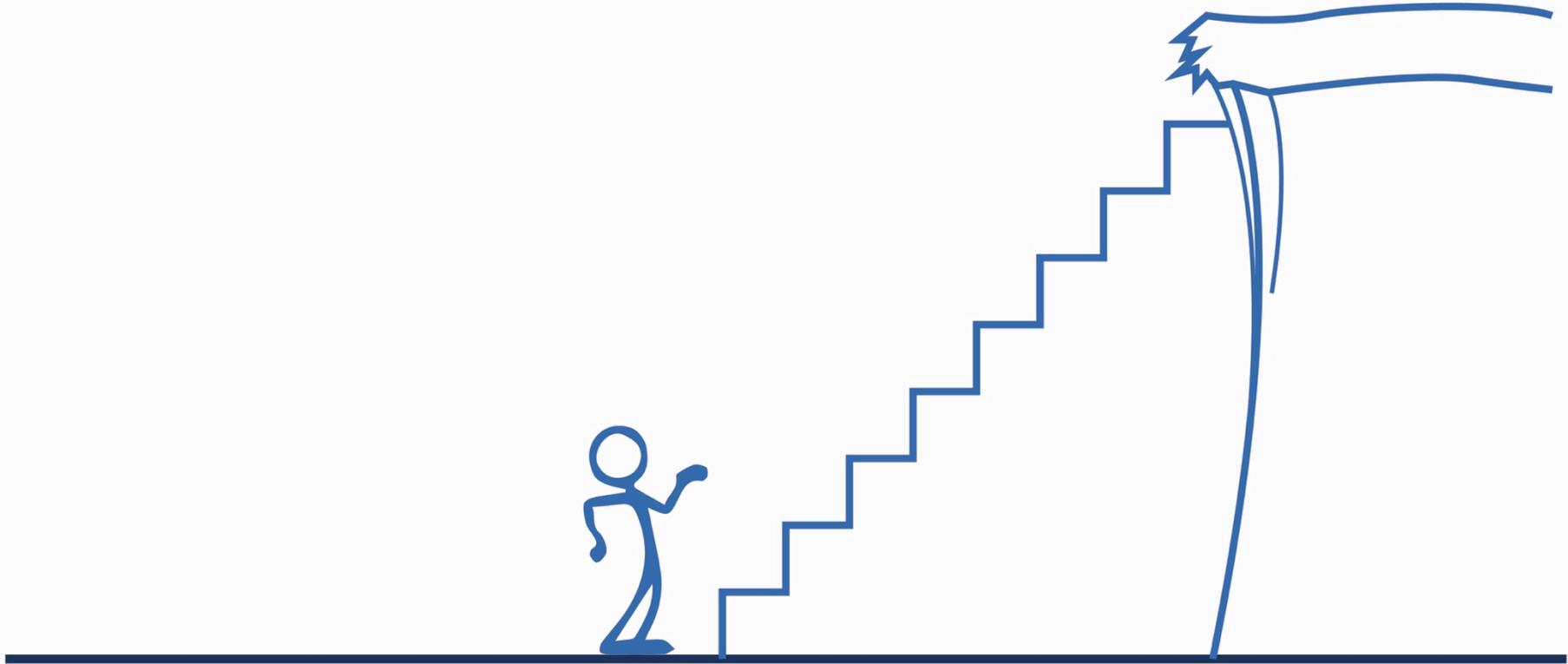
Store Performance	Individual Performance	OEM/Dealer strategy	Retention
Process	Process	Process	Process
Skills	Skills	Skills	Skills
Knowledge	Knowledge	Knowledge	Knowledge
Temperament	Temperament	Temperament	Temperament



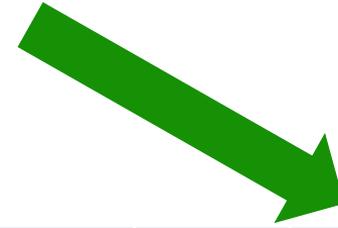
Step 4: Measure

Monthly performance Reviews

Step 5: Reward:



Step 5: Reward:



Sales Consultant Map

Level	Title	Unit	CSI	Comps.	Badges	Certs	Time	Compensation
Level 0	Trainee	Na	Na	Na	Na	Na	90 days	Highest Base Lowest Variable
Level 1	Product Specialist	3 units/ 1 Month	Group	35 Required 20 Elective	Phone Lead Handling Walk-in Mission & Culture	CRM	3 months	Medium Base Lowest Variable
Level 2	Sr. Product Specialist	7 units/ 3 Months	Group +3%	25 Required 20 Elective	Walk around Delivering Numbers	Factory Certs	9 months	Medium Base Higher Variable
Level 3	Honda Genius	12 units/ 6 Months	Top 10% +	25 Required 23 Elective	Closer Badge Lease Beast	Master Factory	1 +	Lowest Base Highest Variable

Note: 2+ years to progress through this program. That alone saved the dealership 90,000 in turnover costs!



Take Away:

1. Build/Get full Dealership Competency Framework
1. Plan a growth Map for employees.
1. Work the cycle:
Assess > Plan > Develop > Measure > Reward
4. Measure results: Turnover, employee productivity



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