DIGITAL DEGALET WORKSHOPS NORTHEAST

Cloud Trainer, LLC Karla Guleserian, MSEC President





Getting Right to the Heart of **BDC** Success







BDC, CRC, CCC, CDC, SCC, ACC...

It Doesn't Matter What You Call It...

- You better be READY for it!
 - Dealer Principal/GM support
 - 100% manager buy-in
 - Prove its profitability

The Purpose Of The BDC Is To Increase Sales & Profits!







- ~ The right people
- ~ Training
- ~ Feedback and collaborative learning



peo-ple /ˈpēpəl/

noun The most important resource in the workplace.





"The achievements of an organization are the results of the combined effort of each individual." - Vince Lombardi





of employee turnover is the result of "bad hiring decisions."

- Harvard Business Review



Your Recruitment Process Is Crucial





the Leader (BDC Manager)

- trainer, coach, and manager
- excited and motivated
- outstanding telephone skills
- excellent oral & written communication skills
- exceptional appointment setting skills
- sales experience



Appointment Setters

- interview by phone first
- excellent phone voice
- sounds excited
- good communication skills
- effective follow-up skills
- stable job history







Put Together A Plan

- Manufacturer training
- Vendors

- BDC manager
- Online training







- CRM usage
- Process maps
- Email, phone, chat, text follow-up
- Phone scripts
- Database integrity







- Clarify roles
- Share knowledge
- Quizzes
- Contests
- Rewards
- Make learning fun!







- Role plays
- Practice voice messages
- Listen to phone calls
- Overcoming objectives
- East/West appointment setting
- Assumptive questioning
- Product knowledge
- Pacing align and agree
- Scheduling valid appointments







Explore The Potential Of The Team Through Collaboration

- Communicate the "Book of Business" every day
- Share lessons learned
- Talk about challenges and issues
- Individual accountability



KULE YOURSELF "You are the sum of all of your training. It's the only way to get better."





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- ~ Consistent and repeatable processes
- ~ Phone-centric environment
- ~ Individual accountability



proc[•]ess /ˈpräˌses,ˈprōˌses/

noun

A <u>clearly defined</u> series of actions or steps taken in order to achieve a particular end.



Establish A Phone-Centric Environment

- The BDC is a Call Center!
- All agents should be on the phone!
- What does a successful call sound like?
- Track inbound phone outcomes
- Know agent outbound performance & volume
- <u>NO</u> place for "average" telephone skills





Pick Up The Phone Make Something Happen

- Tone and inflection (mirrors!)
- Pacing the conversation
- Identify prospect's wants and expectations
- Dealership value proposition scripting
- Confirm caller's full contact info
- Always ask for the appointment





Micro-Management Required!



- CRM usage analysis
- Openly assess processes
- Inspect lead information
- One-on-one coaching
- Individual accountability
- CRM technical issues

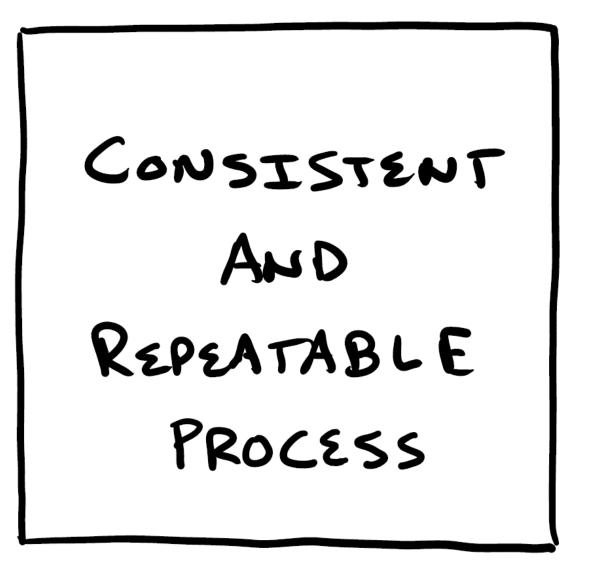


LEAD MANAGEMENT

- Telephone & text follow-up plan
- Chat process
- Automated email action plan
- Custom email plan
- Use video
- Lead routing (150-250 <u>opportunities</u> per agent)
- Bridge the gap between the showroom and BDC
- BDC bonuses, incentives, and rewards









Coordinate With The Marketing Function

- Align with digital and offline marketing tactics
- Customize phone scripts for promotions
- Practice phone scripts in group training
- Mirror email campaigns with offline campaigns
- Segment service data: email and phone
- Control email "blasts"
- Measure and report email marketing results







- ~ KPIs
- ~ Metrics and reporting
- ~ Costs control and profit

prof-it-a-bil-i-ty \prä-fə-tə-bi-lə-tē\

noun The <u>ability</u> of a business or department to earn a profit.



Performance Benchmarks



The 60% Rule Based On Opportunities (Chat, Phone, Text, Email)

100 Opportunities x 60% = 60 Connections

60 Connections x 60% = 36 Appointments

36 Appointments x 60% = 21.6 Shows

21.6 Shows x 60% = 12.96 Sold

Average Gross



KPIs: Key Performance Indicators

Connection Ratio

100 Opportunities x 60% = <u>60 Connections</u>

Appointment Ratio

60 Connections x 60% = <u>36 Appointments</u>

Show Ratio

36 Appointments x 60% = <u>21.6 Shows</u>

Sold Ratio (Total & Lead Source)

21.6 Shows x 60% = <u>12.96 Sold</u>

Average Gross





Measure & Report INDIVIDUAL and GROUP Performance





The BDC Must Be A Profit Center

- Pay plans must make <u>financial sense</u>
- Validate performance metrics then pay
- Agent deal gross reporting
- Control expenses
- BDC P&L Statement





Conclusion

- Plan your BDC before implementing prove its profitability
- Assess your recruiting process
- Hire qualified people
- Develop a training plan
- Train regularly and consistently
- Build a telephone-centric BDC
- Design consistent & repeatable processes
- Inspect what you expect!





Conclusion

- Hold individuals accountable for performance
- Measure group performance
- Establish KPIs to measure success
- Track and report key metrics and make improvements
- Devise pay plans that make financial sense
- Validate performance targets BEFORE compensating
- Control expenses
- Produce a P&L Statement for your BDC





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