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the CRISP Quarterly

AN OFFICIAL CAR WARS PUBLICATION | ISSUE 7



HOW THESE GERMAIN DEALERSHIPS

*PUT ON
THEIR*

SUNDAY BEST



**FAULKNER
TOYOTA**

TREVOSE | *Left to*

right: John Hogan
(Finance Manager),
Mike Villari (Used
Car Sales Manager),
Steve Egrie (Used Car
Sales Manager), Sarah
Thomas (Car Wars
Account Executive)



**BMW
NORTHWEST**

Left to right: Seth
Pittman (Car Wars
Account Consultant),
Eddie Bang (Sales
Manager)





↑ **FREEWAY TOYOTA HANFORD** | *Left to right:* Kevin Gallardo (General Sales Manager), Tim Ustica (Car Wars Account Specialist)

AROUND THE NATION

WITH CAR WARS



↑ **RUSNAK HYUNDAI INLAND EMPIRE** | *Left to right:* Katherine Worwa (Car Wars Director of Enterprise Accounts), Sam Ayala (Sales Manager)

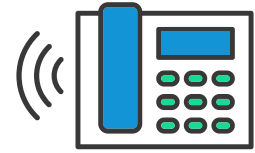
WHAT IS CRISP?

& WHY IS THIS CALLED THE CRISP QUARTERLY?

Good question, reader. CRISP is our methodology that's been helping dealers like you for almost a decade **C**onnect more callers, **R**equest and **I**nvide more prospects into the dealership, **S**et more appointments, and **P**ursue more stranded leads. It's the most simple, yet effective technique dealers use to quickly see a boost in overall Sales and Service performance. That's why you'll read a lot about CRISP throughout this magazine. It's our meat and potatoes. The backbone of what we do. The reason we get up in the morning.

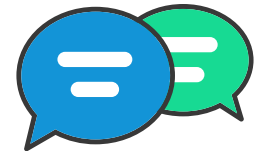
You'll also see varying perspectives surrounding the topic of doing more with less in this issue. As a dealer, you'll learn how to leverage available resources – mainly the phone – in order to see huge results.

Each dealer group featured in this issue – Germain, Community, and Feldman – understands how powerful it is to do more with what they already have in order to book more appointments and assist more customers. Hope you enjoy!



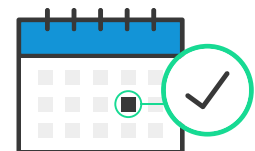
CONNECT

Connect each caller quickly to a qualified agent



REQUEST & INVITE

Request and Invite the caller into the dealership for a test drive



SET

Set a firm appointment with a specific date and time



PURSUE

Pursue new leads and rescue missed opportunities

DEALER SPOTLIGHT

HOW THESE GERMAIN DEALERSHIPS *PUT ON THEIR* **SUNDAY BEST**



How Jarrod Kilway, Director of Digital Strategy and Solutions at Germain Auto Group, is optimizing his available resources to truly put the customer first at six Germain stores.

By Monica Dziak
Marketing & Business Development

Jarrod Kilway recalls a time when a customer who called into his Naples, FL Toyota store was running late to catch a flight and needed a tire changed. The customer pulled into the lot, quickly realizing he left his wallet at home.

Most dealerships would have turned him away – no payment, no tire.

Not the team at a Germain store. “Two of the sales guys pitched in and paid for the guy’s tires together so he wouldn’t be interrupted from his travel,” Kilway remembers. “We were able to give him a ride up to



Photo: The team at Germain's Toyota of Naples store

the airport, then we told him, 'When you fly back in Tuesday, we'll be here to pick you up, or we'll call you an Uber to come back and get your car.'"

"I just hope my staff would have the initiative to provide a level of service to my guests and customers equivalent to that," the customer, who runs a Fortune 500 company, told Kilway.

This is standard practice for Germain Auto Group stores, which are the epitome of a group doing more with less to provide that top-notch customer care.

For instance, in early 2019, Kilway and his fellow directors implemented a trial run at Naples Toyota. They opened phone lines on Sundays, so even though the store was

technically closed, deals wouldn't be lost and customers wouldn't feel stranded – a practice Kilway feels is unique to the automotive industry (at least on a mass scale). By optimizing employees' schedules rather than hiring additional staff in order to take calls on Sundays, Kilway utilizes present resources, such as staff, time, marketing dollars, and streamlined phone processes to gain the opportunity for more booked appointments, denser showroom traffic, a higher-volume customer base, and, ultimately, an increase in cars sold and revenue.

Having a customer call while in desperate need for service on Sunday, and immediately hitting a bridge explaining the store is closed, isn't the best experience. "I always think about my wife in this scenario,"



Kilways says. "Let's say she's on a road trip and has engine issues two miles from the dealership on a Sunday. She calls the local store and hears that automated message. That doesn't resolve her issue."

What about mechanical issues that can't be worked on due to a closed Service center, I ask him? Rather than giving a sub-par experience, they push those calls to whoever's working in the BDC at the time: *"Hey, I understand you're having some Service issues; that's no problem. Our Service department is closed on Sundays. We open Monday at 6 a.m. Is this something*

immediate where you need to drop off the car?" Let's say the caller responds saying he or she has a flat tire: *"We'd love to help you out, but since you're out of town, here are a few tire shops closest to you I'm pulling up right now. I'll give you each of their addresses."*

No one wants to hear a *"Sorry, we're closed!"* recorded message when in the midst of panic or distress. That exact pain point was the whole concept behind the novel Germain initiative, and is just another opportunity to provide a high level of customer service without having to spend thousands on marketing and PR, reinventing their review program, or commercials just to generate positive buzz and keep customers returning.

The process has helped in Sales, too. Prior to opening phone lines on Sundays, Kilway heard from several customers who complained about wanting to buy from a local competitor but heard a message over the phone that the dealership was closed. Now, prospects hear a friendly voice on the other end of the phone from Germain's Toyota of Naples who is available to book their test drive. Kilway and his team just started leveraging knowledge surrounding car buying behavior and

customer feedback. “We know people are gravitating toward click to call from a mobile app, and we know our mobile app usage is extremely high,” he adds. “Utilizing that kind of understanding to

make sure we don’t miss opportunities with customers is key.”

Showing customers greater care without having to put more into



DOING MORE *WITH LESS*

For Kilway, *doing more with less* while managing a 6-rooftop auto group means:

1 LOGGING EVERY LEAD IN CRM

Kilway views this practice as something that can take better care of the customer, as it ensures his staff has the most updated information, including full Sales and Service history.

2 INTEGRATING SYSTEMS

Having Car Wars and his CRM integrate directly, he’s able to avoid jumping between tabs and can save valuable time with seamless integration.

3 SENDING EACH CALLER TO A SPECIFIC PLACE BASED ON HIS OR HER UNIQUE NEED

For example, digital retailers, callers who are a lot further engaged than the guy who was just on Cars.com and saw a used car for sales, don’t go to the bridge and are sent to a more seasoned dealership expert who can handle those calls like a pro.

4 RELYING ON WHISPERS

This is when you pick up the phone and are told a keyword as to what the call entails prior to speaking with the caller. It helps Germain phone handlers best prepare for every kind of call in order to supply that glowing customer experience the group stands for.

5 PAYING ATTENTION TO THE DETAILS

Kilway once noticed two staff members named Mike listed with the same phone code ID in CRM. One Mike was getting credit for all outbound calls and phone activity; the other Mike was getting nothing. Kilway dug right in, noticing the incorrect call code setup, and fixed it.

marketing spend, PR gimmicks, and time requires having solid phone processes in place.

They might feel like the “little things,” but having everyone across the group understand and instill these processes allows the organization to achieve greater results without having to spend more time and money or hire more employees.

“Doing more with less is a manager’s dream,” Kilway expresses.

Working to be one of the most successful groups in automotive – one that has been operating solidly since 1947 and consistently named a top group by the industry’s most reputable publications and organizations – sure has had its growing pains, but Kilway revels in the fact that he and his team are able to offer a world-class experience for each and every customer.

“Our group stands out because we’re different,” he reflects. “It’s not just another dealership. It’s tying in the name Germain; the name Germain is very well-known in the automotive community. It is not known for bad experiences. It is known for providing a world-class experience like a customer is somebody in our home we invited over for dinner.”

Kilway continues, “It is our job at the executive-level, at the store-level, at the salesperson-level, and all the way through, to make sure we don’t lose the vision and goal at the end of the day: Be yourself, take care of the customer, and do what is right. We have people from all over the country that do business with us in both Ohio and Naples, Florida. We have people that purchase in our Lexus stores in Ohio for six months out of the year. When they are in Florida, they purchase and service with us at the Toyota store. They’ve said the experience between the two stores isn’t much different, which is the end goal. For example, you could go to Chick-fil-A in Texas or in Florida. The food tastes the same. It’s that equal quality level and the same value for your dollar, where you know what you’re going to get.”

How is your group or store achieving positive results with the processes and techniques already at your fingertips? Share your story with us at [**content@callbox.com**](mailto:content@callbox.com).

WHAT'S NEW?

THE BR(AI)NS

BEHIND YOUR MISSED OPPORTUNITY ALERTS

An inside look at Car Wars' call review platform and the br(AI)ns behind a missed opportunity alert.

BY THE NUMBERS

4,000

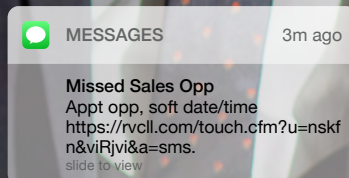
HOURS OF CALL
REVIEWS PER DAY

100,000+

HUMAN REVIEWERS

500,000+

MACHINE
PREDICTIONS PER DAY



By Stephanie Reynolds

Marketing & Business Development

You're at your desk. *Ping!* A Missed Opportunity email from Car Wars. Your agent failed to request the appointment on a phone up. You react quickly, read the call recap, call back the customer, and book an appointment for 2:30 that afternoon.

Nice. You rescued the lead and set the appointment!

This one alert was made possible by a complex network of over 4,000 daily man hours of call reviews, and more than 500,000 machine predictions logged that day.

With 100,000+ Car Wars reviewers around the world combined with sophisticated machine learning, Car Wars accurately uncovers opportunities on the phone at a mass scale to pick apart millions of calls every day and deliver insight and actionable data – like this Missed Opportunity alert – to you.

There are two unique elements to a reviewed Car Wars call: human

reviewers and artificial intelligence (AI). Car Wars' review pipeline weaves AI's speed and data-driven accuracy together with a human's subjective insight and ability to decipher humor, sarcasm, and colloquialisms to pinpoint how calls are handled at your dealership. Together, they dissect a call to identify the most valuable pieces.

At Car Wars, we develop all our neural networks (*fancy term for AI*) in-house with the simple mission to identify your most important calls: appointment opportunities. This is an important part of the process because AI gets smarter over time, and Car Wars' AI, Cari, is the oldest (and wisest) agent on the block. We're expanding our real-time predictions in the pursuit of faster alerts and reporting.

The review pipeline triggers the moment the customer initiates a phone call to your dealership. From the first ring, the dynamic AI/human duo begins decoding your reviewed call.

BUILDING A CAR WARS ALERT — FROM FIRST RING TO BOOKED APPOINTMENT.



214-555-0000

Customer's number, gender, and call source help Cari qualify a true Sales opportunity!



Bryce Kent
63% Talk Time

1

Now let's get back to Cari, our AI agent. Cari stands for CRISP Agent Responding Intelligently. She analyzes hundreds of data points on a call to identify gaps in performance and hot opportunities. She quickly and easily identifies what occurred on each call, pinpoints quality leads, and improves conversion rates.

Before the call is even answered, Cari is already at work identifying whether this is an appointment opportunity – *Is this a repeat customer? Has this customer called the dealership before? Which agent handled the call last?*

2

The call enters real-time **Voice Recognition** analysis the moment the caller is connected with an agent. Cari scans the agent's audio, comparing his unique vocal melody to previous audio samples in order to identify the specific agent speaking. She confidently assigns the call to Agent Bryce who handled it. His phone performance on this call is pushed into his Agent Performance Report in Car Wars, which pinpoints areas of improvement.

Cari continues listening to the entirety of the call. She considers factors like time of day, customer's previous interactions, and historical data from the specific dialed tracking line. She ultimately determines the call a **Sales Opportunity**.

All of this data compiles into Cari's neural network, making her smarter, her alerts faster, and real-time predictions more accurate over time. This is valuable due to various scenarios where a call becomes actionable before the entirety of the review is complete. When Cari knows beyond a reasonable doubt the handled-by agent works in Sales or the customer asks about inventory at the dealership, she tells Car Wars the call should be shared into CRM. She labels the call as connected, assigns to Bryce, and tees up the **share for CRM**, so proper follow-up processes can occur.

Now, this is where things get interesting. Cari performs a deeper analysis to further qualify the call, looking for the presence of an appointment discussion.

She notices at the conclusion of the call that Agent Bryce says "Saturday," but there's no mention of a specific

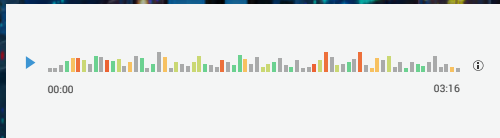
3

**Open in CRM**

Quickly access the customer's record in CRM with Cari's deep integration.

4

**Connected, Sales opp**
Soft date/time



A Human Reviewer reviewed the call as
Soft date/time

Recap By Human Reviewer

Human review: The customer was calling to: check the availability of HONDA Odyssey Seda, Corolla or Rav4 under \$10k and 100k mi and asks for weekend offer. The agent tells the customer: that they have the different vehicles available and provides info on the vehicles. The result of the call was: that the agent will call back the customer after gathering the info on the vehicles.

Missed opportunity!

time. She tentatively marks the call as a **Soft Date/Time**, but she requests a human reviewer to confirm her conclusion.

5

While Cari improves the speed and accuracy of call reviews, our human reviewers provide the feedback mechanism used to improve our prediction pipelines. Within minutes of the call ending, Cari packages the audio to push into the queue for a human reviewer to confirm her findings.

6

Xavier, an approved reviewer for more than six years, reviews the call and confirms Cari's prediction: it's a soft appointment. **Whoops, Missed Opportunity!** A manager needs to follow up and schedule a firm date and time with the customer.

7

The call continues further down the pipeline to a qualified review center agent who writes a short **call recap**, including information such as the customer and agent name, vehicle discussed, questions asked, and appointment requests.

Then the call goes through its final check out.

Connected, Sales opp
Soft date/time

Bryce Kent
63% Talk Time

214-555-0000

Main Line • 469-555-1000 • Ext 2 (Sales)

Recap By Human Reviewer

Human review: The customer was calling to: check the availability of HONDA Odyssey Seda, Corolla or Rav4 under \$10k and 100k mi and asks for weekend offer. The agent tells the customer: that they have the different vehicles available and provides info on the vehicles. The result of the call was: that the agent will call back the customer after gathering the info on the vehicles.

Transcription by IBM Watson

Yes used car sales. Used car sales pre-owned. Yeah I'm looking to see if you got anything in over the weekend that...

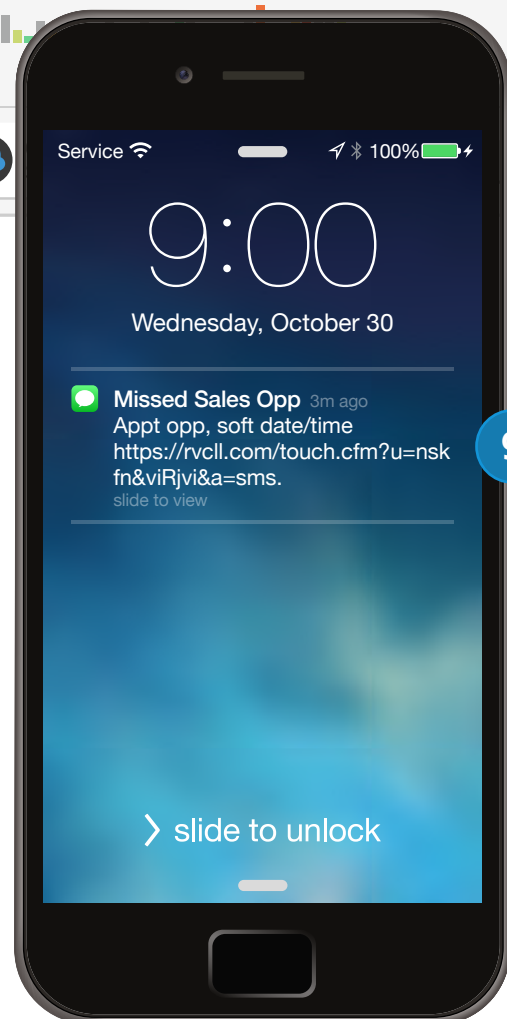
00:00

A Human Reviewer reviewed the call as
Soft date/time

8 The final reviewer listens to ensure all the valuable information discussed during the conversation is included, then confirms the call recap's accuracy.

9 *Ping!* The call is packaged and is delivered right to your Car Wars account and email and/or text inbox as a Missed Opportunity alert.

The dynamic teamwork of Cari and a team of humans from all over the world helps your business isolate its most important phone leads and save Missed Opportunities before it's too late!



TAKE IT FROM THE PROS

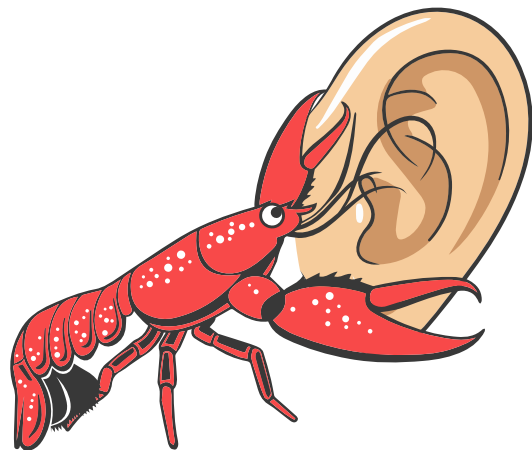
Photo (Left to Right): Kelly Lindsay, Jessica Pulido, Julissa Careaga, Stephanie Cerda, Arely Campos, Kristen Willis, Gil Guzman, Jamie Corrao, Jackie Gutierrez, Joi Smith, Berenice Torres, Gaby Longoria, Brittany Mooney



WHAT'S THAT I HEAR?

A CRAWFISH WHISPERING IN MY EAR?

Gil Guzman, Director of Business Development for Community Auto Group, is instilling a process-forward culture to hold each and every employee accountable and make the most out of what he has.



By Julia Wang

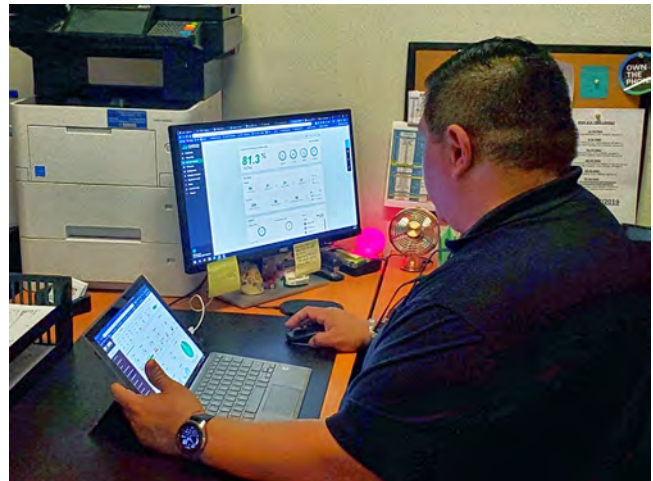
Marketing & Business Development

We've all heard the age-old saying, "less is more," but how does that apply to automotive? You might constantly feel like you're understaffed due to the industry's high turnover rate. Doing more with less seems like an impossible feat if you feel like you don't have *enough*.

Nobody understands this mentality more than Gil Guzman, Director of Business Development for Community Auto Group. Across his four stores (three in Baytown, TX and one in Lafayette, LA), he has a mere 12 BDC representatives.

Even though work gets busy, it's nothing Guzman can't handle. What helps him achieve all his goals? Accountability, process, and structure. Having a defined phone process in place ensures all his staff members are held accountable for handling calls well and driving traffic to his dealerships.

With that, the phone remains a constant, and Guzman knows



firsthand the difference that solid phone performance can make for a dealership. The Internet, while powerful for driving leads, isn't the problem. The struggle comes through the phones. "The Internet is a powerful tool for consumers, but in the end, even with trends now, they want to talk to somebody, so why not have somebody who is trained in being able to answer their very specific questions in order for them to make that connection and get them here?" Guzman says. He claims that until dealerships develop a phone-first mentality and understand that it's the most important aspect in engaging a consumer and getting them into the dealership, all dealers will wonder why their results aren't where they should be.

PROCESS CREATES PROGRESS

Accountability is a huge piece of how Guzman and his small number of BDC reps are able to achieve appointment-based goals – what Guzman defines as each person

hitting his or her required minimum of 100 activities and 80 outbound calls per day. The group standard of having contact ratio around 30%, inbound appointment ratio around 65%, and outbound appointment ratio between 25%-30% holds every rep accountable for helping reach those numbers. Guzman attributes the trouble that other dealers, particularly in the BDC, encounter to a lack of accountability. Implementing a structured process and then executing this set process “keeps everyone focused on where they need to be,” Guzman mentions. Defining the 80 calls and 100 activities per rep goals ensures everyone is held accountable and hits their numbers to bring prospects into his dealerships.

He claims that in order to pull out

more with less, you have to have structure, process, and accountability to hold your team to a goal.

Process for Guzman involves monitoring Car Wars reporting on a consistent basis. By looking at the CRISP Report daily, he can pinpoint areas for improvement or opportunity, and ensure their numbers are on track to sell 300 cars monthly. When Guzman gets the reports back, he listens to calls to learn from what could have been improved and makes sure his team is staying on track and saying the right things to connect with the customer.

Furthermore, implementing whispers – the quick audible sound bite that plays for the phone handler prior to hearing the customer’s voice, letting him or her know what kind of call it is



TEAM EFFORT:

300

CARS SOLD PER MONTH



Community Auto Group needed to
ALMOST DOUBLE THEIR SALES
 by utilizing



– are a powerful way Guzman and his team use Car Wars. Whispers help enhance the customer experience, since each call is tailored to the customer. Each specific store in the group has a unique whisper. For example, for his store in Louisiana, Guzman has a whisper that says “crawfish.” When the whisper comes through, the rep immediately knows the call is from Lafayette. Because he supports his BDC remotely, whispers are a huge advantage because customers “wouldn’t even know we aren’t in the store they’re calling for,” says Guzman. When the whisper plays through, Guzman and his reps know the right pronunciation and vernacular to use in order to enhance the customer experience. They know to say “la-fee-et” rather than “lay-fay-et”. These little things most people don’t think about allow Guzman’s team to have a leg up in customer satisfaction.

For Guzman, whispers make it easy to be able to sort out calls as they come in. “That way, we have a little bit of a better level of personalization,” Guzman expresses. “We know that the call is for that specific store, so there is no fumbling around as to not knowing where the call is coming from and which store it is supporting.”

It's a team effort to meet the overall goal Guzman set of selling 300 cars a month. With only 12 BDC reps across four stores, it seems like a difficult feat. Management had to essentially double the number of vehicles sold (they used to sit at around 170-175 cars sold per month) without adding more staff. Since implementing a structured calling process, Community Auto has been able to shatter the 300 mark on a regular basis – all with the same number of staff.

WHAT GETS MEASURED GETS DONE

Reporting through Car Wars has allowed Guzman to have concrete historical data to look back at and pinpoint areas his team can improve upon in order to continue seeing success. A saying Guzman and his fellow managers go off of is “a little plus a little equals a lot.” Every little component that's utilized to reach a common goal in the end gets Guzman and his group where they need to be.

“I think dealerships are really looking where to grow, and a lot of times, they don't realize a lot of growth is already contained within themselves...tools



“I think dealerships are really looking where to grow, and a lot of times, they don't realize a lot of growth is already contained within themselves...tools like Car Wars really help us look at ourselves for all the business we were missing.”

GIL GUZMAN

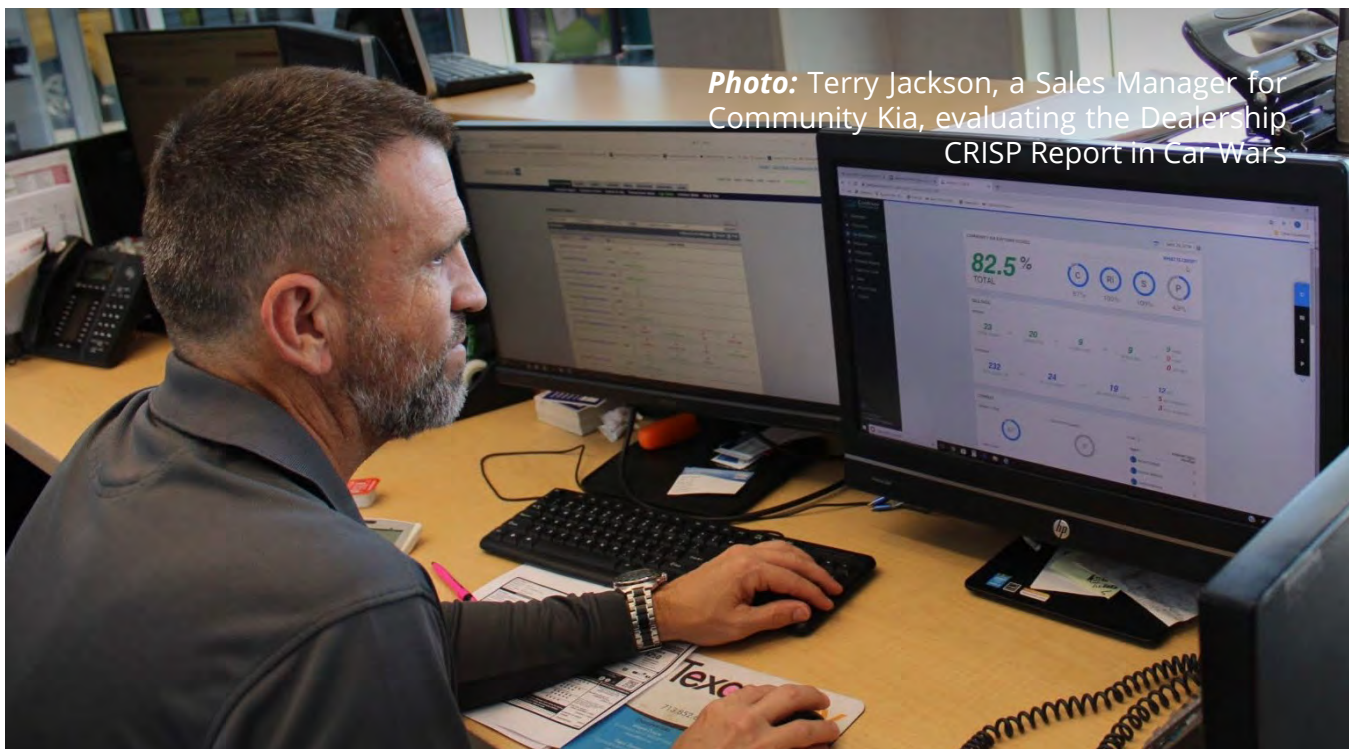
*Director of Business Development,
Community Auto Group*

like Car Wars really help us look at ourselves for all the business we were missing,” Guzman reveals.

With Missed Opportunity Alerts and Calls That Never Connected reporting, Guzman can see where to improve in order to bring in as many customers into his dealerships as he can. With these reports, Guzman is given measurable insights on phone performance of his BDC reps and salespeople so that everyone – at every level – is held accountable for the overall success of the dealership. Everybody knows how to use and navigate Car Wars within the group,

so it makes for a more streamlined process.

Guzman has noticed that over the years, since having Car Wars, there has been a substantial improvement in appointments; **where they were initially booking around 200 appointments a month, they have now grown to setting at least 1,000 appointments.** “It’s been crazy to see the growth and performance,” Guzman shares. “We still have the potential of flexibility to support more, and that is the great thing.”



TESTIMONIALS

WHAT DEALERS ARE SAYING

ABOUT CAR WARS

"Before I used Car Wars, if I wanted to spot check an agent, I didn't know who took what call. I had to sit and listen to find one call from that one employee. Now with Car Wars, I can have it show me calls from the employees I want and the call summaries. That's really saved me time and made my training a lot more effective."

**JASON
COHEN**

General Manager
*Lithia – Lexus of
Middletown*





**JORGIE
ESKEW**

Internet Manager
West Point Buick GMC

"Ever since we've signed up with Car Wars, the number of appointments set, the show rate, everything has improved really highly...If we didn't have Car Wars, we wouldn't be where we are today. We've gone so far because of it. I have and will continue to recommend Car Wars to other dealerships."



**GIL
GUZMAN**

Director of Business Development
Community Auto Group

"Car Wars has helped us have an entire working salesforce. It goes beyond the BDC. Everyone is held accountable on the phones. With Car Wars in place, our appointment ratio has gone up tremendously – at least a 50% growth. It's a huge, huge difference."



NAKEMA BURGESS

BDC Director

Feldman CDJR of Woodhaven

"Car Wars has honestly been a big help. I use the CRISP Report as part of my weekly report that I send out to my agents every Monday. I like how you guys put up messages saying that an appointment wasn't asked for. That's a huge help because some agents say 'I asked for the appointment' and they didn't. This tool has 100% helped my agents become better."



BRENT WEDDLE

Pre-Owned Internet Sales Director

BHA – Grapevine Ford Lincoln

"Car Wars is the most trusted provider when it comes to anything phone-related. There's no opportunity that goes missed or unseen, and it has a vast amount of tools that help our salespeople get better and help our managers know more of what's happening on a daily basis."



VICTOR MONTAYA

Senior Internet Director
Morgan – Sun Toyota

“So when we talk about something like Car Wars (or Cari), we see that as an asset to the dealership because it’ll improve our processes. The platform alone gives us all of the information we need not only to live, but we can look back and see what we’ve done well and where our opportunities are to improve.”



DANA SCARBOROUGH

BDC Manager
Hendrick – Toyota of North Charleston

“Voice Recognition has not only added time back into my day, it’s also reminded my team to focus on proper phone lead management within Car Wars and CRM. I’d absolutely recommend it to any other dealership manager, due to its unparalleled ability to instill accountability among salespeople.”

GET TO
KNOW CARI
ON PG 10!

SUCCESS STORY

LEARNING *ISN'T JUST FOR THE* CLASSROOM

Photo: Burgess mentoring one of her BDC agents

How Nakema Burgess, BDC Director at Feldman Chrysler Dodge Jeep Ram of Woodhaven, encourages a learning environment to set up her team for success.

By Julia Wang
Marketing & Business Development

Nakema Burgess knows that being able to adapt to change is crucial to keep growing. With the automotive industry constantly evolving, you have to shift with new trends or risk drowning.

Starting as a BDC agent at Feldman Chevrolet of Livonia then being promoted within six months to BDC Manager has required Burgess to shift

HOW TO WARM TRANSFER

1 SET EXPECTATIONS

Tell the customer you will place him/her on a brief hold to ensure the agent is available.

2 HOW CAN I HELP?

If the agent is not available, ask the customer how you can assist.

3 SEND TO A MANAGER

If you are unable to help the customer, offer to connect him/her to a manager.

4 TAKE A MESSAGE

If you are unable to connect with a manager, after three rings, take down the customer's name, number and the reason that they called.

5 FOLLOW-UP

Thank the caller and assure that he/she will be followed up with.

her way of thinking and learn how to lead a team. Burgess was brought on to take over and **build a BDC from the ground up** for the newly acquired Feldman Chrysler Dodge Jeep Ram of Woodhaven. Starting a BDC at a store where one didn't exist comes with a set of learning curves, but Burgess attributes her team's success to the positive culture she works hard to create and the ongoing learning opportunities that culture provides.

MAKE A CUSTOMER, NOT A SALE

A key part of creating this positive culture (and one that leads to positive results) is treating her agents as *consultants* and extending that to how they handle the phone. Equipping her consultants with needed information guarantees they're as knowledgeable on the phone as possible. The more knowledgeable

they are, the quicker they can help the customer and get him or her into the dealership. "As a customer calling into any establishment, you want to make sure you get the information you are requesting right away," Burgess claims. Helping customers in a quick, timely matter is an important factor in the industry to make sure customers are connected to the right person, at the right time.

Burgess' agents' success on the phones comes through their process in handling live phone calls. Her agents are trained to actually *listen* to the customer and provide the right answer as quickly as possible. She holds her agents to a standard: "Provide customers with great customer service and the answers they're requesting, rather than just seeing them as a sale or upsell opportunity."

When a customer asks a question on the phone the agent needs help answering, the agent doesn't hang up and call the customer back. Rather, Burgess encourages all her agents to be honest with the customer and let the caller know that he or she will be connected to a sales consultant who can help. Helping the customer while they are still on the phone is what Burgess refers to as a "call to action". The agent lets the customer know that he or she will be put on a brief hold while they get the appropriate product specialist on the line. Immediately connecting the customer to someone who can help guarantees these live calls aren't dropped and allows her team to continue to pursue possible leads.

"I like the customer on the call to be taken care of immediately," Burgess says. "The moment the customer is off the phone without receiving the information they need is the moment we've lost that customer." Prompt action ensures her agents aren't dropping any potential leads and

enhances the customer experience by allowing for immediate satisfaction.

FAIL FORWARD, FAIL FAST

To create the best learning opportunities, Burgess tries to create a work environment where her agents can gain new experiences without being scared of failure.

"Provide customers with great customer service and the answers they're requesting, rather than just seeing them as a sale or upsell opportunity."

— NAKEMA BURGESS

Burgess makes sure her agents are kept encouraged by reminding them "Every month may not go according to plan, but we'll

pick ourselves up, learn from it, and move into the following month with positivity." Even the most seasoned agent will experience a hard month. She recalls an agent who started off strong: her appointment rate for her first two months was high and she brought a lot of customers into the dealership, but by her third month, her metrics began to drop off. The agent had potential, so Burgess believed the most important thing was to keep her encouraged. According to Burgess, "every mistake or failure is a chance to learn and improve." They reviewed the

COMMON REASONS

YOUR AGENTS MAY NOT BE BOOKING APPOINTMENTS OVER THE PHONE

1

ABSENCE OF BRIDGE OR PHONE TREE

You don't have a bridge/phone tree set up so that Sales calls go directly to experienced reps.

2

APPOINTMENTS AREN'T REQUIRED

Agents simply aren't asking for the appointment or inviting the caller in for a test drive.

3

LACK OF INVENTORY & MODEL TRAINING

The agent has a lack of inventory and model training and does not sound fully knowledgeable about the vehicle discussed.

agent's calls together and pinpointed areas of opportunity and changes in approach for future phone calls, which led to the agent getting back on track for the months to come and improving her approach on the phone.

LEARN TO TRAIN, TRAIN TO LEARN

At the beginning of the month, Burgess and her team listen to calls. What makes her approach unique is the fact that the Sales team sits in on these call reviews with the BDC agents. They listen for areas of improvement and provide feedback to each other. Together, they critique calls and learn what could have been said or done differently.

Bridging the gap between Sales and the BDC is an unusual approach, but has been very helpful for her agents. Rather than viewing Sales and the BDC as two separate departments like most dealerships, Burgess thinks of them as one team that can learn from each other. Sales learns from the BDC not to give too much information over the phone that would overwhelm a customer; the BDC picks up tips about what to say to the customer, product features, quotes – anything to get them into the dealership. Different viewpoints help uncover areas of improvement that one department

might not have seen without the other. Each side is determined to help the other win since their successes are directly correlated.

One thing Burgess likes to do to enhance her own learning is secret shop to see what other competitors are doing and how she can learn from them. She reaches out to other BDC managers to learn what they're doing and their processes. Despite the competitive nature of automotive, she's found others in the industry who are willing to share their knowledge.

Implementing these tactics has allowed her store to see a 50% jump in sales prior to Burgess' arrival. If she happens to have a bad month, it's hard for her not to get frustrated due to her passion for running a successful BDC, but just as she tells her team, it's important to take a step back and see why you might not be booking as many appointments or making as many calls as you had the previous month.

Burgess' biggest piece of advice: "Every day when you come into work, have a positive attitude and mindset. Come ready to work and make sure you give it your all."

APPOINTMENT BOOKING SNAPSHOT

Before Burgess' arrival to Feldman Chrysler Dodge Jeep Ram, **the appointment average was roughly around 100 a month. Since adding a BDC department, utilizing Car Wars, and keeping her team encouraged and educated, they were able to almost quadruple the amount of appointments booked and are up to almost 400 per month.** In addition, their show rate went up from an average of 65% to an average of 75%.



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OR NEED HELP?
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833-823-7362



VOICE RECOGNITION

With Voice Recognition, you're already a step ahead of the game in that you'll have more Sales opportunities to call on, more calls logged in CRM, more follow up tasks created, more appointments set, more showroom traffic, and more cars sold.

Voice Recognition gets smarter over time. To amplify how it learns, we recommend that you do the following on a frequent basis:



Keep your Staff Profiles pod up to date with current employees only. Remove individuals who have left and get new agents added and enrolled in Voice Recognition ASAP!



Encourage agents to speak in their normal speaking voice when calling the Voice Recognition Hotline – avoid sounding like a script reader and the use of speakerphone.



Hop into the Voice Identification tool to identify any unknown voice samples in your account, and train agents to introduce themselves by name to every caller. This helps the machine learning process get familiar with who they are and is a good way to build rapport over the phone, too.

DON'T HAVE VOICE RECOGNITION?

Visit carwars.com/home/solutions/voice-recognition to learn more.

ON THE ROAD

ON THE ROAD



SANDS RED HILL | *Left to right:* Sarah Thomas (Car Wars Account Executive), Eli Samaan, Dylan Heft, Maggie Little (CRISP Certification Coach), Nina Nowaczyk (CRISP Certification Engagement Director), Tom Burrell (Sales Consultant), Mike Renninger (Sales Consultant) and Don High (Sales Consultant)



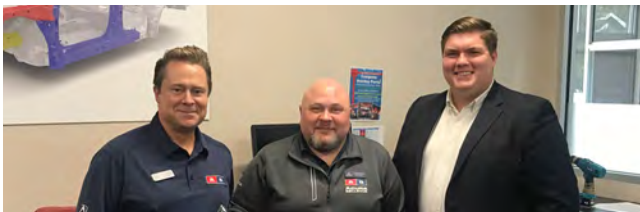
↑ **TROPHY NISSAN** | *Left to right:* Charles Traylor (Internet Director), Brandon Owen (Car Wars Director of Client Services), Dezzia Garamillo (Call Center Agent), Darielle Owens (Call Center Agent), Alexandria Chavez (Call Center Agent), Andrew Roberson (Call Center Agent)



LEE JOHNSON CHEVROLET
Left to right: Marcus Andrews (Sales Manager), Mike Haeg (Car Wars VP of Automotive), Christy Alford (Car Wars Account Specialist)



← **ELDER FORD OF ROMEO** | *Left to right:* Lance Rhodes (Car Wars Account Specialist), Dane Tocco (Internet Manager / Sales Consultant), Antonio Vultaggio (General Sales Manager), Steve Landis (Executive Manager), Andrew Vultaggio (General Manager), Joe Gallant (BDC Manager)



← **MAXX AUTO SALES** | *Left to right:* Tim Ustica (Car Wars Account Specialist) and Ernie Savare (Sales Associate)

↑ **ACURA OF BELLEVUE** | *Left to right:* Frank Kelley (General Manager), Shawn Finger (Internet Sales Manager), Seth Pittman (CW Account Consultant)

↓ **SCHAUMBURG HONDA AUTOMOBILES** | *Left to right:* Mark Croft (Sales Operations Manager for IL), Karsyn Alderink (CW Senior Consultant), Ryan Rohrman (CEO of Bob Rohrman Auto Group)



↑ **MIKE CASTRUCCI CHEVROLET** | *Left to right:* Curtis Batsel (Customer Success Manager) and Dottie Perazzo (Warranty Administrator)