

CRISP Uarterly

BOOYAYS

GRAPEVINE FORD LINCOLN'S RECIPE FOR ACCOUNTABILITY

BRENT WEDDLE

*Internet Sales Director*Grapevine Ford Lincoln



CRISP Uarterly



CHECK OUT OUR

FREE USER GUIDE

FOR SHOWING OFF YOUR CAR WARS SOCKS

WHAT IS

AND WHY IS THIS CALLED THE CRISP QUARTERLY?

ood question, reader. CRISP is our methodology that's been helping dealers like you for almost a decade: **C**onnect more callers, Request and Invite more prospects into the dealership, Set 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 accountability in this issue. As a dealer, you'll learn how to better hold not only your employees accountable but your vendors, too.



CONNECT

Connect each caller quickly to a qualified agent



REQUEST & INVITE

Request/Invite the caller in for a test drive



SET

Set a firm appt with a specific date and time



PURSUE

Pursue new leads and rescue missed opportunities

Each dealer featured in this issue – Grapevine Ford Lincoln, the sixth Ford store in the U.S., and West Point Buick GMC, a powerhouse that consistently puts its customers first – understands how crucial it is to instill a culture of phone accountability in order to book more appointments and assist more customers. Hope you enjoy!

- The Car Wars Team

DEALER SPOTLIGHT



PRACTICE LIKE YOU

MENTALITY ACHIEVES NATIONAL RANKING

ACCOUNTABILITY

(ac·count·a·bil·i·ty): an obligation

or willingness to accept responsibility

or to account for one's actions.

Accountability shows ownership and

a willingness to admit mistakes.

Booyays and Beach Balls: Brent Weddle's Recipe for Accountability. The dealership's "Phone Guru" shares how he built an appointment-booking power team.

By Stephanie ReynoldsMarketing & Business Development

ccountability is nothing new for the team at Grapevine Ford Lincoln. The dealership operates by this definition and has cultivated a culture around call ownership - making them the #6 Ford store in the U.S. for both volume and sales. Grapevine Ford Lincoln was not only recognized as the #1 Ford dealer in Texas in 2013 but is also currently the #1 certified pre-owned store!

The dealership's Pre-Owned Internet Sales Director is no amateur when it comes to the phone. In fact, Brent proclaimed nickname, Weddle's "Phone Guru," is for a good reason. He outperforms the entire dealership in terms of appointments set and is involved in everything related to the Internet and pre-owned phone opportunities. With a team of forty agents, he works every day to foster an environment of high performance by developing a culture of accountability and nurturing it with continuous feedback.

understands everything Weddle comes down to time for today's customers. There's limited time to capture the opportunity calling into the dealership. If an agent does not know how to navigate a "Being good on the phone is everything. Phone skills are the world when it comes to the auto industry. If you can't talk on the phone or aren't saying the right thing, then you're missing out on 85% of the business."

BRENT WEDDLE

Grapevine Ford Lincoln Internet Director

conversation, handle objections, or execute the appointment ask, the Sales opportunity quickly slips away.

"Being good on the phone everything. Phone skills are the world when it comes to the auto industry. If you can't talk on the phone or aren't saying the right thing, then you're missing out on 85% of the business," Weddle shares. This means 85% of business relies on the agent's ability to schedule appointments that drive people into the showroom. It's Weddle's responsibility to ensure his team is not only equipped to handle customer calls but also be held



accountable for executing every call.

The expectation is that every agent must be deliberate and intentional on the phone, and always, always, always guide the conversation toward the dealership visit.

Selling is all just a numbers game – the more the agent invites the caller into the dealership, the odds increase for the customer to accept. As obvious as it sounds, this doesn't always happen. To hold his team accountable for requesting the appointment, Weddle continuously monitors performance.

Car Wars' Weddle views **CRISP** methodology as the diagnostic of the dealership's health for anything and everything pertaining to the phone. Looking at each metric, he can pinpoint exact areas for improvement, how well agents are performing on Sales calls, and the hottest opportunities to pursue. When the Connect, Request & Invite, Set, and Pursue percentages are high, then Weddle knows his team is in good shape. If one metric begins to struggle, then the other metrics will subsequently follow suit. He constantly monitors the CRISP scores to ensure his team's performance maintains a healthy level, both collectively and individually.

SETTING EXPECTATIONS

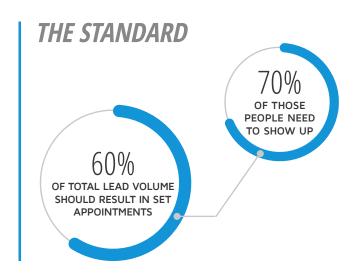
phone Fostering culture of а accountability setting begins with expectations instilling and an appointment-booking mindset early. Weddle's onboarding process starts with learning through observation. Weddle requires new agents to sit in his office a few hours each day and listen to him make calls. Hearing an experienced salesperson handle objections and guide each caller toward a dealership visit provides new agents with an advanced outlook on how to set an appointment on Sales opportunity calls.

phone skills training and one-on-ones. Utilizing Car Wars' Agent Performance Report, he evaluates each salesperson's ability to set an appointment. Every other day, he prints out each agent's report and closing percentages to break down the results, and where he or she can improve. The standard is for each agent to set 60% of their total lead volume for appointments, and 70% of those prospects need to show up. "There's always some metric that's off," Weddle shares. "For example, if they set 60% of their appointments - but only 30% are showing up – then they're not getting a proper appointment

Weddle dedicates Wednesdays

confirmation. The only way to fix it is by showing them how they can fix it."

Furthermore, connection is a big focus. Just because phone calls are being made doesn't mean salespeople are making the right kind of calls or making calls at the best time. His agents could be making a large number of outbound calls, but how many are resulting in a live conversation, ear-to-ear with a customer? The standard is for each agent to connect with a person on 20 to 30% of outbound calls. When an agent begins performing less than the standard, an one-on-one training is held to reassess the agent's outbound calling strategy.



The weekly one-on-ones with his agents are not viewed as a beat-up but instead a train-up. Together, Weddle reviews an agent's call

recordings and discusses areas for improvement. "I'm here to say 'Hey, this is what you're not saying right, this is what you should say,' and nine times out of ten they begin getting better in some detail from our training, whether it's appointments set or appointment shown," Weddle states.



PEER ACCOUNTABILITY

The dealership's TV projects the Car Wars Staff Activity Report during all working hours to serve as a constant

productivity reminder for the team. The report displays outbound calls, connection rate, and unique vehicle discussions executed by each agent continuously throughout the day. The report holds each person accountable and breeds a healthy dose of competition that drives forward performance.

However, it's not all business around the dealership; the team tries to have a little fun. They participate in a few games and activities, such a weekly "BooYay." At BooYay, agents share the week's successes (yay!) and failures (boos).

Duringthese meetings, they runthrough role-plays and partake in situational training. Role-plays and situational trainings are huge for Grapevine Ford Lincoln to reinforce positive habits that make the dealership so successful on the phone. He approaches training as "practice how you play; if you're not practicing, then you're not playing."

Common objections are written all over a beach ball, which is tossed around the room. The agent plays out handling whichever objection the agent's thumb lands on. This helps new agents become familiar with the recurring objections they will experience on the phone and improve their ability to problem solve on their feet. The outcome is each salesperson becomes more comfortable in his or her ability to handle objections by listening to other examples and "practicing" how they would "play" on a real call.

Grapevine Ford Lincoln's national

standing proves the benefit of an invested leader, Weddle, who understands the value of investing in his team and the power of the phone. Weddle reflects on his team's success: "Their appreciation makes me want to do more for them. As long as you're taking care of them, they're taking care of you."

COMMON OBJECTIONS



WANT TO KNOW MORE?

[VIDEO] Hear what Brent Weddle has to say about Car Wars here.

How do you hold your Sales and BDC reps accountable? We want to know! Shoot over an email to **stephanie@callbox.com.**

WHAT'S NEW?

STEP INTO THE DRIVER'S

ON YOUR AGENTS' CALLS (OR SIT IN FOR THE RIDE)



Car Wars' newest live calls tool allows you to join, listen, or coach phone performance in real-time. As a result, you can ensure agent success on every call and instill a culture of phone accountability.

By Stephanie Reynolds Marketing & Business Development



ou're at your desk replying to emails. A desktop notification chimes in on your screen alerting you an outbound call is being made by your new Sales agent who started last week. He's relatively new and recently has been struggling to set the appointment.

Will he invite this caller in?

With a click of a button, join, listen, or coach him on the ongoing call while seeing relevant customer information, including CRM record.

Unless you're standing over their shoulder, you really don't know if your Sales agents are asking for the appointment and handling objections correctly. You overhear phrases like, "Sorry, that vehicle is no longer available. I'll call you back when we get more in stock," or "Sure, just swing by anytime this afternoon," causing your blood to boil. However, you're juggling multiple tasks at once, so helicopter managing is an unrealistic (and highly ineffective) method.

Don't cross your fingers and hope for the best. Your agents' phone handling shouldn't be a mystery. Our solution: Live Join, Listen, Coach – an intelligently-designed tool to help solve for a manager's biggest obstacle: instilling a culture of phone accountability. The solution allows you to decide whether to take over the driver's seat on the call or sit on as a passenger.

With the live calls tool, proactively partake in agents' live phone calls, ensuring they deliver an excellent caller experience by listening in undetected, joining the conversation, speaking directly with the caller, or coaching the agent with one-sided audio on the call. Rather than retrospectively looking at a poorly-handled call, you can help the agent right then and there, and steer the conversation toward a booked appointment.

The result? Capturing leads before they become missed opportunities.

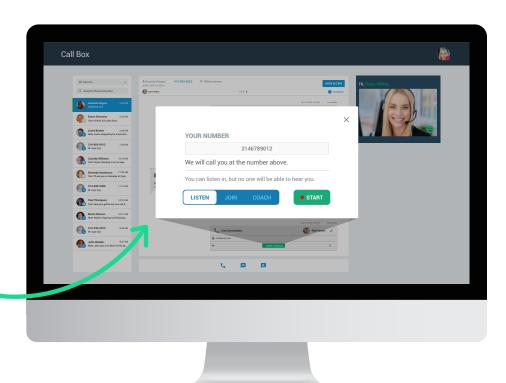
Live Join, Listen, Coach is part of Car Wars' newest dashboard, <u>Call Box</u>, which allows you to operate in real-time and manage your team's phone activities from anywhere and however you choose.

The dashboard's desktop notifications alert you of new activity with specific customers you choose to follow, so you're always in the know of the

hottest interactions the instant they happen.

Live Join, Listen, Coach is a powerful capability to cultivate a culture of phone accountability and ensure your team is executing every phone call. Don't let your agents' phone calls remain a mystery. Create an exceptional experience your customers deserve.

Put in your number and select how you'd like to partake. Pick up the phone and you've joined the call. It's that simple.



833-540-3786 | Download the product packet

TAKE IT FROM THE PROS

WEST POINT BUICK GMC REALIZES

SALES

GMC

OPPORTUNITIES BUICK

WITH CAR WARS

With Car Wars sending true business opportunities from the dealership's phone lines and reporting on call handling metrics, salespeople booked 88 more appointments from outbound calls within the first two full months of utilizing the call tracking provider.

By Monica Dziak Marketing & Business Development

est Point Buick GMC, located in Houston, TX, understands how crucial it is to foster staff accountability, build customer relationships, and earn each caller's trust. Therefore, having insight into phone calls that slipped through the cracks makes a huge impact on their business by elevating both revenue and customer experience.

The store's former call tracking provider didn't provide call recaps, so General Manager Randy Bowman and Internet Director Jorgie Eskew had to listen to every single phone call to find out what was going on at their dealership.



DID YOU KNOW?



25% of car buyers first contact dealerships by calling. (Kelley Blue Book, Autotrader)



Calls are the second most popular way shoppers contact a dealer before visiting, second only to unannounced walk-ins.



Phone calls surpass the combined total of all other conversion methods.



39% of consumers who used their smartphones in the vehicle shopping process called a dealer. (Google)



Callers purchased a vehicle 10 times more often than those who filled out a web form. (Dialog Tech University)

Furthermore, a lack of accountability surrounding the phone existed. Salespeople were calling fake numbers to make it look like they were getting their calls in, they weren't logging their leads, nor doing their best at requesting appointments or inviting prospects into the dealership. "None of us had much insight into the phone, and a lot of us tried hard to gain that insight, but it was so frustrating; we eventually stopped using it all together," Eskew said. "Therefore, we never really knew what was going on as far as phone calls went."

Given the amount of dealership traffic that comes in over the phone, having a solid grasp on which calls need to be followed up with and where employee training contained gaps was crucial for the dealership's managers.

The lack of insight into whether agents were helping customers over the phone and asking for the appointment led Eskew to research other call analytics providers – intro Car Wars.

To gain a deeper understanding of what was happening on the dealership's phone lines (thev previously solely had call recordings and lacked summaries), Bowman and Eskew turned to Car Wars. Car Wars utilizes a combination of human reviewers and artificial intelligence to track, record, and review every inbound and outbound call at a dealership. In doing so, managers receive insight into how every call was handled, get alerted when a Sales opportunity needs attention, and can actively improve phone performance and processes in both the Sales and Service departments. The technology uses competition and transparent accountability to create a high-powered phone culture that helps dealers convert more calls into booked appointments.

After West Point Buick GMC turned on Car Wars in July 2018, within the first three months of utilizing the service, they booked 88 more appointments on outbound calls, reduced soft appointments by 33%*, and seized 71% more pursue opportunities, unbooked business which are opportunities that should receive an outbound phone call to book a firm appointment.

SOLUTION

The lack of insight into whether agents were helping customers over the phone and asking for the appointment led Eskew to research other call analytics providers. To enhance phone performance and hold salespeople accountable, West Point Buick GMC relies on Car Wars' inbound and outbound call metrics.

"As a BDC and Internet Director, I know how very important the incoming phone calls are and how very important it is that everyone



"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."

JORGIE ESKEW

West Point Buick GMC Internet Manager

knows what, when, and how to say things to build rapport over the phone and get people in the door," said Eskew. "A lot of people say that pricing is the most important thing and that everyone needs to push, push, push to get the sale, but I believe (KNOW) differently; it's rapport that gets people in the door. I wanted something that would help me and my salespeople get to that place, where they were good on the phones. I just needed to know where to start first. Car Wars has helped me do that."



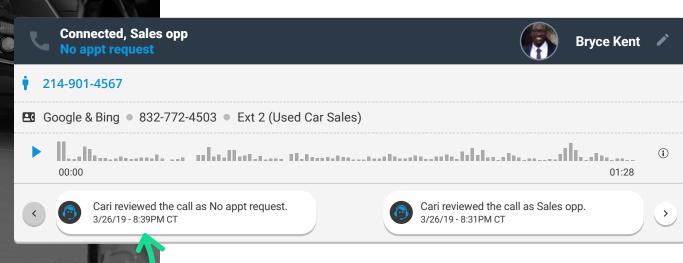


RESULTS



More Organized Follow-up Process

For appointment opportunity calls that didn't result in booked appointments, Car Wars alerts managers. This methodology is pivotal for the team's success. When a phone handler either fails to invite the prospect in for a test drive or solely books a soft appointment (one without a scheduled date and time), Car Wars sends alerts of these calls to managers via email and text message for prompt follow-up.



Cari is our artificial — intelligence product.

"No missed opportunities get past us," stated Eskew. "We've personalized the alerts in Car Wars for any calls – inbound or outbound – that we consider to be missed opportunities, and then we go from there. I have the "No Appointment Request" alerts and live Sales calls coming to my cell phone in a text and my email. The first thing Randy does when he gets into the dealership every day is listen

to the dropped phone calls, missed opportunities, hung up while on hold, and No Appointment Request alerts as well, so we balance each other out."

Eskew ensures other dealership managers are just as involved in capturing the missed opportunities process. Thanks to these opportunities Car Wars sends her via email and within the platform, she once caught several salespeople not logging calls in CRM. Because of the added insight, she was able to train salespeople on how to put every Sales call in CRM - missed opportunities and hot leads. She then follows up by calling the agent's Sales Manager so he or she can make sure the salesperson is following through, then Eskew will continue to follow up with the agent until the lead is logged, and also seeks an update once he or she has called the customer back.

"Every single manager is involved in the whole phone process, and it works," Eskew explained.

In just three months of utilizing Car Wars, salespeople seized 71% more pursue opportunities. It's safe to say their follow-up process lifted dramatically.



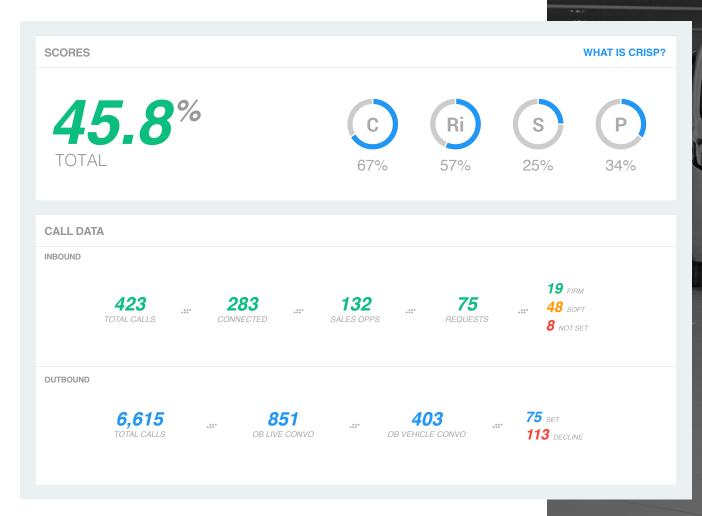
Improved Employee Training

During every Friday Sales meeting, Bowman plays a variety of Car Wars calls and goes around the room dissecting each one, what he refers to as "a phone call debrief." He notes that at first salespeople were embarrassed if their call was pulled up, but it quickly became phenomenal for training to where everyone was on the same page.

He referenced an anecdote: "I had a Used Car Salesman here who tried to trick the methodology - every time someone would call in, he'd say 'Let me check my availability and I'll call you back,"' Bowman shared. "Car Wars started showing me a pattern for him. So one day I stood behind him and took a photo of the car the customer was asking about that was directly in front of his window, while he was saying he'd need to check and see if it was still available and he'd call back later. Later that week during a Sales training, I showed the picture. His thought was that we weren't ever going to listen to his calls."

Outside of the call recordings helping

with training, West Point Buick GMC managers rely on the Dealership CRISP Report daily. Each manager receives a breakdown of their CRISP scores daily, and the group discusses areas for improvement collectively.



^{**}The data used in the CRISP Report is anonymous, not West Point Buick GMC's.

"It helps us to see where we're going wrong and where we need to improve, as well as what we need to do to Own The Phones," Eskew said.

"CRISP is something we always talk about and strive to get better on; it helps us see where we're at and if we



need to listen to more phone calls," Bowman added.

With a focus on phone training, over a span of three months, agents requested the appointment at a 33% higher rate, booked 117% more firm inbound appointments, set 153 more firm appointments on outbound calls, boosted their Request and Invite score by 16 percentage points, and asked for the appointment at a 68% higher rate.



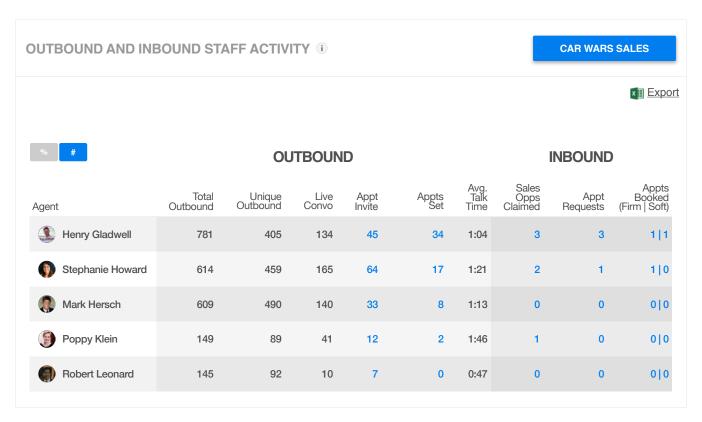
A Stronger Culture of Accountability

Accountability is a large part of West Point Buick GMC's success, so much so that managers require each salesperson to make at least 25 outbound phone calls per day to exceed 150 phone calls per week. Each BDC representative must make at least 100 phone calls per day, but Eskew stated that their volume usually ends up being around 150 calls. To ensure phone handlers are meeting

the minimum threshold of outbound calls, Eskew and Bowman rely on Car Wars' Staff Activity Report. The report depicts how many calls each agent is making, broken down by dealership department. The reporting has allowed managers to track productivity and hold people accountable.

"Some salespeople think they can outsmart the system – at one point a few of them were calling the dealership fax number 90 times in one hour," Bowman revealed. "With Car Wars, we can track that and see if they're calling the same number or their own number, cheating the system. We've caught every situation like that with Car Wars; now agents actually make proper phone calls. Of course, we had growing pains going through this, but as far as a tracking tool, the technology really helps you hold your salespeople and BDC accountable."

Within the first two months of utilizing Car Wars, the team booked 88 more firm appointments on outbound calls and made 928 more outbound calls.



^{***}The names used in the Outbound and Inbound Staff Activity Report have been changed to protect the privacy of the store's employees.

THE CAR WARS DIFFERENCE

As dealers and brands pay a hefty price for mismanaged phone calls – amounting to millions of lost revenue dollars in 2017³ – West Point Buick GMC remains a cut above the rest by using Car Wars. With every call tracked, recorded, and analyzed at the dealership, managers have been able to identify areas for improvement and plan to use it to get even further and become even more successful in the industry.

If they didn't have Car Wars, the managers stated the outcomes would be detrimental to their team's performance.

"Without Car Wars, we wouldn't be able to hold employees as accountable with their calls; we'd miss a lot of opportunities; we wouldn't be setting as many appointments; a lot of the salespeople would most likely be getting away with not requesting the appointment, as we currently know with Car Wars," said Eskew, the Internet Director. "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."

"I'd absolutely recommend Car Wars to other dealership managers," said Bowman, the GM. "With someone else listening to your phone calls and transcribing them, you don't have to spend your whole day doing that anymore. If you get 20 to 30 Sales calls per day, and you're essentially having someone else do the work for you. It's well worth the money.

WANT IN?

Visit carwars.com to learn more.

HOW WEST POINT BUICK GMC UTILIZES CAR WARS TO SEE SUCCESS



MISSED OPPORTUNITY ALERTS

These email and text alerts allow managers to stay on top of any calls that resulted in a lost opportunity.





HUMAN REVIEWS & CALL RECAPS

The managers credit human reviews and call recaps as huge time-savers, as they help them manage staff more efficiently.

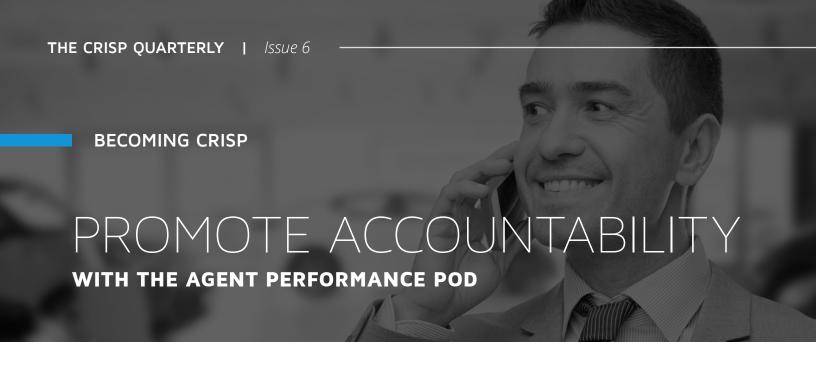




STAFF ACTIVITY REPORT

Viewing calls as live conversations – and not just dials – allows them to identify and correct low performers.



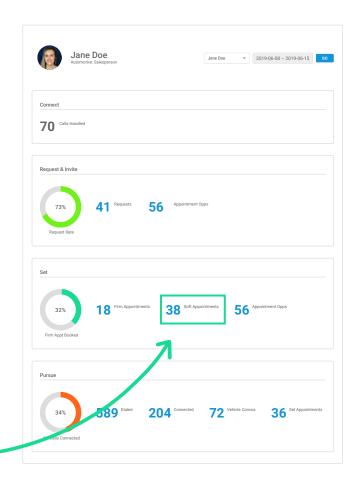


The Car Wars Agent Performance pod provides dealership managers with a detailed view into how each agent is handling phone calls, broken down by CRISP metric. Consider using this alongside a daily checkout in CRM to increase accountability on every phone call.

- Log into your account and click on the Agent Performance pod.
- Pick agent, select time period, and hit Go.
- Get a full breakdown of how the agent is handling phone calls. Click on the blue hyperlinked numbers to listen into each one.

Open the call in CRM to see lead data, add notes, and manage activities for proper agent follow-up.

Click to listen to these calls!



INDUSTRY PERSPECTIVE



Dan Moore, President of Vistadash, has some tips and tricks to ensure your dealership gets the most out of the digital marketing service it's paying for.



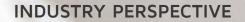
visładash

Vistadash is automotive's premier marketing intelligence tool, allowing dealers to consolidate and simplify reporting, as well as measure the quality of their online and offline marketing campaigns based on engagement. Its clear, user-friendly interface displays all the latest data trends at a glance, allowing users to quickly and easily analyze information and encourage smarter marketing decisions.

For more, check out vistadash.com.

TIPS & TRICKS





TAKE A PEEK INSIDE NICK HOEKSTRA'S

SIZIE ROX

By Monica DziakMarketing & Business Development

Former dealership manager, current Director of Digital Attribution, and forever Car Wars cheerleader talks accountability with me.

ick Hoekstra, whose special nickname is "Panda," has seen it all: from being on the managerial side within dealerships to now working at a full-service marketing agency, Red7 Creative, he knows what it takes for a dealer to be successful. "The first thing I ask a dealer is if he or she has Car Wars," he says.



Just having the reporting platforms isn't enough for a dealer's success, though. On top of sheer implementation, one must know how to use the technology well to achieve KPIs and hold the vendor(s) accountable.

Knowing how to use the product, Hoekstra reveals, starts management level. "It boggles my mind whenever I go into a dealership and I speak with some form of management who's responsible for overseeing the inbound phone calls, and I find there's not enough attention to and time spent listening to the phone calls and training on the phone. You are paying for that customer to call in some way or another - if they came off Cars. com, you paid for that third-party lead provider, right? If they came from your marketing agency, like Red7 for instance, you paid for that, right?"

Actions speak louder than words, though, and he's a true testament to this cliche. When Hoekstra served as the Internet Director and Sales Manager at three different Nissan stores in

the Dallas-Fort Worth metroplex, he incorporated gaming elements keep his salespeople and BDC reps on task and held accountable. One particular game mentioned during our chat? "Sizzle." Salespeople would sit together in a circle making outbound phone calls, standing up whenever they got someone on the phone. If they were "selling the sizzle," AKA setting an appointment, after the call ended, the agent would be eligible to reach into a box Hoekstra would be holding with money inside. Furthermore, if the agent set an appointment Hoekstra could confirm was legitimate (and not a fake call to a pharmacy or one's significant other) while standing next to the salesperson, they could reach into the money box a second time for some cash.

He saw a need for Sizzle and other spiffs because accountability on every phone call is pivotal. Dealers are essentially throwing away money if they lack accountability. They're paying good money for these opportunities, as Hoekstra puts it.

"Nowadays, we're seeing trends of actual Internet form submission leads on the decline," he tells me. "There are more inbound phone calls and text messages. So you have to hold people accountable to how they are managing your customer base, whether that's in Service or Sales. So diving in and making sure that if a salesperson or service advisor failed to get the first name, or failed to invite someone in for an appointment, or failed to provide him or her with information, or even failed to get the caller to someone who could help, you're going to hold the employee accountable because that's your client, that's your customer, that's your prospect. Whatever the case is, you pay good money to have that person call in."

The other side of the coin – one Hoekstra has been living out at Red7 Creative for about a year now – is this discussion of vendor accountability. Having been on both the dealership and vendor side, he has a few tips for how dealers can establish and cultivate positive relationships with the provider they're "paying good money for," (whether that be a call tracking service, CRM provider, digital agency, inventory supplier, etc): (1) use the product well; (2) study the data; (3) take recommendations; and (4) do your homework.



NICK' TIPS

USE THE PRODUCT WELL

Meet at least once a quarter to make sure you're actually using the product you're paying for - and using it well.

STUDY THE DATA

Take a good, hard look at the data you're getting.

TAKE RECOMMENDATIONS

Factor in your rep's recommendations to continuously improve. If you can commit to their advice and you're still not producing, consider parting ways respectfully.

DO YOUR HOMEWORK

When choosing provider, your homework. Do they really share your vision? Do they want to partner up with you and help you sell more cars and make more gross?

"This was the type of vendor I wanted to do business with, one that wanted to see me succeed, and not only to keep their account with me, but because they were genuinely interested in the betterment of my business."

NICK HOEKSTRA ON CAR WARS Red7 Creative Director of Digital

Attribution

"With a partner like Car Wars, from my experience, there were individuals that spoke with me sincerely...I would get a text message saying 'How'd y'all do this weekend?' or I'd get a weekly email saying 'Just checking in: what do you need from me?' or I'd get a phone call from David May, my boy, and Clint Byers* - shout out to Clint! With both of them, though, they knew I was bought into their product. They would consistently jump into my CRISP Report or inside

my account asking if I saw specific items. This was the type of vendor I wanted to do business with, one that wanted to see me succeed, and not only to keep their account with me, but because they were genuinely interested in the betterment of my business."

Hoekstra concludes our talk explaining how accountability creates a trickledown effect. "If managers aren't bought into a specific provider or trained on the phone's importance, it doesn't really matter. Managers must hold their salespeople and vendors accountable, and inspect what they expect out of them because they're being held accountable as well," he says.





[VIDEO] Find out how Hoekstra used Car Wars as a dealership manager in the video here.

Video filmed, produced, and edited by Red7 Creative.

CAR WARS SOCKS

USER GUIDE

Here are a few recommended uses to get the most out of your new Car Wars socks.

FLASHY DRESS SOCKS

Make all your co-workers jealous when you sport your new Car Wars socks around the dealership.





When wiping down car windows, changing tires, or any other manual labor working in the car biz entails, protect your hands from getting dirty or greasy with your socks over your hands.







Warning: Car Wars socks are not intended to be used as a flotation device, parachute, or any other life-saving apparatus. Results for any use other than socks are not guaranteed.

DON'T HAVE A PAIR? VISIT CARWARS.COM/SOCKS TO GET YOUR FREE CAR WARS SOCKS!

THE PEOPLE BEHIND CAR WARS

HOW DID WE GET HERF

The question isn't just asked by workout skippers...it's likely a common question at your dealership, too.

By Monica Dziak Marketing & Business Development

Accountability is a long-sought key to success in automotive. But what exactly does it take to instill and continuously work on accountability? Mike Haeg, Car Wars' Vice President of Automotive and industry leader, explains the true meaning of accountability and how a lack of it can negatively infiltrate a dealership's culture.



Let's talk about accountability. It's crucial to the daily operations at a dealership, but getting it going and actually putting it into practice can feel a bit Big Brother-y. How do you work around that?

That's Management Challenge 101. The goal is to create a culture where people know their actions will help them be successful in their career. If your approach is telling people "You don't get to leave until you make 100 calls, or you're fired," that's a tough sell over the longterm. Do we still want those 100 calls made? Of course. We have a business to run. But there needs to be value, reason, training, and coaching for those 100 calls that enable each person to be successful, which means selling more appointments and cars.

That's fair. That can be a tough line to draw, though, and can have negative consequences if not done correctly – or not done at all. From what you've seen, what follows when there's a lack of accountability or urgency toward the phone?

One is a slow drip of missing accountability. Let's say a salesperson doesn't do well on a phone call and prefers the call would just go away. Maybe they decided it

wasn't a good lead. Maybe they don't want anyone to know about it. For whatever reason, the Sales call doesn't get logged in CRM and management doesn't even know the call happened. That valuable prospect has vanished.

Here is what's tricky...that one lead won't bankrupt a dealership. The salesperson will move along to another task, managers will stay busy, and Marketing won't even realize a Sales call had vanished.

But! Multiply that same situation over and over. Multiply it with cutting some corners while making outbound calls or repeatedly sending callers to voicemail boxes. The impact over time is far greater than we could ever realize.

Imagine you're in great shape with healthy exercise habits. Slowly, you start taking some short cuts. You skip a couple workouts per week. Your cheat meals become normal. You don't just wake up the third morning of skipping a run and see a totally negative transformation. However; over time, you'll wake up eventually and wonder, How did I get here?

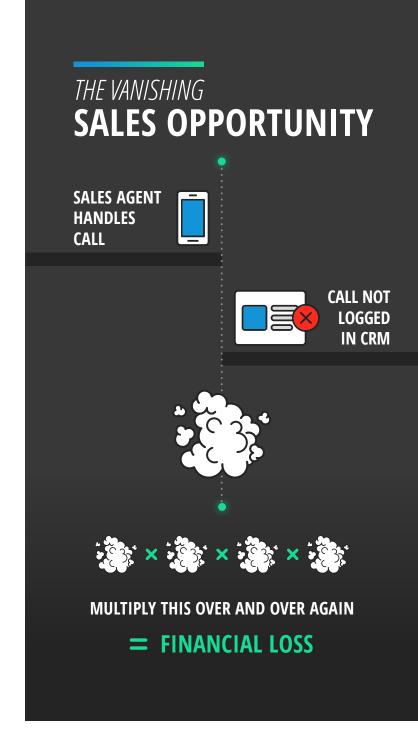
The challenge with dealerships is there are immediate financial losses or gains at stake, but we don't always feel those

right away. They do add up, though...

When you talk about that, it sounds like this sort of infectious disease infiltrating throughout the various dealership departments, and if one agent sees another agent doing it, he or she will think it's okay, too. If agents know their manager doesn't know or doesn't care, more agents will perform haphazardly, so that over time the spreading will just get worse and worse.

You're right. Some of our biggest, most progressive dealer groups are obsessed with managing their phone bucket in CRM. That's important because it helps them manage phone prospects and set appointments. But here is what's funny. It goes much deeper. They also tell us that a clean phone bucket is symbolic. It means the dealership is organized and process driven. If we walk into a store and find little accountability with this one single element of the phone, it's usually a sign of something bigger. That apathy toward the phone bucket probably filters into other areas of the business.

Right. So what can managers do on a daily basis to foster a culture of accountability without having the attitude you mentioned earlier of "Make these 100 calls or you're fired!"?



This is for a dealership or any business: you have to be consistent. Nothing frustrates people more than what feels like a shotgun approach to accountability, where management

changes the metrics often, or even worse, management doesn't understand what the metrics should be or what success. looks like. Keep it simple. If you are making overwhelmingly complicated for your people, understand they're not going to perform as well because they're more worried about work they need to get done, and not the metrics that matter most to help themselves sell more cars. Consistency matters and part of consistency is creating a culture around it. When it comes to the phone, your dealership should have a culture that embraces the phone, they should see it as a weapon and not as a liability; that means consistency. We talk about it every day at Car Wars – "the metrics that matter most." We celebrate wins: we review the challenges we've had; we absolutely hold people accountable.

You've been exposed to the industry for about the decade or so. You're known within the office as someone who gets things done, resolves concerns, and builds relationships with our 15,000+ clients and industry contacts at conferences, speaker events, workshops, and more. What's the most rewarding thing for you when you see a total shift of a dealership using Car Wars to really enhance their culture of accountability - how does that make you feel?

It gets me out of bed every day knowing these dealerships can be in challenging environments or succeeding because of us and because of our partnership, as well as their motivation and action that we can hopefully guide and help along the way. What's most fun are the times when you hear from a dealer that you recently visited, and they surprise you with what they tell you. We just talked to a dealer vesterday who said he revamped his entire BDC process because of what he was learning from Car Wars. I didn't know that; I didn't know he was working on that or using our product that way. My colleagues and I talked with him to learn as much as we could about his new initiative. It's just fun and exciting to hear the things that dealerships are proactively doing every day and every minute that we sometimes don't learn until we speak with them.

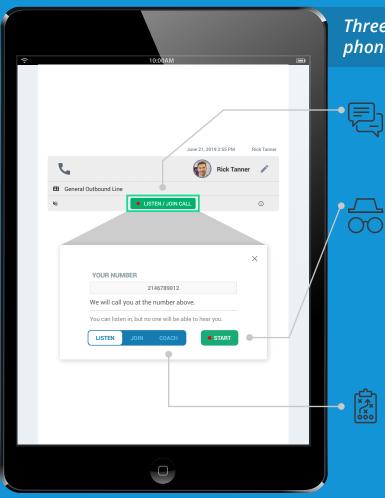


Mike joined Car Wars in 2010, where he has served Consultant, Director Business Development, of

Director of Automotive, and now, Vice President of Automotive. With almost a decade in the automotive industry, he's worked closely with most of the nation's largest dealer groups, single point dealers, CRMs, marketing agencies, consultants, and everything in between.

JOIN, LISTEN, OR COACH ON LIVE CALLS

PROACTIVELY ENSURE THE BEST CALL OUTCOME BEFORE THE CALL ENDS



Three new powerful ways to manage phone conversations in real-time:

JOIN THE CONVERSATION

Quickly assist or takeover on a call from anywhere.

LISTEN IN UNDETECTED

Foster a culture of phone accountability and hear exactly how your agents are performing on live calls, without alerting the agent or customer. If an agent is struggling, seamlessly switch to be part of the conversation.

COACH FOR SUCCESS

Provide agents with immediate and valuable feedback during every live call without alerting the customer. Constructive feedback improves the agent's phone handling and proactively guides the conversation in the right direction.

