



Car Wars
by Call Box

THE

3

INGREDIENT RECIPE

FOR A SUCCESSFUL CENTRALIZED BDC

THE WINNING FORMULA CRAFTED BY ANGELA SCHLINZ, THE BDC DIRECTOR AT MORRIE'S AUTOMOTIVE GROUP

What's the recipe for success? Ask the BDC Director at Morrie's Automotive Group, Angela Schlinz, and she'll tell you it consists of three key ingredients: people, process, and accountability – combined, they drive productivity and performance. In the past four years, Schlinz built a centralized BDC from the ground up that now encompasses eleven stores, nineteen departments and thirty agents who handle both Sales and Service calls.

With eighteen years of industry experience, Schlinz understands how crucial the phone is in a car buyer's

journey – especially in the BDC. It's the dealership's front-line and the customer's first touch point. It's essential BDC agents are well-trained to tee up appointments and create exceptional caller service. By focusing on the phone, Schlinz overcame the centralized BDC challenges of being off-site and lacking day-to-day interaction with the dealership, managers, and salespeople. By leveraging technology, she cultivated a phone-first culture and perfected a winning recipe for a high-performing centralized BDC, increasing phone sales by 10% and maintaining a closing average of 30% on inbound Sales calls.

INGREDIENT 1

PEOPLE

Every recipe is only as good as the quality of its ingredients. The same can be said with a BDC: it's only as successful as its agents.

Schliinz knows a centralized BDC's success heavily relies on knowledgeable, skilled agents answering the phone. There's more to inbound calls than merely answering and collecting the caller's information to set the appointment. Building the relationship books that appointment. Schliinz ensures her agents have not only Sales skills but also great phone skills to create a top-notch caller experience – from the first ring all the way to the booked appointment – and long after.

The BDC Director prioritizes agents' product knowledge and ingrains them in the selling process. Every agent is equipped with an extensive information guide to answer questions that may arise on the call, including specific vehicle and inventory inquiries for every dealership. This guide provides the assurance of consistent customer communication and alignment between the centralized BDC and dealerships. As a result and despite not being on location, the agents confidently answer vehicle-specific questions for every dealership and better assist callers on their buying journey.

INGREDIENT 2

PROCESS

The path for success is paved with consistency and the right processes. Schliinz implemented a solid training

process with one-on-one coaching sessions and continuous monitoring to set up her team for long-term success.

Schliinz explains her standard, **"We're a 'phone-first' dealership.** We believe in reaching out to the customer with the phone first before email or any other means of communication. When we can build the relationship and set that appointment during the call, we have less legwork."

Schliinz sits with every BDC agent bi-weekly, alternating between Sales and Service. During these coaching sessions, Schliinz meets with the agent and his or her direct manager, listening to a chosen call at random; it could be one that resulted in a firm appointment or a missed opportunity. They review the call and discuss where the agent did well or where he or she could make improvements. This ongoing feedback empowers the agent to know exactly how to improve on future calls.

"It's the biggest part of my job, 100% – listening to calls and coaching them when they didn't do a good job at setting the appointment or encouraging them to follow the process when they did a great job," Schliinz says. **"The people willing to critique themselves and become better will take what they learn during training sessions and apply it on the next call."**

INGREDIENT 3

ACCOUNTABILITY

Once people and a process are in place, the third piece is accountability. Schliinz's secret weapon here is technology; she leverages agent performance data and uses it to hold her team accountable.

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ANGELA SCHLIINZ

Schliinz runs regular reports to monitor her staff's performance and tracks the number of follow-up calls made, appointments set, confirmations, no-shows and sales.

The Enterprise Staff Performance Report helps her monitor the BDC's activity. This high-level report gives her a "phone activity snapshot" to identify which agents are doing well and who could benefit from additional coaching. The report's live updates show her which agents are making quality outbound calls and booking appointments on Sales and Service calls.

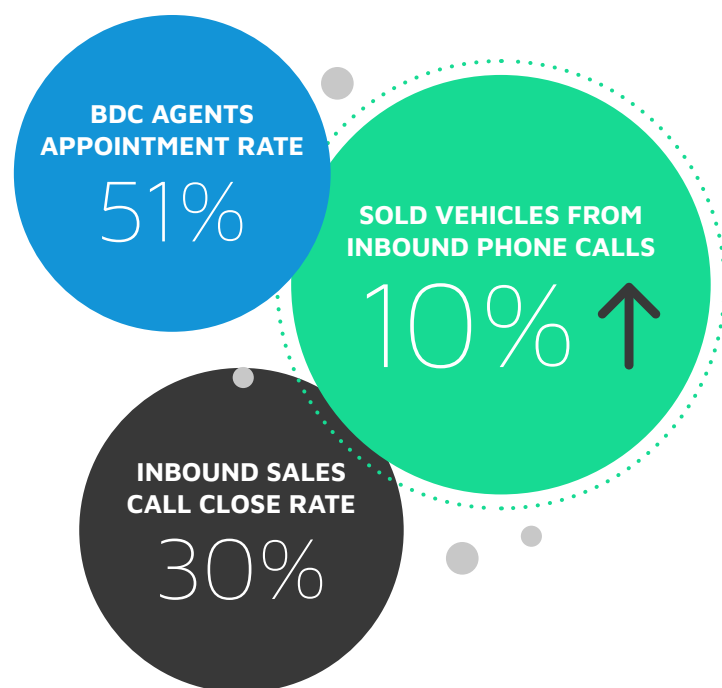
Schliinz recalls, "Prior to Car Wars, I'd almost guess or just try to listen in and hear where people needed help coaching. Now I can be alerted when a call doesn't go the way it should have. We're able to proactively get on the phone with those

customers and make sure they've been taken care of."

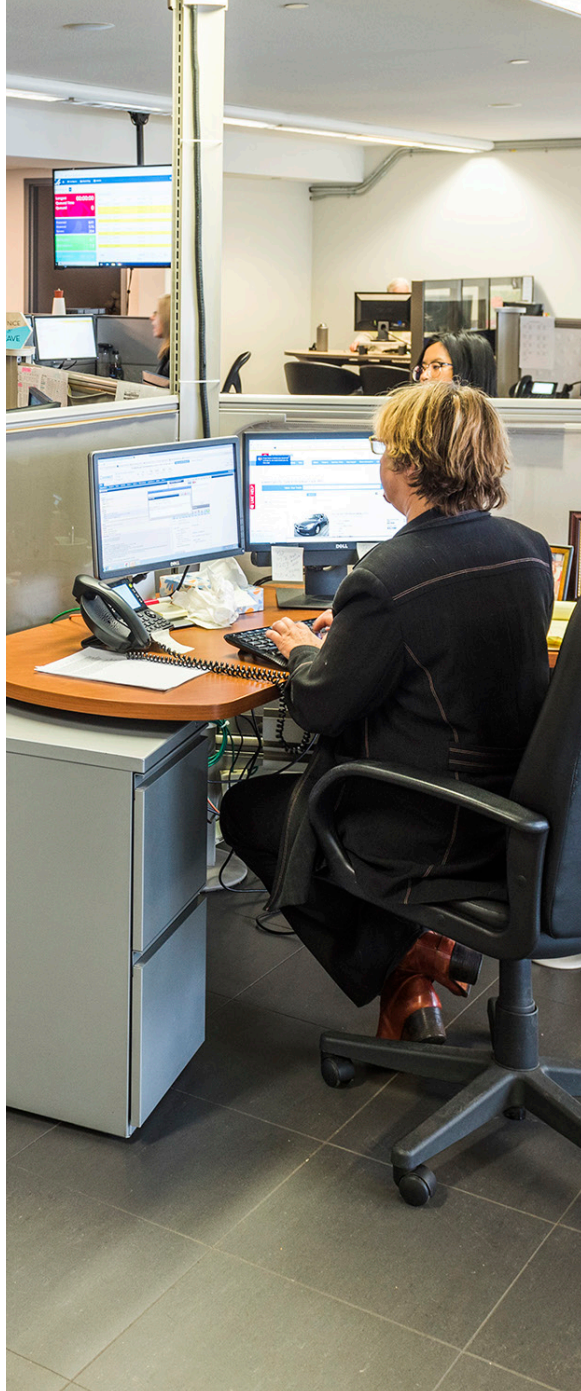
The data allows her to manage her people and time better, gives her the edge to know exactly who and where to focus her attention, and optimizes her time and the success of Morrie's Automotive Group.

RESULTS

Schliinz achieved the following results after one year of using Car Wars and her well-crafted recipe for success at the centralized BDC:



Schliinz emphasizes the results are not without effort: "It proves what can happen when you focus on one area – the phone – and use the data that's given. *It's truly how you use it.* Seeing the percentages is cool, but if you don't do anything with it, it doesn't matter. Our group and my people have worked really hard to become better, and it shows," she says.



Morrie's Automotive Group is quickly growing, with plans to acquire more dealerships within the next twelve months. Schliinz's success of the centralized BDC is reflected in the growth of the group.

Schliinz reflects on the accomplishment of the BDC, "It's not really about me or my successes. It's about making each of these guys as successful as possible. So, I say people first, process second, accountability third; it's really the recipe for success."

RECIPE

For Success

From Angela Schliinz

Works best when you use it all day, every day

INGREDIENTS

People
Process
Accountability

INSTRUCTIONS

① People

Really focus on quality here – this is the base of your recipe. The outcome is the collective sum of team member's individual success. Invest in them and give them the tools to succeed.

② Process

Focus on consistency in your process. Implement a good management process and stick with it. Schedule recurring weekly meetings with agents to review calls.

③ Accountability

This is the "icing on the cake" and the binding element to hold your team and process together. Check agents' daily activity and manage their workflow. Leverage data and review the results. Is there room for improvement? Then readjust.