

SHOW US HOW YOU ROCK YOUR CAR WARS SOCKS! DETAILS ON PG. 22



the CRISP Quarterly

AN OFFICIAL CAR WARS PUBLICATION | ISSUE 5

EXCLUSIVE WITH HENDRICK AUTOMOTIVE GROUP

EVERYTHING YOU NEED TO KNOW ABOUT

PHONE LEAD

MANAGEMENT



WHAT IS

CRISP?

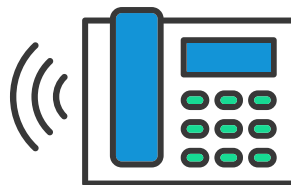
AND WHY IS THIS CALLED THE CRISP QUARTERLY?

Good question, reader. CRISP is our methodology that's been helping dealers like you for almost a decade Connect more callers, Request and Invite more prospects into the dealership, Set more appointments and Pursue 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.

QUESTION:

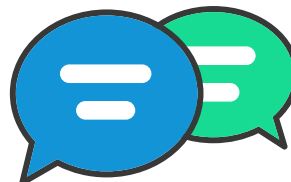
Why does your team care so much about my team being CRISP on the phone?

Ah, another great question. That's because it's increasingly important



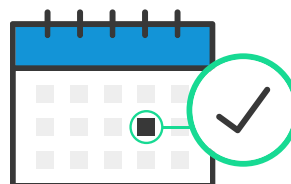
CONNECT

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

to stick to the metrics that actually matter on the phone. A prospect visits several dealership websites, but only calls about one or two prior to making a purchase. Furthermore, in a recent study, 73% of mobile shoppers calling a Sales line were ready to buy, and 80% said a positive phone experience would lead them to become repeat customers. The dealer who understands the gravity of CRISP and what it can do for his or her store is the dealer who will win each caller's business, ultimately amplifying customer experience and the bottom line.

We chose the following articles, best practices and cheat sheets with CRISP in mind. Each dealer featured in this issue – one being the powerhouse that is Hendrick Automotive Group – understands the direct correlation of being CRISP and having solid phone lead management processes to more booked appointments and return customers. Enjoy!



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@Car Wars



@__carwars



HOW DO **YOU** ROCK

YOUR CAR WARS SOCKS?

ENTER THE CONTEST ON PG. 22

TAKE IT FROM THE PROS

HENDRICK AUTOMOTIVE GROUP

By Monica Dziak
Marketing & Business Development

ACHIEVES CONSISTENCY

AT THE

ENTERPRISE LEVEL

Achieving an economy of scale through mass staff training resources is first and foremost for the nation's largest privately held group's Director of Business Development Chip Fesperman and Variable Operations Director Brian McMaster.

Hendrick Automotive Group spans 96 dealerships, 131 franchises, 14 states, 30 collision centers, and more than 10,000 employees. As the group continues to expand its reach, the more challenging it becomes to ensure best practices are consistently followed, customers are adequately connected with, and employees are properly trained.

The apparent and growing need for all three components stems from the automotive industry's shift to mobile devices. Decades ago, customers would begin their buying journey by simply walking into a dealership. Within the years following, by calling. Next, by Internet searching. Finally, our present landscape brings us to mobile devices. Google predicts mobile phone call volume

to businesses will rise 35% this year, and BIA/Kelsey reports 162 billion click to calls will be made in 2019. With that being said, customers are interacting with dealerships quicker and more than ever before.

Hendrick Automotive Group's Director of Business Development Chip Fesperman and Variable Operations Director Brian McMaster are fully aware of technology's rising presence and how it's affecting their customer base. With this in mind, they press on – full speed ahead – to remain a “best practices group” and a cut above the rest.

Fesperman and McMaster adapt to this persistent operational change by utilizing a strong telephony integration between CRM and call tracking. Having the two platforms in sync and staff who know how to use both to their full advantage is pivotal when overseeing the powerhouse that is Hendrick Automotive Group. “Everyone gets a CRM, and everyone gets telephony, but how do we actually put all those pieces together? How do we do a better job at connecting with our customers?” posed Fesperman. “If our mission at the end of the day is to manage a business, what we need is a reporting architecture that

can be accommodated within this enterprise structure.”

To make the most out of both eLead and Car Wars in order to consistently put the customer first and manage a gargantuan enterprise, Fesperman and McMaster rely on ongoing training and group-wide exchange of best practices.





ONLINE RESOURCE CENTER

Learning the processes for both CRM and Car Wars can be overwhelming for new dealership employees. To ensure Hendrick Automotive Group achieves an economy of scale and preserves as much of the managers' time, the group has an online Learning Management System, called HALO (Hendrick Automotive Learning Online).

Within HALO is a storage system of training classes for staff members to become proficient (and expert) on the technology Hendrick Automotive Group uses – whether resources on how to use eLead, Car Wars, or other vendors' systems, there are several thousand pieces of “inventory,” so to speak, within the content library. For instance, there are 21 icons for Car Wars, consisting of videos, access to automated reports, competition metrics, phone handling best practices, and instructions on utilizing specific features and navigating the platform.

“If I’m a new employee and Chip is my boss, he could say ‘Watch these videos’ so that I become more familiar with one of our applications,” said McMaster. “Let’s call that economy of scale – because we’ve got this as a resource and it can be used across the enterprise, it represents consistency and the way our company does things.”

“Everyone gets a CRM, and everyone gets telephony, but how do we actually put all those pieces together? How do we do a better job at connecting with our customers? If our mission at the end of the day is to manage a business, what we need is a reporting architecture that can be accommodated within this enterprise structure.”



CHIP FESPERMAN
Director of Business
Development



HENDRICK UNIVERSITY

McMaster and Fesperman's drive to remain a "best practices" group translates to another region of training, what they refer to as Hendrick University. This initiative consists of a full-time training team and personal training across the 96 dealerships to work with staff and ensure they understand how to utilize the telephony reporting.

Hendrick University has been around since 1999 and more than 15 employees – instructors with automotive expertise – teach various

types of classes. The program has at least 15 different classes per year; anyone from new hires to General Managers attends.

"Members of our Operations team are familiar with the system and go out as needed to support in means of training," said Fesperman. "Brian and I are eager to keep our telephony in front of our teammates and help them stay focused on how to get better and how they can continue to grow. As far as customers go, that's what it's all about; making sure they can correctly handle any tools that help."

INTERACTING WITH CRM

In an era where customers expect their needs to be met almost immediately, poor phone performance on Sales calls results in either one or several of the following: (a) callers becoming angry, (b) leaving negative online reviews, (c) telling their network about their negative experience, and (d) calling the dealership down the street to start their purchasing process.

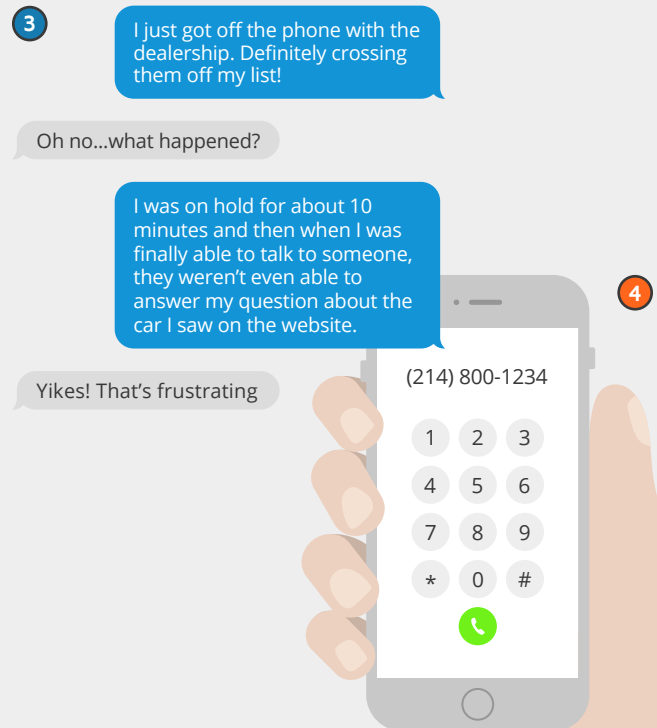
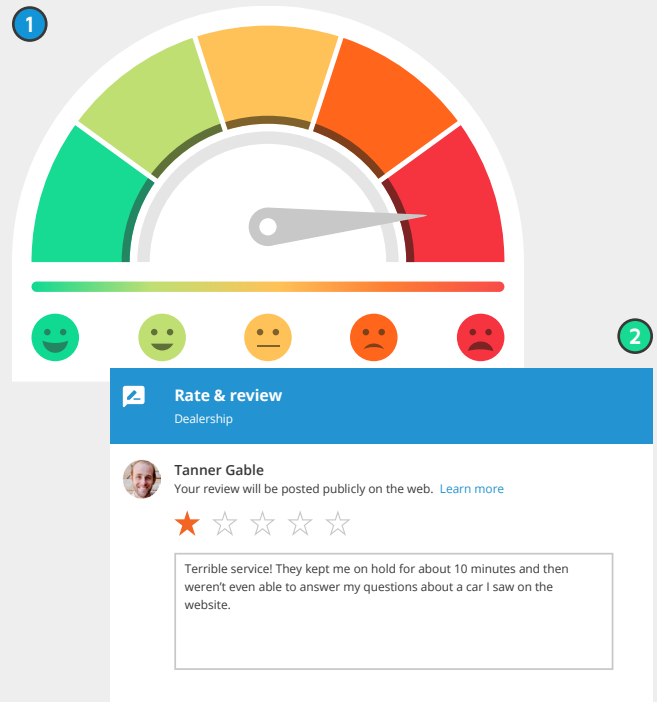
POOR PHONE PERFORMANCE RESULTS IN:

1
ANGRY CALLERS

2
NEGATIVE REVIEWS

3
**DAMAGING
WORD-OF-MOUTH**

4
**CALLING THE DEALERSHIP
DOWN THE STREET**



In order to quickly listen to calls and determine proper follow-up action, Hendrick Automotive Group managers are accustomed to going into eLead's call track bucket daily. Phone calls are an essential avenue to keep up with customer communication and provide a white-glove experience, particularly within quite a large business.

"Traffic is very important to us; we watch it very closely, and we use our CRM tool to help compare it," said Fesperman. "The cooperation between Car Wars and eLead has made it easier to do so."

Operating as an enormous enterprise, managing the phone traffic remains a constant priority.

Across the group stores, the front desk phone handlers, whom are commonly referred to as receptionists, are instead denoted as "Guest Services." These employees are responsible for tracking fresh phone calls throughout the day and ensuring customers get connected with a showroom client. They make sure every opportunity that flows into a Hendrick Automotive Group rooftop gets logged and assisted.

While each Hendrick Automotive Group store varies in the way it operates (McMaster notes automotive groups can't take a cookie cutter approach to run their business), compiling these training and best practice components is what's expected of the company's employees when offering top-notch customer communication. The elements are also crucial in helping Fesperman and McMaster track each dealership's strengths and areas for growth.

"As technology continues to evolve, we need to continue to evolve with it, by doing so you must look at the marketplace situation," McMaster said. "You have to look at the brand; the franchise; the concentration of the business. What we have to do here is take a look at how we do connect with our customers with the various products and locations that we serve – everything from call trees to BDCs, details that calls should be appended to, callbacks, click to call, and everything else."

"What we really try to do is understand the local marketplace environment, coach our team, figure out our plan, build out our strengths, leverage our best practices, and plot a direction in which we think is in everyone's best interests," he added.

Hendrick Automotive Group remains the nation's largest privately-held automotive dealership group and the sixth-largest overall, and in 2018, generated \$9.5 billion in revenue after selling over 206,000 vehicles and servicing more than 2.5 million cars and trucks.



Fesperman stated that using CRM consistently is the goal, as all of Hendrick Automotive Group's business goes through the system. The integration of eLead with Car Wars is the primary tool within the operations side of the dealership; it's the go-to for assisting the customer.

As Fesperman and McMaster run a massive operation so fluidly – Hendrick Automotive Group remains the nation's largest privately held automotive dealership group and the sixth-largest overall, and in 2018, generated \$9.5 billion in revenue after selling over 206,000 vehicles

and servicing more than 2.5 million cars and trucks – the question arises regarding what's on the horizon for its team in regards to staying on top.

Both the men's responses humbly reassure that they don't focus on the competition; they focus on improving themselves. They set realistic goals and expectations and set up support for employees to be successful. "We focus on customers and CSI, as well as that relentless pursuit of perfection – that literally takes all our time," McMaster said.

BECOMING CRISP

ARE YOU

LEAKING PHONE LEADS?

Use this checklist to make sure nothing is slipping through the cracks at your dealership.

1

LOG YOUR LEADS

- ☐ **Ensure you have a system in place to get all phone leads logged in CRM.**
 - Call Claim assigns calls by prompting salesmen to enter their phone codes at the beginning of a call.
 - Voice Recognition automatically assigns calls by recognizing the voices of your staff.



2

ORGANIZE YOUR PHONE BUCKET

- ☐ Each day, your dealership's phone bucket should be entirely cleaned out.
 - All calls should be assigned and logged at the end of the day.
- ☐ See Open in CRM from any Car Wars alert or when listening to a call to see if the call is logged in CRM.

3

GET INVOLVED IN THE PHONE PROCESS

- ☐ Make appointment confirmation calls to increase your dealership's show rate.
- ☐ Listen to calls to hold your people accountable to how they handle the phone.
- ☐ Make sure your Sales staff are completing their tasks in CRM.

NEED MORE LEAD MANAGEMENT HELP?

Give us a call at 833-226-6302 or check out carwars.com/home/a/automotive-phone-lead-management/

DEALER SPOTLIGHT

DEALERSHIP IMPLEMENTS

VOICE RECOGNITION

AND BOOSTS OUTBOUND ACTIVITY BY 48%

Improved phone accountability with automated lead assignment increased claimed calls in Car Wars by 99% within three months.

*By Stephanie Reynolds
Marketing & Business Development*

A Car Wars dealership – part of a sixty-top dealer group based on the West Coast – aimed to improve customer experience by creating a more seamless and consistent lead assignment process. In November 2018, the dealership decided to leverage Car Wars' automatic lead assignment solution, Voice Recognition, to reinforce a culture of phone accountability and tap into revenue with the leads they were already receiving. Within 30 days, a solid culture of phone accountability took hold and the store saw a 25% lift in total outbound calls.

On average, dealers spend anywhere from \$300-\$600 to make the phone ring. An unassigned phone up is lost potential revenue. It's as simple as that. When a legitimate lead goes unassigned, no agent is held responsible to follow up with the potential buyer and, unfortunately, the interested caller becomes more likely to phone the dealership down the street. This is a preventable but costly reality.

When Sales agents don't consistently utilize phone codes or forget to log leads as phone ups all together, unclaimed calls pile up in CRM and potential revenue opportunities slip through the cracks.

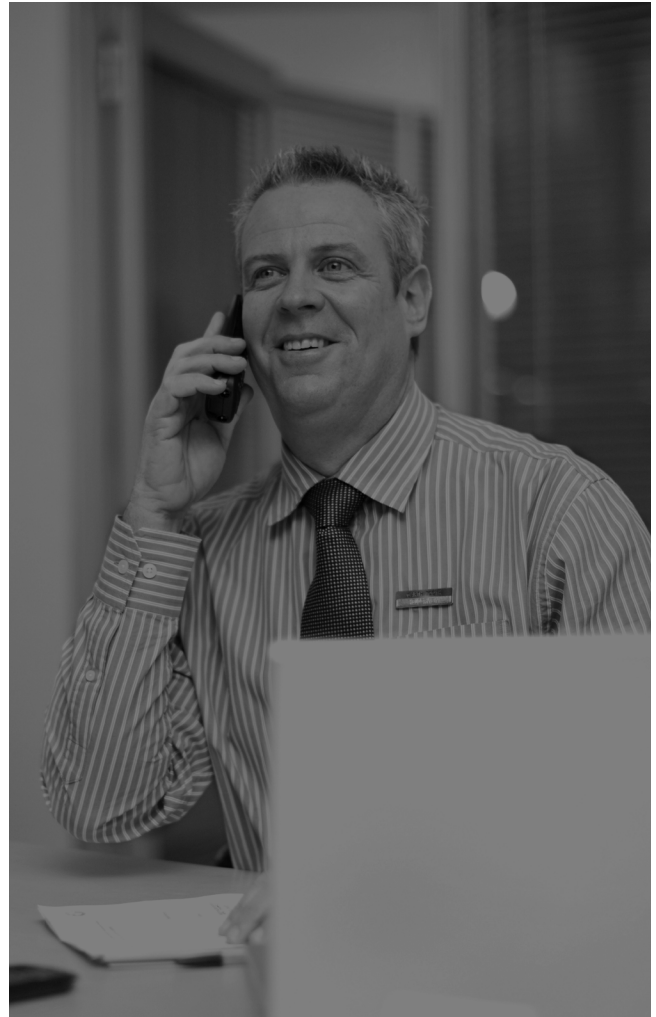
The dealership's General Manager aimed to improve the culture within his Sales department to prevent marketing-driven leads from falling off the radar and capture the leads the store was already receiving. He understood the value of accountability and the marketing dollars spent driving these leads. However, like many other managers, his to-do list was never-ending. Going into CRM and assigning each lead was a tedious and daunting task.

He turned to Voice Recognition to improve phone accountability by ensuring a consistent assignment process, ultimately providing a better customer experience at his store.

Voice Recognition attributes phone calls to the agent without requiring any additional action from him or her. With agents' tasks clearly defined and assigned to them, proper follow up kicks into play.

ACCOUNTABILITY DRIVES ACTION

The dealership implemented Voice Recognition in November 2018. Within 30 days, the store saw a 25% lift in total outbound calls, as a solid culture of phone accountability



immediately took hold.

Why? Each call in CRM started having an actual owner. The agents began calling to complete the automated follow-up tasks that occur when a call is properly assigned.

The store's CRM became more organized as fewer calls went unclaimed.

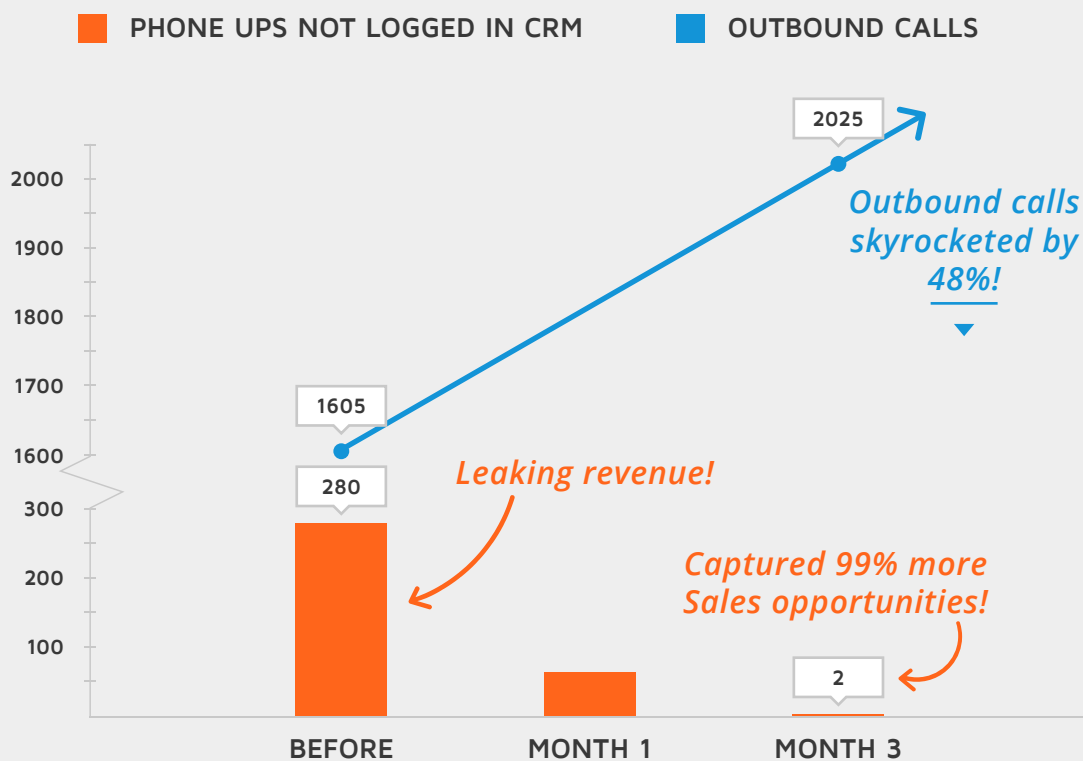
In November, the dealership's CRM had 280 unassigned phone ups. After enabling Voice Recognition, only two phone ups were unassigned in CRM.

Voice Recognition solves these classic dealership frustrations by eliminating phone code dependency and the need for manual lead assignment in CRM. Additionally, Voice Recognition creates for a

more organized CRM by ensuring every Sales call gets logged and assigned in CRM – linking the call to an existing prospect or creating one, assigning it and indicating a source.

With the solid process in place, the dealership experienced:

THREE-MONTH IMPROVEMENT (OCT '18* – JAN '19)





WHY IT MATTERS

-  Call claimed by identifying agent's voice
-  The agent has more calls to follow up on
-  Phone ups logged and assigned in CRM
-  Productivity increases:
 - Outbound calls
 - Showroom traffic
 - Appointments booked
 - Cars sold
-  Follow up process kicks in and tasks get completed

By automating CRM lead assignment with Voice Recognition, **the dealership captured 99% more of the potential revenue opportunities that were previously leaking!** Agents took greater ownership and accountability to ensure leads were handled, which led to a boost in outbound activity. The result: more appointments booked, and, ultimately, more cars sold.

Boost agent productivity and accountability by automating lead assignment.

GET STARTED!

Call 833-510-6747 or visit carwars.com/home/solutions/voice-recognition

SUCCESS STORY

**CAR WARS DEALER USES CRM
MAINTENANCE AND SEES**

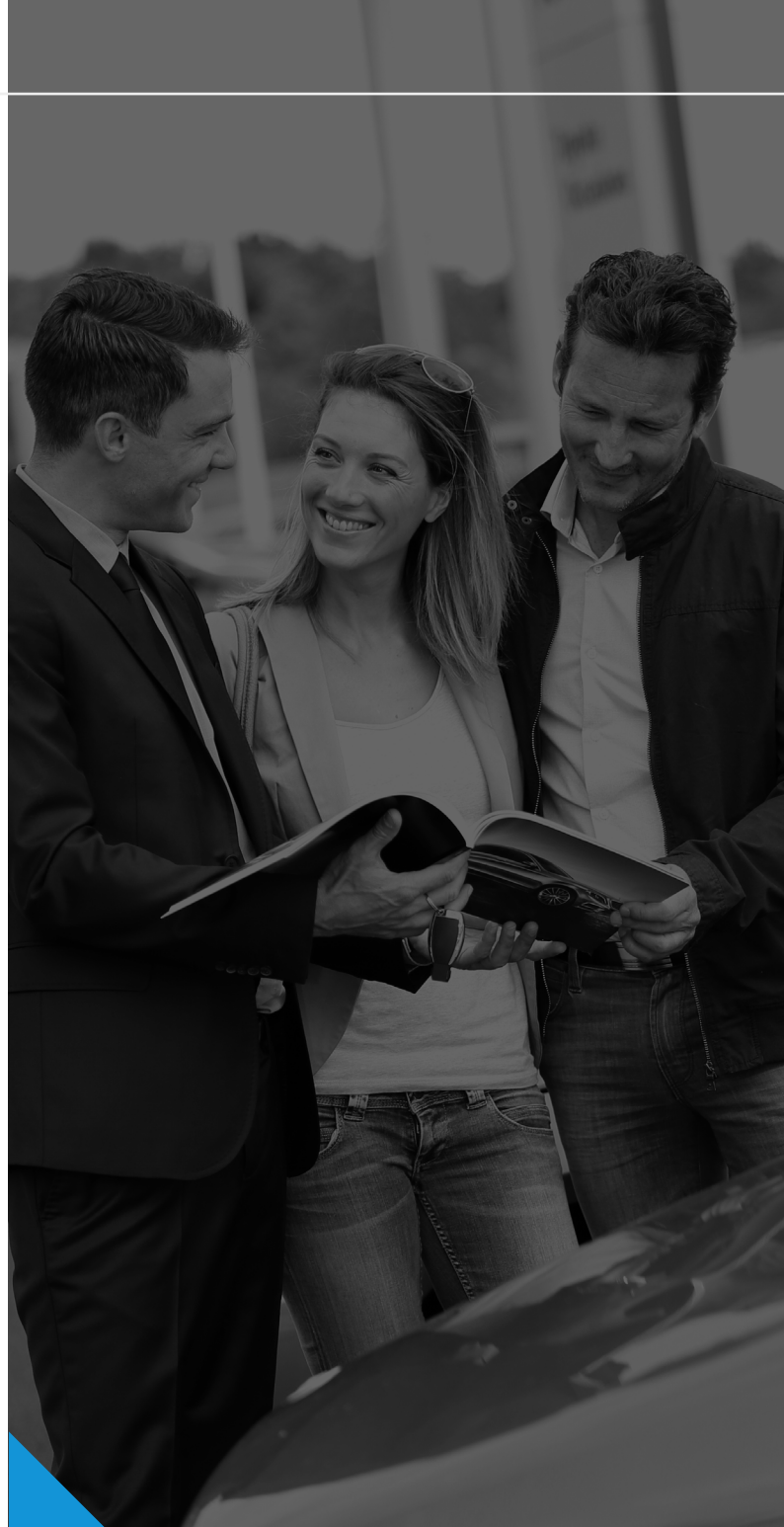
HUGE LIFT IN GROSS PROFIT

By Monica Dziak
Marketing & Business Development

BACKGROUND

Dealerships spend a lot of time and money driving quality Sales leads. Much of the workflow that converts leads into sales depends upon a phone up being logged and assigned in the CRM. Usually, getting that to happen is like moving mountains; most dealers can expect leakage of up to 25%. **Here's where things typically go wrong: there are hundreds of calls showing up in the CRM and only a handful of them are actually true leads. Listening to all of the Service, Parts and Vendor calls to find the Sales leads would take forever, so no one does it.**

*Dealer requested to remain anonymous in this study.



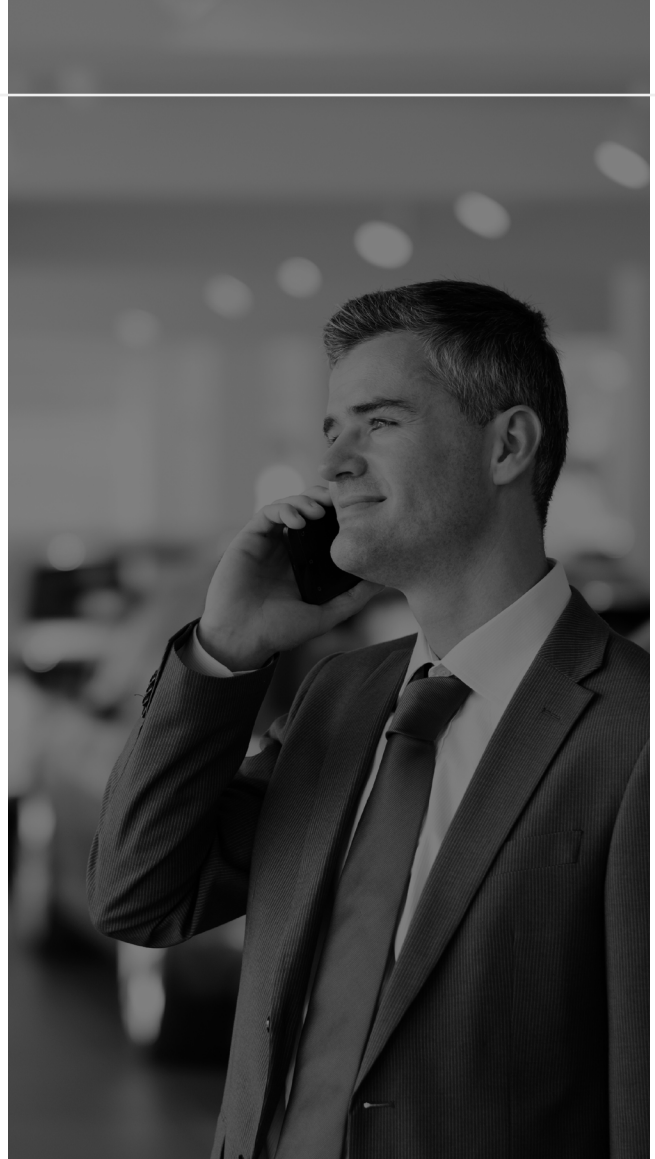
***CRM Maintenance allows us
to capture more business
from soft appointments and
opportunities missed.***

– STORE'S INTERNET MANAGER

One of our clients – like any other dealership – encountered the same challenge at its store. Its Internet Manager noticed the difficulty in aligning the group’s appointment-oriented values with the dealership’s lack of a BDC department. Phone calls were ringing to the Sales floor and the Internet Manager had no idea which agent was picking up. Furthermore, a majority of the time a salesperson would “go put his hands on the vehicle,” and forget to log the lead as a phone up – or, worse, forget to log the lead completely.

The store was completely blind to how many opportunities were coming in from the phone.

So the Internet Manager put Car Wars’ CRM Maintenance team to work. The team logs into the dealership’s CRM and combs the Desk Log for calls that need to be logged and assigned. By assigning each phone call to the appropriate agent, indicating a source based on the tracking line label and appending the call into an existing prospect (or creating a new prospect), Car Wars has helped the dealership see a 25% increase in phone leads and sold units from phone ups in CRM (in a year-over-year and month-over-month comparison).



The results weren’t just an immediate boost in numbers but an improvement on overall phone accountability. **Store managers began understanding where leads were coming from, who was taking phone ups and how leads were being assigned. The team started doing more with the leads it was already driving. For instance, if an agent didn’t enter a lead, a new task would be created for the agent to follow up with it. As a result, Sales opportunities were more quickly and efficiently salvaged.**

The dealership implemented Car

¹The Car Wars Pursue score is calculated by the percentage of outbound live conversations a dealership achieves out of its Pursue Goal (based on best practices and call volume).

Wars’ CRM Maintenance service in July 2017 to help streamline CRM lead assignment and get more at-bats on phone calls. Since then, the dealership has doubled its gross profit and seized 3,418 more Pursue Opportunities. Additionally, within just the first three months utilizing the resource, agents pinpointed 1,399 more Pursue Opportunities, and its Car Wars Pursue score¹ increased by 246%.

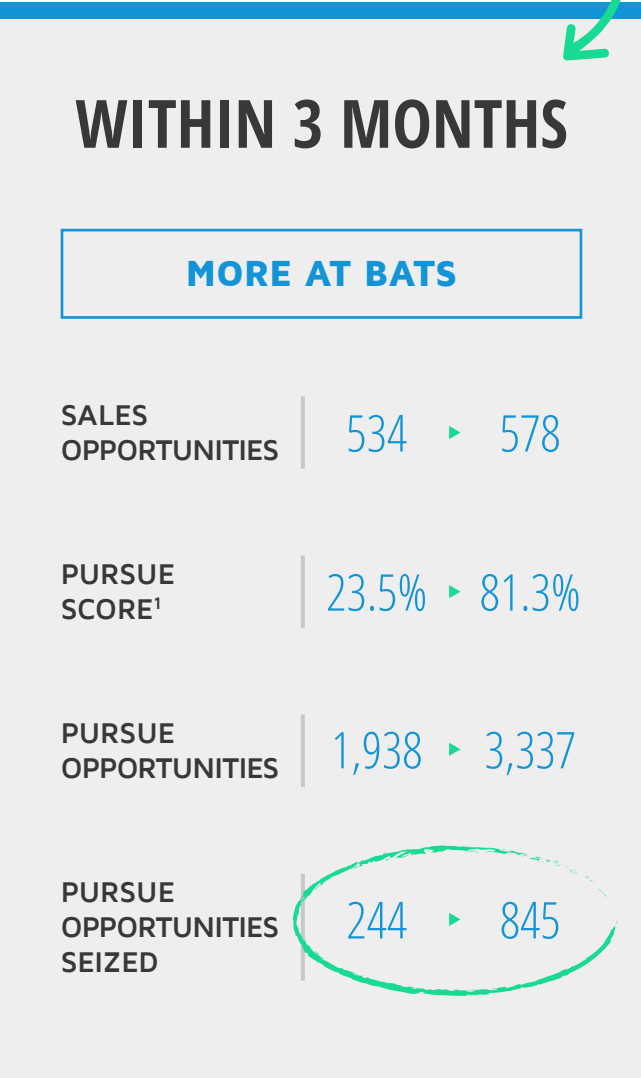
Pursue Opportunities are unbooked opportunities that should receive an outbound call to book a firm appointment. Declined appointments, soft appointments and no appointment requests are considered Pursue Opportunities.

DISCOVERY

By automating CRM lead assignment, agents don’t need to enter a phone code to identify every single

phone up. Consequently, tasks are created for them in the CRM, driving activity that results in real revenue opportunities – or what we call at Car Wars: appointment opportunities.

Here’s what the store saw:



WITHIN 1 YEAR

CRM IMPROVEMENT

JUL '17		JUL '18
509	PHONE UPS	681
\$149,911	PHONE UPS GROSS	\$259,622
AUG '17		AUG '18
102	TOTAL UPS IN SHOWROOM	38
81	PHONE UPS: APPTS SHOW	126
29	PHONE UPS: APPTS SOLD	39
16	PHONE UPS: DEMO	29

MORE AT BATS

SALES OPPORTUNITIES SEIZED	160 ▶ 274
PURSUE SCORE ¹	23.5% ▶ 57.6%
PURSUE OPPORTUNITIES	1,938 ▶ 5,356
PURSUE OPPORTUNITIES SEIZED	0 ▶ 15

DOING MORE WITH THE LEADS THEY WERE ALREADY DRIVING

To see more showroom traffic, agents need more opportunities on phone calls. **With Car Wars logging into the dealership’s CRM dashboard several times a day and searching for new sales opportunity calls, the store saw more booked appointments, shows, demos and total gross – all from phone ups. Managers solely had to manage tasks; Car Wars was replenishing their CRM with tasks for leads they were already paying to get.**

“We like being able to see all our Sales calls in one place,” said the Internet Manager. “We review all incoming calls to follow up with each customer in order to assist and schedule an appointment.”

The results not only produced more sold vehicles; the deals they began selling were higher quality. Average gross per vehicle doubled year-over-year and month-over-month, portraying just how much higher quality a phone up is than an Internet lead or a fresh-up. On top of that, with artificial intelligence identifying the agent handling each call, managers could pinpoint training opportunities within Car Wars reports to continuously instill a culture of phone accountability.

SOCK IT TO US

PUT YOUR BEST FOOT FORWARD

Take a picture of yourself in your finest pair of Car Wars socks and tag us in a post on Facebook, LinkedIn or Instagram **with the hashtag #OwnThePhone** to be entered into this edition's contest. Get the whole team involved and be creative!



@OwnThePhoneWithCarWars



@_carwars



@Car Wars

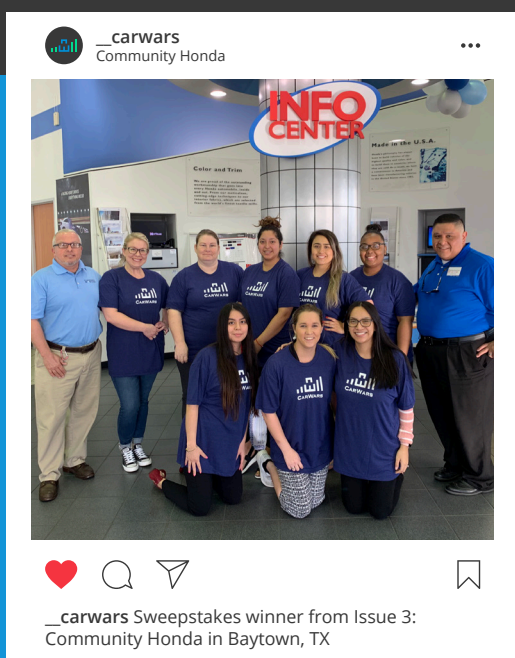
Be sure to follow us first so we see your post! You'll want to be following along as we'll be re-posting our favorite submissions throughout the contest.

KNOCK OUR SOCKS OFF

The Car Wars team will select one grand prize winner who will receive a Bose speaker and three pairs of wireless headphones to help their dealership listen to calls and stay CRISP on each one.

DON'T HAVE CAR WARS SOCKS?

Click or scan the QR code, fill out the form and we'll send a pair your way! Don't forget to snap a picture when you get them.



WHAT'S NEW?

Need a time machine to

RESCUE LOST LEADS?

WE HAVE

SOMETHING

BETTER.

Car Wars' new comprehensive communication dashboard, Call Box, is everything you've ever needed to manage your staff on the phones in real-time.

*By Sophie Nauyokas
Marketing & Business Development*

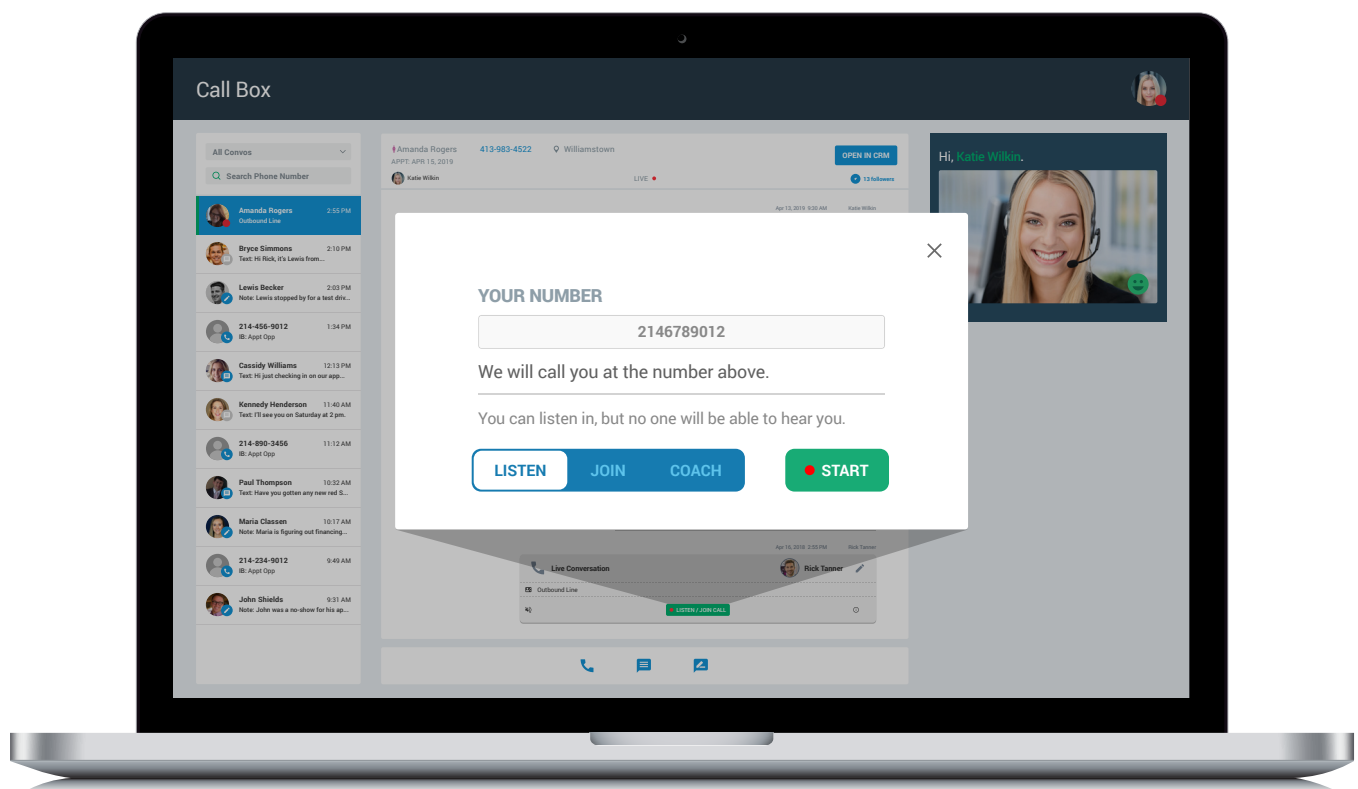
Do you ever wish you could go back in time and save that Sales opportunity who didn't get invited into the dealership? How about that person who said they were coming in "sometime this week" your staff never heard from again? Hindsight is always 20/20, and it's frustrating to look back at what could've been done differently when it comes to the phone. At Car Wars, we understand how you

feel. We spend our days obsessing over the phone so we can bring you tools and solutions that tackle your biggest phone headaches. Our latest innovation, Call Box, is the culmination of our phone obsession and deep understanding of how dealers are being owned by it.

Call Box is a comprehensive communication dashboard that gives dealers the ability to improve their phone processes and hold their people accountable in real-time. Yes, you read that correctly – *in real-time*. We know it's not enough to critique your agents after the fact. Sure, it's helpful to tell them what could have gone better, but

what if you could tell them *while they're on the call*? You could actually save THAT lead before the mistake was made. Enter the Live Listen/Join/Coach a Call component of Call Box that allows you to silently listen in on a call, join a call and speak to the customer yourself, or coach your people by talking to *just* them. Now you can pop in and subtly remind Agent Todd to invite the caller in without the caller ever hearing you.

Call Box was built with the mission of getting you the information you need while you're on a call. **Relevant caller details such as caller name, phone number, and past conversation history**



(complete with recaps) populate in Call Box as a call connects to an agent. Plus, we know how integral CRM is to everything you do, and that's why we've included an Open in CRM link that allows you to quickly dive into the customer record directly from the Call Box platform. It's 2019 and customers expect a tailored experience at every step – Call Box allows you to arm your staff with the information needed to consistently deliver this on every call.

So even though you can't travel back in time to save a lost deal, you *can* utilize Call Box to prevent the deal from going south in the first place. Gain unprecedented insight into calls as they're happening, the customers who are calling in, and how your people are handling each and every phone up – all from your desk (or wherever you are!).



If you're ready to up your game and monitor your staff in real-time, scan or click the QR code below to see our interactive page.



EVERY LIVE CALL PROVIDES



Relevant customer information



Previous call thread with
easy-to-read recaps



Deep link into CRM



Reminder to monitor facial
expression and smile
while speaking



Manager ability to listen,
join, or coach on live
agent calls



LONG GONE ARE THE DAYS OF
MANUAL LEAD ASSIGNMENT.

WELCOME TO THE FUTURE.

*Get automated lead assignment, powered
by artificial intelligence.*

Voice Recognition identifies each agent's unique voice pattern and automatically assigns the lead for you in CRM, removing the dependency on phone codes and saving you time.

The outcome: Sales calls actually get logged, agents are held accountable, proper outbound follow-up occurs, and, ultimately, more appointments are booked and more cars get sold.

DEALERS USING
VOICE RECOGNITION
EXPERIENCED A

48%

BOOST IN
OUTBOUND
FOLLOW-UP ACTIVITY

SEE REAL RESULTS!



Scan or click the
QR code