

# the CRISP Quarterly

AN OFFICIAL CAR WARS PUBLICATION | ISSUE 4

START YOUR YEAR

**STRONG**

WITH CRISP



THE GREATEST ASSET ANY

DEALERSHIP HAS IS ITS

**EMPLOYEES.**

**JASON COHEN**

BDC Director,  
DCH's Paramus Honda &  
Honda of Nanuet



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& FREE SOCKS!**

ENTER ON PG 21



# WHAT IS CRISP?

**CONNECT EACH CALLER QUICKLY TO A  
QUALIFIED AGENT**

Good question, reader. CRISP is our methodology that's been helping dealers like you for over 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.

***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 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. Both featured dealers in this issue – Lithia's Paramus Honda and Morgan's Sun Toyota – understand the direct correlation of being CRISP on the phone to more booked appointments and return customers. Enjoy!**

# CRISP



**Connect** each caller quickly to a qualified agent



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



**Set** a firm appointment with a specific date and time



**Pursue** new leads and rescue missed opportunities





# the CRISP Quarterly

AN OFFICIAL CAR WARS PUBLICATION | ISSUE 3



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Car Wars



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Sun Toyota's Internet team takes the time to understand buyers' online behavior, ask better questions and unravel the why. Read more on pg. 14.



DEALER SPOTLIGHT

LITHIA FLAGSHIP STORE GIVES THE  
MOST COMPETITIVE MARKET A

# RUN FOR ITS MONEY

JASON COHEN, THE BUSINESS  
DEVELOPMENT DIRECTOR AT  
LITHIA-OWNED GROUP, DCH,  
PERFECTS THE “CENTRAL  
NERVOUS SYSTEM”

*By Monica Dziak*  
*Marketing & Biz Development*

**T**he New York metro area  
(New York, New Jersey  
and parts of Connecticut)  
is one of the most competitive  
automotive markets in the





nation. Consisting of nearly 120 Honda dealerships, including 10 of the top 25 in the nation, the density amplifies a dealership's responsibility to differentiate itself over the phone. Dealers must offer more than just good pricing; they must go the extra mile to build a connection with every caller to ensure the dealership down the street doesn't snatch their business.


This reality couldn't ring truer for Paramus Honda's BDC Director, Jason Cohen. It's tough real estate near his store: there are a dozen other Honda dealerships within a 25-mile radius, with the closest one less than five miles down the road, and more stores per square foot than anywhere else in the U.S. With the odds seemingly stacked against him, his team still sells and services

more vehicles than any other New Jersey dealer, and more than 95% of dealerships in the nation. Oh, and they're also the 55th-largest volume Honda dealership in America, as well as the most profitable store within the Lithia group – the third-largest auto group in the country with 183 dealerships.

A big part of that success? Cohen's detailed focus on training, accountability and converting more Internet leads than anyone else. No rookie to the car world (he's been in the game for almost two decades), Cohen's results at Paramus attracted the attention of Honda of Nanuet, Paramus' sister store. Nanuet recently brought him on to incorporate his processes and to help improve the BDC department.

Overseeing the BDC for both Paramus and Nanuet, a department which he dubs the "central nervous system," as well as managing 25 people and having arguably the toughest market competing against him, Cohen's daily tasks are no easy feat. However, he emphasizes staff training and proper phone skills as the key drivers to achieving tangible results. "Much like the brain controls

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 ***Much like the brain controls the body, our BDC controls the flow of traffic into our showrooms and Service departments.***

– JASON COHEN

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the body, our BDC controls the flow of traffic into our showrooms and Service departments,” explains Cohen.

## START EARLY, START OFTEN

Cohen knows he can't expect agents to know how to improve on the phone if he doesn't start them off strong with training right from the get-go. Paramus' program requires new agents to first complete manufacturer and product training for a week, then a week of role-playing using phone scripts. New hires must log into Car Wars and listen to at least 10 inbound and 10 outbound phone calls from every other team member. Cohen says this exercise builds their confidence so they're prepared to handle the different types of conversations that will arise on the job. After about two weeks – and once agents feel confident to properly handle sales calls – he sets them loose on the phone.

Training isn't fully over once a new hire has jumped on that first call. Each week, the Paramus team

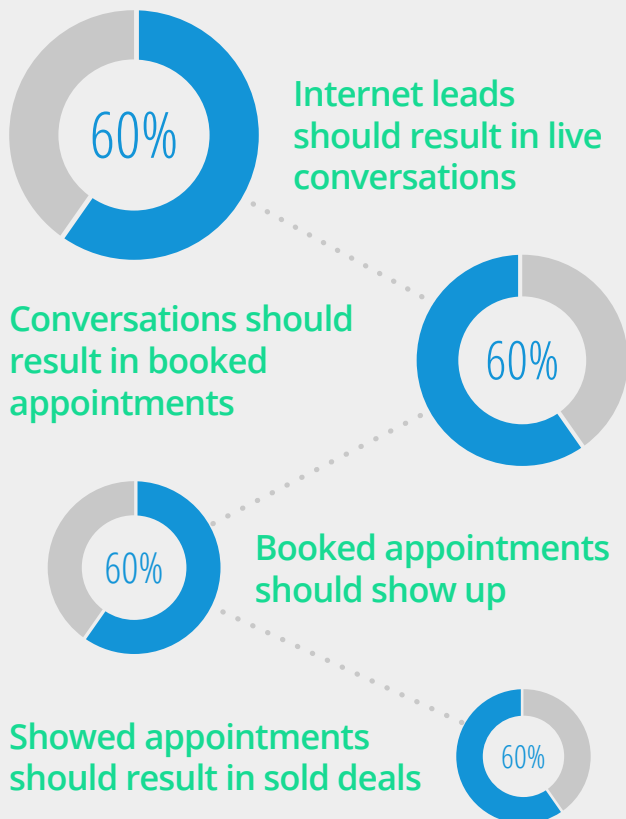
gets together to listen to a handful of phone calls, where agents and managers alike learn from the good, the bad and the ugly. How to handle customer objections is a focal point during the weekly reviews. Cohen cites the four most common in the car biz: vehicle availability, vehicle price, trade worth and payment / interest rate. The secret to handling any objection? Empathizing with the customer through a “Feel, Felt, Found” technique, which Cohen instructs every agent to use. The key here is first empathizing with the customer's objection, then showing that others have felt the same way, and finally telling the customer how others with the same objection found that not only everything was okay, but it was actually far better: *Do you know what that customer found out, that when they visited our showroom not only did they get a great price / trade offer / interest rate, but they also had a great experience in doing so, and I'm confident it will work out the same way for you! So, are you available to stop by this morning or is the afternoon better?* Cohen wants each customer to innately feel that Paramus Honda is an easy place to do business.

Activity breeds results. To monitor



# IT'S A NUMBERS GAME

## PARAMUS HONDA'S 60 x 60 x 60 x 60 RULE



### AGENT MAKING 10 CALLS/HR & 80 CALLS/DAY

- $1/6$  of 80 = 13 live conversations/day
- 7 of the 13 lead to booked appts
- 60% of 13 = 4 shown appts
- 60% of 4 = **2 sold vehicles per day**

if the training is paying off and that agents are putting it to use, Cohen's team's goal is to accomplish the 60 x 60 x 60 x 60 methodology, an idea he got from Toyota's manufacturer training program years ago. The idea is as follows: 60% of Internet leads should result in live conversations; 60% of those conversations should result in booked appointments; 60% of those booked appointments should convert to showed appointments and 60% of those shows should result in sold deals. Since Cohen requires phone handlers to make at least 10 calls per hour, that's 80 calls in an 8-hour shift. According to Car Wars reporting, Paramus Honda agents have a live conversation 1 in every 6 calls, so that's an average of 13 each day. If 7 appointments are booked out of those, and 60% show, that's 4 shows. If 60% of those shows sell, that's 2 sold cars. So if an agent makes 80 calls every day, that should directly result in at least 2 closed deals. From working about 22 days per month, that's 44 sales right there. Without this proven technique, agents would leave a lot of money on the table.\*

"It amazes me how little training most dealerships do," Cohen says.

\*These numbers are per BDC rep.



"To have a successful team, it's all about having the right people and training them properly. The greatest asset any dealership has is its staff and employees."

**“To have a successful team, it's all about having the right people and training them properly. The greatest asset any dealership has is its staff and employees.**

**– JASON COHEN**

## VALUE SHOULD ALWAYS TRUMP PRICE

On top of the sheer volume of competition Cohen faces, he must also fight against strategies that have primed today's customers to be extremely price-conscious. Dealership websites constantly advertise "low price" deals, and it's Cohen's challenge to convince the customer that price isn't the only important factor.

Cohen compares dealership price

shopping with airline ticket price shopping: when you book a flight, you sort by price for the cheapest one. That's troublesome – if you had to pick a pilot who just got his wings vs. another with 10 years of experience without issues, but he's \$50 more, you'd probably pick the latter. Despite the price difference, experience should hold more weight than price when making a large purchase. "With cars, people don't think that way; they think about what the lowest price is and they're not thinking about things that are valuable and important to them," he says.

Cohen stresses that shopping callers need to find a dealership they trust: one that's transparent, honest and convenient. Prospects won't call and ask how a store's customer service is or if it's trustworthy, so agents need to make that connection and prove that point to each caller right off the bat. To consistently build that value on every call, the BDC Director gives his staff a "10 Reasons Why You Should Do Business With Our Dealership" sheet they can reference on phone calls. He notes agents should be pointing out at least two or three

of those reasons on every Sales call. If they're not, they're failing to build rapport with their customer base.

"That makes a difference, even if or when they do pick another dealership, those reasons will stick out in the back of customers' minds when comparing us to other dealerships with the same price," Cohen says. "When people call back and say, 'I talked to another dealership, but I liked you guys better. If you match their price, I'll buy from you instead,' then it proves our method works. The 10 Reasons sheet also gives my reps confidence if they run out of talking points during the call."

Setting one's dealership apart from the rest doesn't need to be complex or time-consuming. To connect with callers and ensure they become return customers, Cohen reminds his staff to control what they can control on calls by being consistent and always building rapport. Agents can always be sure to have a strong greeting, positive tone, smile, use the caller's name, capture contact information, provide dealership



directions, and, most importantly, ask for the appointment 100% of the time.

To provide a customized, white-glove service for every caller, Cohen also equips agents with different scripts for each different lead source – for instance, one for Costco, one for Kelley Blue Book and so on.

"Once you use a script, it's important





you don't sound like a robot," Cohen says. "Obviously you want agents to personalize the script with their own personal touch, but it's important that everyone follows the same script and same process every single call. If you do that, you'll make much more appointments than if you didn't follow any script or any process at all."

"You only get one chance to make a good first impression," Cohen continues. "Most customers' first impressions of the dealership arise on a call. I see people visiting less and less dealerships, and doing more research online. Once

**Above:** Cohen spends quality time with his Internet team members, Tiffany Velez and John Rodriguez, coaching them on how to handle appointment-oriented calls.

they narrow it down to which car they want, they figure out which dealership they'll buy from. Then they call – that's when they'll disqualify you if you rub them the wrong way or screw up the phone call. They'll go to the next dealership on their list. It's important to make that connection over the phone, otherwise, you'll never get another chance to see them; they won't

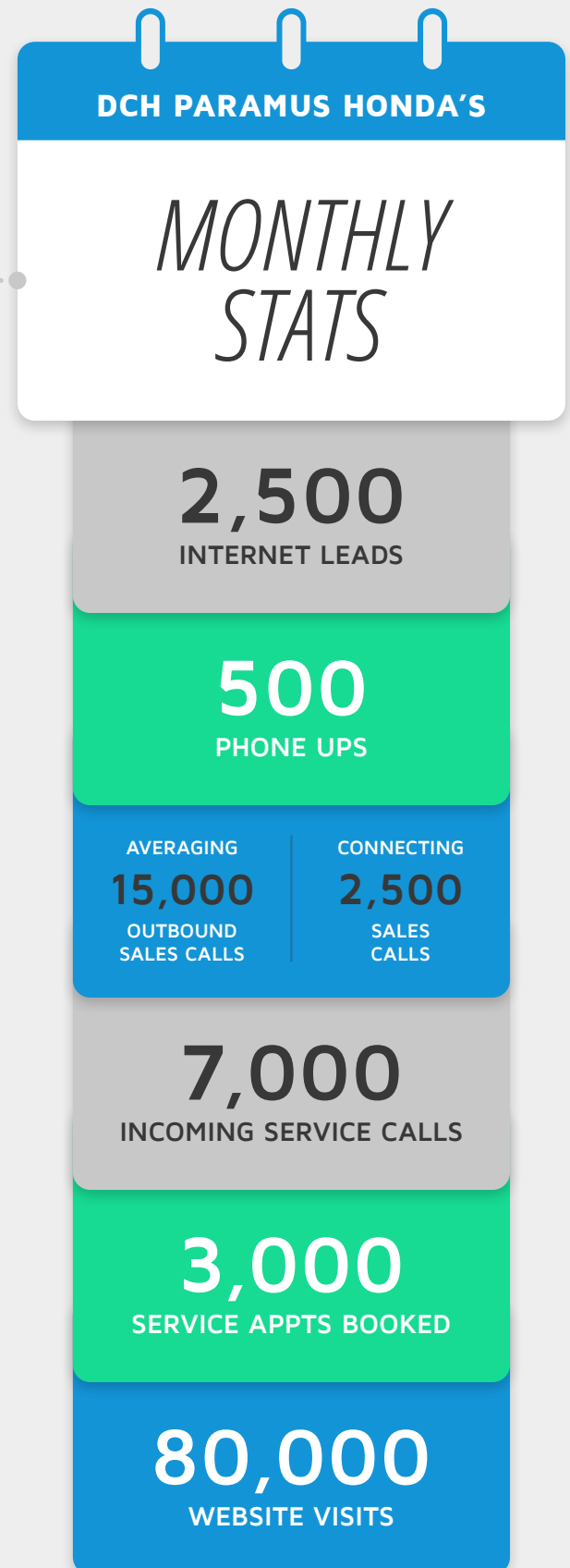
show up in person.”

From consistently building affinity with customers and differentiating itself from the pack of dealers in the area, Paramus Honda sees a great deal of return customers. Especially with leasing being so common in the Northeast, bringing customers back every three years or so creates a ton of revenue. Phone skills are paramount to ensuring buyers stick with Cohen’s team.

During the car buying journey, a customer visits several dealership websites. The dealership that performs the best over the phone will gain that customer’s business. The stats don’t lie. Cohen is an awesome portrayal of a manager who leads by example. By utilizing the Car Wars platform to help with phone training, as well as holding agents accountable to properly improve on every call, Paramus Honda has risen to the highest-grossing dealership within the Lithia group.



Jason Cohen is the current BDC Director at DCH Paramus Honda & Honda of Nanuet.





## BECOMING CRISP

## INBOUND CHEAT SHEET

## HOW TO OWN THE PHONE WHEN NEW LEADS CALL IN

START

## INTRODUCE AND COLLECT CALLER'S INFORMATION

*"Thank you for calling \_\_\_\_\_, my name is \_\_\_\_\_. How may I help you?"*

- ☐ Caller's name (make sure to repeat customer name throughout the entire call) \_\_\_\_\_
- ☐ Phone number \_\_\_\_\_ ☐ Email (if applicable) \_\_\_\_\_

## FACT FINDING: WHAT ARE THEY LOOKING FOR?

*"You've called the right place. I'm going to do everything I can to make sure we get you in the perfect car. Is there a particular vehicle you are interested in?"*

- ☐ Vehicle inquiring about \_\_\_\_\_ ☐ Other models? (never limit inventory) \_\_\_\_\_
- ☐ Desired vehicle specifications \_\_\_\_\_ ☐ Trading in? \_\_\_\_\_

## REQUEST AND SET THE APPOINTMENT

*"Is there anything else we need to consider before we bring you in for a test drive?"*

- ☐ Yes \_\_\_\_\_ ☐ No (address the concern and then option close)

**OPTION CLOSE:** *"I have an opening at \_\_\_\_\_ and \_\_\_\_\_. Does one of those work for you?"*

- ☐ Firm appointment set for \_\_\_\_\_ at \_\_\_\_\_ a.m./p.m. ☐ Soft appointment for \_\_\_\_\_ at \_\_\_\_\_ a.m./p.m.

*"I'll give you a call tomorrow to see if you've narrowed down a time you can come in. Would it be better for me to call tomorrow morning or afternoon?"*

Follow up on \_\_\_\_\_ at \_\_\_\_\_ a.m./p.m. to firm up time.

- ☐ Declined. *"If we get something in that you might be interested in, can I give you a call back?"*

## CLOSE

*"Thank you caller's name. I will see you on \_\_\_\_\_ at \_\_\_\_\_. When you get here, come straight to where in the dealership and ask for who their appt is with. Again, my name is your name and you can contact me directly at direct phone number. Should anything come up before then, please don't hesitate to call me."*

- Thank the caller.
- Provide directions to the dealership if needed.
- Provide instructions for arrival.
- Give contact information if something changes.

TAKE IT FROM THE PROS

# THE PHONE STILL REIGNS IN THE DIGITAL AGE

**VICTOR MONTOKA, SENIOR  
INTERNET DIRECTOR AT SUN  
TOYOTA, DRIVES HIS TEAM  
FORWARD IN THE DIGITAL AGE  
— AND IS WITH THEM 100% OF  
THE WAY**

*By Stephanie Reynolds  
Marketing & Biz Development*

**T**oday's automotive selling climate: high competition, educated buyers and abundant buying choices. The modern-day customer is on-the-go, highly-informed, has price compared and researched the options at multiple dealerships. Shoppers want competitive pricing, convenience, speed, and knowledgeable agents. They need a reason to choose your dealership.



## CUSTOMERS IN THE



# DIGITAL AGE

## SHOPPING HABITS

95%

Of vehicle buyers use digital as a source of information.<sup>2</sup>

75%

More likely to purchase from a business that recognizes them by name, makes recommendations based on past purchases or knows their purchase history.

95%

Switch brands if a company didn't make an effort to personalize communications.

80%

Shop online before they come in to a location.

3x

On average, spend 3x more time researching online than at the dealership.<sup>3</sup>

<sup>2</sup>Automotive Shopper Study," by Google/comScore. Jan 2017.

<sup>3</sup>Car Buyer Journey," by Cox Automotive. 2018.

If you haven't felt it already (I'm sure you have), this is the Digital Age.

The challenge here is not only attracting prospects to your dealership but differentiating your dealership from the rest. When a customer finally calls after hours of online research, his or her next step is eliminating you from the list. They're operating the phone with that mindset in mind, to size you up and see if your agents truly know what they're talking about. Ultimately, the phone experience determines which dealership prevails.

Victor Montoya, Senior Internet Director at Sun Toyota, capitalizes on this digital shift by creating a customer-centric mindset within his Internet team encompassing 36 agents and four directors. Montoya leverages technology and software to attract, relate and convert the modern-day shopper into a lifetime customer, and remembers the fundamentals of selling haven't changed: it's the business of people.

## SHIFT YOUR MINDSET

Montoya identifies mindset as the critical factor for success in the Digital Age – the mindset of discovering the *why* – why after spending an average of 14 hours online researching<sup>1</sup>, the customer decided to call your dealership. If an agent fails to connect with the caller or doesn't meet his or her expectations, the opportunity and business are lost forever.

Before the focus on Internet, customers made an average of five dealership visits before purchasing a car. Now the national average is 1.6 dealership visits before a purchase. Meaning that once a customer calls your dealership, he or she is no longer shopping but ready to purchase. Nowadays, it's more accurate to now think of your callers as buyers.

For veteran salespeople, the shift to digital is difficult. They must move toward no longer selling over the phone but now listening and asking the right kinds of questions. When connecting

with a customer, the agent is expected to knowledgeably answer the caller's questions, address needs, then tentatively follow up.

Montoya stresses understanding the customer's wants and expectations to create relevancy for effective selling. **The agent must view the customer's journey by stitching together the micro-moments that lead up to picking up the phone.**

A rigorous onboarding process instills the right mindset before handling the phone. It starts from the outside-in and learning the ins and outs of the customer's digital experience.

Montoya elaborates, "We walk through the website first to show everything offered online and where to find the information that customers look for. Then, we progress toward our incoming chats to give them an idea of what customers are experiencing there." This process improves their skills as digital communicators and builds credibility as industry experts.

<sup>1</sup>"Car Buyer Journey," by Cox Automotive. 2018.





*The agent must view the customer's journey by stitching together the micro-moments that lead up to picking up the phone.*

As a result of understanding buyers' online behavior, agents ask better questions and unravel the *why* – the reason behind what particularly attracted the lead to a particular vehicle or the dealership itself.

## REMEMBER: PHONE IS KING

The power of the phone hasn't been lost to Montoya. He shares, "The phone call comes first. We can utilize all of our skills in our vocal format, such as vocal tonality. The words that

**Above:** *The Internet Directors at Sun Toyota (left to right): Bob Butler, Victor Montoya, Thomas Zanos, and Christine Conley (not pictured)*

we use to reinforce our claim we have as far as our why buy and why a salesperson is right for a customer – **you can express those differentiators more quickly and successfully over the phone.**"

The phone is the dealership's lifeline and quickest way to connect. Montoya understands that when his team is comfortable handling price

Each agent is expected to adjust to the customer's buying personality. This process inspires more effective and confident selling, while allowing for the personalization that modern buyers expect.

objections, knows the inventory and product, then their confidence is translated over the phone to customers.

Each agent is provided an Internet manual that lists every reason a customer might shop online for a vehicle. It then breaks down the Sales process into tasks.

Montoya defines the manual as a helpful resource for the agent: outlining the steps toward a sale, yet flexible enough for customization.

**Each agent is expected to adjust to the customer's**

**buying personality. This process inspires more effective and confident selling while allowing for the personalization that modern buyers expect.**

Montoya shares the standard for phone handling within his Internet Department: "Relevance is better than speed; speed over perfection. You don't have to be perfect, but you have to be relevant when you're talking to customers. You want to give yourself a few seconds to look over the lead and make sure you know how to handle that caller."

His team is equipped with valuable information from the moment an Internet lead comes in. Car Wars' Live Calls dashboard provides relevant customer information, such as where the caller came from and previous conversation history. This allows agents to more quickly assist and tailor the conversation depending on where a lead is in the buying journey.

By following the Internet lead



with this process, Sun Toyota agents have a better grasp on who their customers are and what they want, and, as a result, can sell more effectively. Montoya then stays close to see them through.

## INSPECT WHAT YOU EXPECT

At any given moment, two directors are working at a stand-up desk in the center of the Internet Department. They're available as active resources when agents need an assist or clarification about a source.

"We do monitor fairly closely because we inspect what we expect. Not only can we hear phone calls, we also want to make sure that somebody needing something can raise their hand. **We can walk over or take the T.O. on that phone call. We're there to help them 100% of the time,**" Montoya explains the approach.

Standing nearby, Montoya and fellow directors proactively resolve any potential problems

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***We want to make sure that somebody needing something can raise their hand. We can walk over or take the T.O. on that phone call. We're there to help them 100% of the time.***

— VICTOR MONTOKA

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and easily identify areas that would benefit from additional training. When a call begins to take a turn in the wrong direction, Montoya quickly can jump in for the takeover and rescue the sale.

Car Wars' Live Calls dashboard helps Sun Toyota better manage daily activity. Montoya monitors how much productivity is occurring live, as well as the caliber of each agent's phone handling. He monitors each phone handler's performance by clicking in and listening live to a phone call. This way, he can pinpoint: Were the customer's questions answered? Was it a Sales opportunity? Was the call transferred? Was the hand-off done correctly?

Especially in the Digital Age – where competition is fierce – real-time insight can make the difference between a customer and a missed opportunity.

## EXCEED EXPECTATIONS

Adapting is necessary for survival in the Digital Age; creating a personalized and relevant shopping experience sets Sun Toyota apart from the competition.

As Montoya drives his team forward, he remains focused on the fundamental belief that automotive is a people business. Good processes, a customer-centric mindset and software support the plan and people. The outcome: a client relationship continuing in the future. When the time comes to trade-in or to purchase a new vehicle, your dealership is already top of one's list.



Victor Montoya is the current Senior Internet Director at Sun Toyota in Holiday, FL.

Sun Toyota's  
Improvement  
Using Car Wars'  
Live Calls

WITHIN  
MONTHS

2

+

177

More  
outbound live  
conversations

+

111%

More  
claimed Sales  
opportunities

+

60%

More seized  
Pursue  
Opportunities\*

+

291

More inbound  
calls

+

8%

Improvement in  
connection

+

77

More  
appointments  
requested

\*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.



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weekly team pizza lunch  
for a month.

NEW  
DESIGN FOR  
**2019!**



INDUSTRY UPDATE

*CAR WARS CHANGES THE*  
**CALL REVIEW  
GAME**

**HOW OUR PROPRIETARY  
REVIEW MODEL IS CONSTANTLY  
GROWING BETTER, FASTER AND  
STRONGER**

***By Heather Servi***  
*Marketing & Biz Development*

**E**ach day, Car Wars performs more than two million call reviews for over 13,000 dealerships across North America. In an industry where competition is fierce and every phone-up







represents potentially thousands of dollars in revenue, it is critical to have a trusted tool to capture and review every customer call. Understanding the need for both speed and accuracy of call reviews, Car Wars spent years developing a unique solution for dealers that combines human reviews and artificial intelligence (AI) with ongoing learning.

## THE CHALLENGE

When Car Wars first entered the call tracking space, our team discovered that a voice

transcription model would never provide the level of accuracy our dealers needed. We made repeated attempts, and spent a lot of money, trying out different transcription and keyword solutions, but had to cut our losses because the technology didn't perform how we needed it to. Take Siri's voicemail transcriptions for example. When someone has poor cell reception or an accent, uses slang, or talks too quickly, Siri's suggested transcriptions are comical at best. A Car Wars employee recently received a Siri voicemail transcription that asked him to

“coupon marble house” which, upon further review, translated to “come to my house.”

In one of our own transcription trials, a heavily accented gentleman called a dealership to inquire about a Ford Taurus. The Sales agent said he had the information the customer was looking for in the back room. Well, the machine heard the gentleman ask about a dinosaur, and it heard the Sales agent respond that he had a dinosaur in the bathroom. Unfortunately, as the machine transcribes calls, it often runs into verbiage it can’t understand and makes the best available assumption. You

therefore end up with a ludicrous five-paragraph transcription about a dinosaur on the toilet.

Furthermore, the keywords that indicate a certain call outcome such as “schedule” or “appointment” are not often used in regular conversation with leads. Instead, customers are asked to “stop by the dealership” or “sit down with a Sales agent.” It was not feasible to rely solely on voice transcription to generate an accurate review.

Therefore, we turned to humans. Starting with our own employees, we began building a human reviewer team to listen to and

HOW DOES *THIS...*



TURN INTO *THIS?*



answer simple questions about each call, which powered the call analytics we sent to dealerships. As our client base grew, though, we needed to grow this human review team immensely to keep up with demand. We developed a business model that allows people from around the world to review calls and get paid for each completed review. Similar to Uber's model, people can sign up as a reviewer, log in as often as they wish, and review as many calls as they want on their own time. Our reviewer base has now grown to more than 325,000 reviewers.

There are challenges, however, to having humans review calls: reviews are never fast enough, cheaters enter the system, human error occurs, bottlenecks occur in certain types of reviews and the expense adds up. Car Wars was still in search of the perfect review system.

## THE SOLUTION

After utilizing solely humans for years, the team began testing if we could build out AI prediction

models that would optimize the review platform. We already had billions of calls that were reviewed by humans with proven outcomes in our system, so we created a neural network based trained and back-tested calls. The neural network looks at hundreds of data points on the calls, such as time of day, call duration, previous customer interactions and historical data on the dialed tracking line to generate a prediction probability for its review.

With this robust neural network trained by human-proven reviews, our machine learning AI system is the best in the industry. Even so, it can only detect what's happening on any given call about 60% of the time. Fortunately, we have a powerful workforce to complete simple tasks like confirming a machine-generated prediction.

Car Wars began implementing a unique combination of AI and human reviews that enables the fastest possible results, ensures the highest degree of accuracy and creates a system of checks



and balances. This approach is comparable to equipping every self-driving car with a human who can take over whenever there's an indication the auto-pilot might veer off script.

**When a call enters Car Wars' review system, it starts by going through a series of neural networks that leverage Natural Language Processing to analyze transcribed text, in addition to factors such as time of day, call duration and the dealer's previous interactions with the customer. These same neural networks establish probability thresholds for target accuracy levels. Based on the machine's confidence, we then use human reviewers for further confirmation. For lower projected confidence levels, the review system implements a system of checks and balances with humans playing a more central role in providing a review.**

Our human reviewers don't just fill in the gaps for prediction uncertainties; they're also acting as a feedback mechanism. Every evening, the AI model is re-trained using calls reviewed throughout the day by humans. Through this

approach, the model is learning from the calls it initially struggled with the most to consistently make our AI technology smarter and predictions more accurate.

## RESULTS AND LOOKING AHEAD

We're consistently making strides to improve the efficiency of our review process. Since implementing the combination of humans and AI, average review speed has dramatically improved from "same day turnaround" to 25-minute median throughput goals for every call reviewed. We're now setting our sights on the ability to generate full reviews within 15 minutes of call completion. As AI technology continues to learn from our humans every day, Car Wars provides an unbeatable competitive edge for dealers who know how critical it is to leverage the phone.

WHAT'S NEW

# 3 REASONS TO GET YOUR AGENTS CRISP CERTIFIED THIS YEAR

HOW TO KNOW IT'S TIME TO TAKE THE NEXT  
STEPS IN TRAINING YOUR STAFF ON PHONE  
PERFORMANCE

**By Sophie Nauyokas**  
*Marketing & Biz Development*

If you've taken the time to read all the way to this article, it's likely you understand the phone's importance at your business. I probably don't need to remind you that a majority of appointments at a dealership come from the phones, or that 60% of sales do too.

You know all that. So now what?

Car Wars provides managers with valuable insights they can use to train and hold their teams accountable, but even with all the right information having a top-notch phone process can be a tricky task. And seriously, there aren't enough hours in the day. That's why we created [CRISP Certification](#).

**By working with more than 13,000 dealerships over the years we've identified a major need in the industry: a better phone training process. No matter how diligent a manager is, staff training and monitoring performance will always be a challenge. That's before you even factor in the inevitability of high turnover.**

We've created a solution aimed at addressing those challenges. CRISP Certification has four key components that work together to ensure that a dealership improves over time. From designing a plan specific to each dealer's unique needs, to executing that plan by delivering an initial on-site training and providing continuous feedback even after we've left a store, CRISP Certification is designed to jump-start change and institute a culture of phone accountability.

Wondering if CRISP Certification is right for your dealership? Read below and see if you identify with any of these common problems we've seen with our clients.

## PROBLEM 1

### YOUR DEALERSHIP HAS A DOING PROBLEM, NOT A KNOWING PROBLEM

We've found that when it comes to the phones most dealerships don't have a knowing problem, they have a doing problem. You *know* the phones are a major source of revenue at your dealership, your salespeople *know* they should be inviting every caller into the dealership, and your receptionist knows not to cold-transfer a caller, but are the proper steps being taken on every call? If you know they aren't, or are even a bit unsure, CRISP Certification is for you. To combat your "doing" problem, CRISP Certification does the heavy lifting for you by training and monitoring your staff's phone performance.

## PROBLEM 2

### YOU KNOW OLD HABITS DIE HARD

It's easy for people to leave a



training feeling energized and ready to sell all the cars on the lot, but is that same drive still around a month later? How about in a year? Exactly. We understand it's hard to break habits and that people will often revert back to their old behaviors as time goes on after a training. This isn't what anyone wants, and is why we've implemented a continuous performance feedback loop into CRISP Certification. We'll continue to monitor phone performance of your agents for the life of the program to be sure everyone is staying CRISP on every call, always. Sound like something that would help keep your people on track? CRISP Certification is for you.

## PROBLEM 3

### YOU KNOW TURNOVER IS A MAJOR FACTOR

It's a fact of the business you're in: high turnover plagues the automotive industry at every level. And with that in mind, it can be hard to commit valuable

resources to training employees who may not be around in a year. We get that, and we've put steps in place to be sure every new hire is brought up to speed by providing him or her with an initial CRISP training and then continuing with ongoing feedback. Even if you replace half of your staff in the next year, your investment won't be a loss. If turnover is something you face, CRISP Certification is for you.

If you identified with any of the above, CRISP Certification could help take your dealership's phone performance to the next level, and keep it there year after year. In a sales-based industry, staff training is critical to both gaining and retaining customers. Built to complement the Car Wars platform and tackle your everyday phone challenges, this is the type of investment that yields real returns.

## THE PEOPLE BEHIND CAR WARS

# SUPPORT CAR WARS

From providing first-rate and timely assistance for incoming product and service questions to quickly resolving client concerns, our Support team has your back. Meet a few members from the team!



**JAQUANA MILES**

***Born in Lawton, Oklahoma and raised in Atlanta, Georgia; mother of three; loves making music.***

### **JAQUANA IN ACTION**

A General Manager calls Jaquana with click to call questions. He's trying to make it quicker for agents

to call prospects in light of a new outbound-focused sales spiff. Jaquana sets up click to call for his entire Sales staff, and ensures he understands how to reach her team in the future. She also points him to where agents can find click to call within Car Wars and their CRM.





## TRAVIS BOUNDS

***Texas native; husband and father of three; enjoys being outside with his kids.***

### TRAVIS IN ACTION

Internet Manager Isaac submits a Support request to have his phone tree changed. One

number is accidentally ringing to an old phone system with a faulty setup, causing the dealership to miss calls. Travis alters the routing to avoid that phone bridge, and within a few minutes, he changes the ring-to and sends over some best practices on phone routing.



## JACY BECKHAM

***Born and raised in Dallas; A lover of Renaissance art, Italian food and psychedelic doom metal.***

### JACY IN ACTION

There are several agents at a client's dealership who no longer work there. A number of their Car Wars

staff profiles need to be removed, and the BDC Manager who called in, Linda, needs managerial access to edit them on her own. Jacy asks Linda for an updated staff list and handles the clean up, providing recommendations for how Linda can edit the lines when needed.

## NEED TO REACH SUPPORT? HERE'S WHAT YOU NEED TO KNOW



[carwars.com/cw/contact-us](https://carwars.com/cw/contact-us)



214-446-7867



Email [carwars.com/support](mailto:carwars.com/support)



# YOU MANAGE CLOSING DEALS; WE'LL MANAGE TRAINING

Car Wars' CRISP Certification Program focuses on five components to provide quality phone training and instill a robust skill set in every agent with:

## ON SITE TRAINING

Help agents drive sales with personalized coaching, role plays and knowledge checks during a one-on-one launch visit.

## CONTINUOUS PERFORMANCE FEEDBACK

Provide immediate, ongoing feedback with live performance streaming and continuous monitoring updates so agents can regularly improve.

## CALL COACHING


Hold agents accountable and ensure they're CRISP on every call with our coached calls. If call recordings aren't available, we'll conduct a mystery shop call.

## NEW AGENT TRAINING

Bring new employees quickly up to speed with phone training webinars and coaching.

## PHONE SKILLS CERTIFICATION

Ensure agents are focused on setting appointments and prospects receive an optimal customer service experience.



“This is a tremendous tool because a majority of what we do is communication with customers, whether by email, text messages or phone calls. The service helps us gauge which employees are doing the work and which aren't so we can better coach, train and manage. Our team knows what the CRISP Certification program is all about; they know what's expected of them, and we use it as a tool to compensate them with bonuses.”

### TONY TRAN

General Sales Manager, Priority Toyota

**See You At Training!**

**GET CRISP AND SIGN UP TODAY.**

[carwars.com/crisp-certification](https://carwars.com/crisp-certification) | 833-202-4785