

the CRISP Quarterly

AN OFFICIAL CAR WARS PUBLICATION | SUMMER 2018

THERE'S NO CRYING IN THE SERVICE DRIVE

How Doug Brown at Fenton is
driving 45% more Service business

SAY "ADIOS!" TO PHONE CODES

And "HELLO" to more booked
appointments

X-RAY VISION

AND OTHER SUPERPOWERS

William Mills shares how RFJ's 23
stores are staying a step ahead

**+
PLUS!**

7 easy ways to book
more appointments





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Car Wars



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Fenton's Doug Brown shares a
hack to maintain a year-round all-
star team on page 3.

TAKE IT FROM THE PROS

HOW DOUG BROWN BUILT A SERVICE DREAM TEAM

FENTON MOTOR GROUP'S
DIRECTOR OF FIXED OPS SHARES
HIS SECRET TO WINNING MORE
BUSINESS

By Stephanie Reynolds
Marketing & Biz Development

What does every superstar sports team do to become the best? **Practice. Practice. Practice.** Doug Brown, Director of Fixed Operations at Fenton

"As soon as you stop holding your people accountable, they will stop holding themselves accountable"

- DOUG BROWN

Photo: Eder Tello, recipient of the "Nationwide Nissan Master Tech Competition" Service award, and Doug Brown, Fixed Ops Director



Motor Group, agrees the same is true in the Service world.

As a Service Director at 16 stores, Brown approaches management like a coach training his team. It is a circular process of assessing, reviewing feedback and reevaluating.

"We have to practice our processes every single day," Brown said. "And we have to become perfect at it. The outcome: great customer retention, great CSI and selfishly, in the long run, it helps the dealership make more money – which ultimately at the end of the day, helps the employees make more money."

Great coaches are consistent and set up their team for success.

Working in the industry for more than 25 years, Brown identified the area where most people fail: communication. He cannot stress the importance of communication and continuous practice because the outcome is a better trained staff handling customer phone calls. When a customer calls in, Brown emphasizes taking ownership of the call and avoiding the dreaded

'H' word: hold. The caller needs to be helped right then and there on the phone. To expect effective communication between advisors and clients, Brown understands the importance of valuable coaching.

"We sometimes forget and we assume that our advisors know and understand the processes and procedures that have never been taught," he said. "So we forget that for a lot of advisors, it hasn't become common sense to them yet."

It seems obvious but at times isn't: Communication is a skill that needs to be taught and continuously practiced. So how does Brown ensure he has an all-star team year round?

PHASE 1

CURRENT PROCESSES ASSESSMENT

His coaching approach begins with assessing his teams' performances and identifying weaknesses in their phone processes. Each morning, Brown receives the Car Wars Service Missed Opportunity

Report for each of his 16 stores. He combs through the report to find calls that slipped through the cracks from the previous day or where the advisors dropped the ball. He listens to calls where customers were left on hold, sent to voicemail or bounced around from one department to the next.

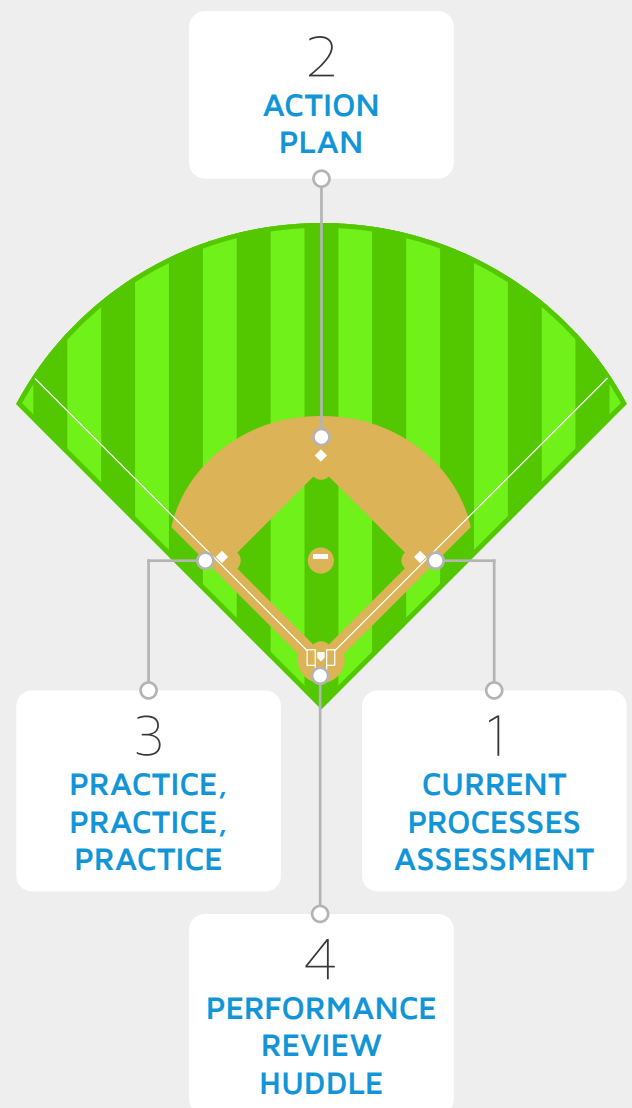
PHASE 2

ACTION PLAN

After reviewing the mishandled calls, Brown follows up with the manager to reconnect with those callers and salvage that opportunity. The vision at Fenton is to create an exceptional service experience for every customer, beginning on that first call with *"Welcome to Fenton Rockwell Nissan, how may I make your experience incredible today?"* to pulling out of the Service drive. Too many times a customer gets bounced around and has to explain his or her story two or three times before being helped (unfortunately, a common story in the Service world but interestingly rare for most other industries). Brown underlines that once the caller reaches the Service department, the call should stop

MAKE EVERY CALL A HOME RUN

BROWN'S COACHING PROCESS



there and the advisor needs to take ownership of it.

PHASE 3

PRACTICE, PRACTICE, PRACTICE

To drive improvement, Brown encourages coaching for the future and using the reporting as a teaching tool. It is not a form of discipline but focuses on skills development. "I believe in saying 'Hey, here are some opportunities that we missed on, so next time let's try this,' and you can get different results," Brown said. "Coaching for the future – you get so much more out of it – ultimately, a well handled phone call by a well-trained advisor leads to a booked appointment and a customer walking across our Service drive."

PHASE 4

PERFORMANCE REVIEW HUDDLE

The Missed Opportunity and CRISP reports have become a focal point of discussion for Fenton

during their weekly meetings: The 16 store auto group meets each week to evaluate their processes. It is a rally call to review numbers, get a picture of their current status and determine where they're going. They can evaluate the improvement and strategize their practice plan adjust going forward.

The power of the phone hasn't been lost to Brown. "They are amazed to hear that I listen to these calls. It does take time but I feel like **we are missing 35-45% of business or more over the phone. That's how much business we are losing with these calls if don't take the time to follow up with these callers. As soon as you stop holding your people accountable, they will stop holding themselves accountable.**" Brown understands the greatest asset you can have are the people are on your team. Once you invest in them, great results will follow.



Doug Brown is the current Director of Fixed Operations at Fenton Motor Group.



ADOPT AN **ALL-STAR** PLAY ★

**TO MAKE EVERY CALL A
HOME RUN**

[Check out these 5 solutions for
an all-star Service team.](#)

[1] STEP UP TO THE PLATE AND BE PROACTIVE

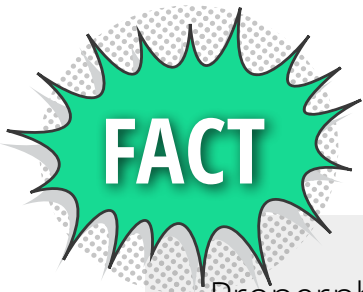
Configure Car Wars Service's Missed Opportunity Report to receive daily alerts so you know exactly where your team can improve.

[2] EVALUATE: REVIEW THE PLAY

In that report, listen to unbooked appointment calls marked as "handled on call" and "either side promised follow-up." Alerts tell you every time you and your team should salvage a missed business opportunity.

[3] TAKE ACTION

Call those unbooked callers back to schedule a Service appointment; customers appreciate businesses that will pursue them and their needs. It also prevents them from calling Joe Mechanic around the corner. Remember, good rapport goes a long way.



Proper phone conversation is 3x more likely to bring a customer into your Service department, according to our data.

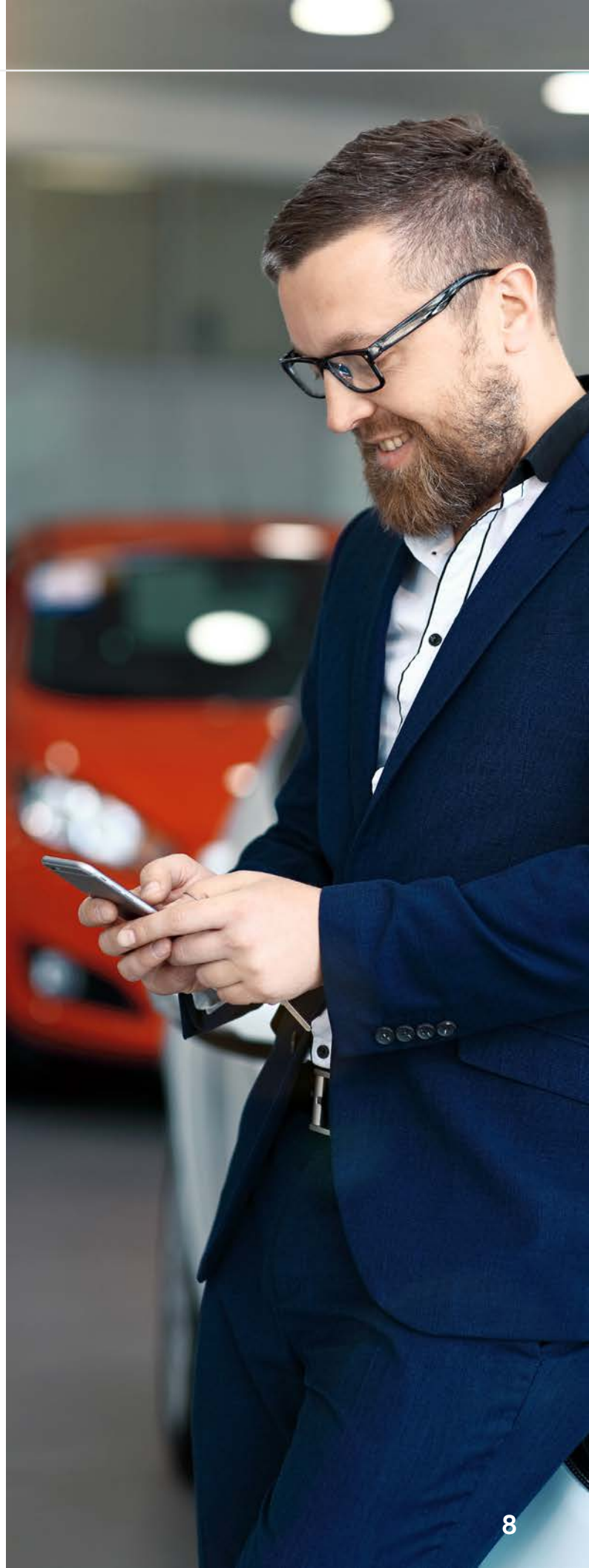
[4] TRAIN

Select one call each week to coach during advisor meetings.

[5] REVIEW, REASSESS, & REPEAT

Practice makes perfect. Practice your processes again and again and the results will speak for themselves!

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DEALER SPOTLIGHT

WILLIAM MILLS'

X-RAY VISION

THE RFJ MANAGER'S SUPERPOWER IN THE DIGITAL AGE

By Monica Dziak
Marketing & Biz Development

Interview Date: April 20, 2018

In the Digital Age of consumers shopping from their couches and making prescription refills with the click of a button, it's never been more important for the car buying experience to also be quick, seamless and easy. RFJ's William Mills quickly noticed how The Internet Age has forced his dealer group to rethink its operations. Prior to our current digital landscape, a rigid sales process didn't allow for the flexibility to consider

Above: A few BDC agents at RFJ – Sulphur Springs CDJR.

varying customer needs and interests upon showroom arrival. Consequently, with the rise of mobile, RFJ and Mills had to work even harder to streamline the buying experience in order to make it as quick as possible to respond to customers, gather their information and get them in the dealership.

I sat down with Mills to learn just how he did it, as well as the gains RFJ has achieved.

Each morning (before even

making it out of bed), he views each store's inbound and outbound phone performance to pinpoint struggling stores that he may either need to visit or may need to send a screenshot of their activity compared to a similarly sized store's activity. That way, he can show the struggling store what a productive day looks like. Moreover, if he's physically at the store, he'll have a direct talk with the team to discuss how to stop the leaks from flooding the dealership's bottom line.

Then, he finds the Car Wars champion at each store to help keep the team accountable.

"I can train each store, but who's gonna carry that torch when I leave? When I find a champion at each store, it's a night and day difference in regards to their performance and output on the customer service side," Mills said. "Car Wars really has something going here. It provides the wonderful processes and tools to not miss a single opportunity to connect with our clients when they want to engage with us. Especially with the rise of mobile and increased customer expectations

– the C in CRISP* helps us meet those expectations and prevent holes in our processes and revenue. Having the CRISP tool is like having X-ray vision on our stores' daily communication with our guests; it's a must have."

Keeping phone performance top of mind is key for RFJ to overcome the industry's – quite frankly – demandingly high customer expectations.

"Phone ups can quickly become a black hole if the customer isn't engaged right away," Mills said. "It wasn't until I was a GSM for the first time that I was responsible for overall sales success – that's when I made us focus on inbound and outbound word tracks, telling the team, 'Okay, when this happens, you say this, or when that happens, you say this.' We also recently physically moved our BDC teams to the middle of each store so when an agent picks up the call, she knows exactly who to send it to; we make sure everyone is always available to take an inbound call."

"When a BDC agent leaves for

**This part of the CRISP technique stands for Connect. Get your callers quickly Connected to someone who can help them.*

lunch or takes a break, that agent has to communicate that with a peer to make sure the phones are covered," he added. "Again, it's all about connecting customers quickly to someone who can help them in order to exceed their expectations in this day and age."

You thought I forgot to let you know about the big gains part, huh? Nope. See the box on the right for RFJ's recent monstrous success after the changes Mills implemented.



Having the CRISP tool is like having X-ray vision on our stores' daily communication with our guests; it's a must have. Car Wars really has something going here. It provides the wonderful processes and tools to not miss a single opportunity to connect with our clients when they want to engage with us.



WILLIAM MILLS
RFJ Auto Partners



RFJ'S TRACK RECORD

ALL 23 DEALERSHIPS ARE CONSISTENTLY:

- Connecting higher than 80%
- Requesting the appointment at least at 90% on all sales opp calls
- Booking 50% of sales calls, maintaining a 60% show ratio

AND KEY RFJ STAND OUTS:

- Texoma Hyundai steadily books the appointment on 70% of sales opportunities
- Greenville Chrysler broke net profit record after fully embracing CRISP

THE PEOPLE BEHIND CAR WARS

MEET KERRY BODNER

SENIOR CONSULTANT

By Mary Haye, Director of Marketing

No, not that Cari. For those of you who haven't gotten to work with our favorite Taco Bell crushing, Taylor Swift jamming Senior Consultant, Kerry Bodner, you're really missing out. While often mistaken for Paul Walker* (RIP), Kerry has been helping some of our largest dealer groups Own The Phone for the past 3 years. We hope you enjoy learning why we and our dealers love him (and tolerate his music choices).

*Editor's Note: No factual backing; this is self-proclaimed.

Car Wars: *What's your favorite thing about visiting dealers?*

Bodner: You can accomplish a lot more in person than you can over the phone. I enjoy getting to visit a dealer and help them establish processes to use everyday moving forward. Plus, I talk to so many clients every day on the phone; it's always fun to be able to put a face to the name.

Car Wars: *Tell us about your most memorable work trip.*

Bodner: Alaska, for sure. Several dealers recommended I go hiking up one of the mountains close by. It seemed like fun, so after I was done preaching CRISP, I went to check out this one mountain. After I had hiked a good amount, it started to snow – a lot – which covered my tracks. I was all by myself and really struggling to find my way back. Honestly, had it not been for my sheer will to live, there's a chance I'd still be out on that mountain top to this day. It was a scary experience, but I persevered and made it to the next dealership the following day.

Car Wars: *Why should every dealer use Car Wars?*

Bodner: That's like asking why every human being on the planet should listen to Taylor Swift – she's the only person in the music industry that appeals to all audiences. Whether you're a Porsche store or selling Toyotas, Car Wars can help you establish a process that will help you book more appointments because of our ability to listen to every single call that comes in and out of your dealership. No one else



1

FLOWN MORE THAN
100 TIMES



but has *never* used the bathroom on the plane

2

MOST PLAYED SPOTIFY ARTISTS

TAYLOR SWIFT &
THE CHAINSMOKERS



GREATEST ACCOMPLISHMENT:

Winning his 4th grade state basketball championship

3

4

He has a weird affinity for movies where the main character



TRAGICALLY DIES

CLAIMS TO BE A PROUD

TEXAS A&M AGGIE

(but doesn't wear his ring...)



5

6

30%

Spends 30% of his time on the road visiting dealerships and preaching CRISP



Kerry has been begging dealerships to stop blind transferring phone calls since
JANUARY 12, 2015

7



can do that for your store. Plus, if you don't use Car Wars, you'll never get the chance to talk to Konrad in Support (featured in our last issue).

Car Wars: *How often does Kerry and Cari confuse people?*

Bodner: Every day. At first it was flattering that I was clearly the inspiration behind Cari. But it

quickly became a very humbling experience when you think you're the talk of the office, but in reality everyone is just talking about the new AI program we've developed. Also, I can only handle being on demos with our Account Executive, Corey Johnson, and hearing "Not the Kerry on this call, the Cari that's actually going to help your dealership" so many times.

HOW TO GET BACK TO THE BASICS

THE #1 TIP TO GET BACK TO THE BASICS

DON'T CHASE THE SQUIRREL

By Mike Haeg

Vice President, Automotive

I bet you're familiar with the squirrel concept. Imagine speaking to someone face to face when a squirrel prances by. Your conversation partner is immediately distracted by the new furry friend. His mind and eyes wander off. He is no longer paying attention. He even mindlessly walks toward the squirrel. The conversation dies. Oof.

Squirrels are all around. Our days

are full of buzzing, distractions, and chaos. We lose focus and mindlessly wander among squirrels.

This is a big, big problem. Squirrels are shiny objects we chase in hopes they become a saving lifeline. We hope that squirrel is a magic answer to a problem. We pay big bucks for the next shiny squirrel.

Unfortunately, they usually don't work out. All that time wasted on squirrels pulls us away from executing our core competencies. We ignore the fundamentals. We neglect blocking and tackling.

The retail automotive environment is heating up. It's tough out there. Your competitors are getting better. Big groups are growing. Customers are smarter. More than ever, the basics are critical.

The quickest and easiest way for dealerships to see a boost and grow market share is by improving on the phone. **How can you and your team easily do that on every call?**

STAY CRISP ▼



CONNECT

- ☐ Repeat back the caller's name at the beginning of the call
- ☐ Ask at least one question about the caller's vehicle preferences
- ☐ Assure the caller that the dealership will have the perfect car



REQUEST AND INVITE

- ☐ Offer at least two different appointment times



SET

- ☐ Set the appointment for a specific date and time
- ☐ Provide instructions on what the caller should do upon arrival
- ☐ Ask the caller to let you know if anything changes on the appointment



PURSUE

- ☐ Confirm the best call back number for the caller
- ☐ Set expectations for the return call
- ☐ If no appointment is set, ask for permission to call the caller back if his or her needs can be met at a later date

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The quickest and easiest way for dealerships to see a boost and grow market share is by improving on the phone

The phone isn't a squirrel. It's mission critical. It's the blocking and tackling your dealership desperately needs every day.

I know, I know. Sometimes squirrels are cute. Especially when they nibble on acorns, right?

Fight the urge to follow that fuzz ball trap. Focus on connecting callers quickly, requesting and setting firm appointments, and pursuing the best opportunities with outbound calls. Own The Phone.

7

WAYS TO BOOK MORE APPOINTMENTS TODAY

**NEED HELP PUTTING THESE
7 STEPS INTO ACTION? CARI
CAN HELP.**

www.carwars.com/cari-set
833-298-2298

1 **Optimize inbound call routing.**

The result? Enhanced connection Rate (answering ≠ connecting).

2 **Request the appointment on every opportunity call**

<10% of callers will decline when offered an invitation.*

3 **Push for an appointment with a FIRM date and time.**

Firm appointments that have been confirmed by a manager ensure a 75% show rate, soft appointments: a mere 25%.*

4 **Make customers feel comfortable prior to the visit.**

Help the caller visualize a stress-free and pleasant appointment by stating dealership location and parking, and what to expect upon arrival. Follow up with a text or email with the same information, as well as a headshot of who they'll be working with.

**Based on Car Wars data.*

5 Get managers on the phones!

Store managers should confirm every set appointment, call back soft appointments and missed calls – within an hour – to convert them into FIRM appointments.

6 If it's not in CRM, it didn't happen.

Ensure 100% of phone leads are logged and assigned in CRM, and enforce a solid follow up process.

7 Provide ongoing feedback.

Start each morning reviewing agents' phone performance from the day prior and their progress toward meeting appointment goals.

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WHAT'S NEW

CARI SET

TELLS YOU WHAT YOUR WIFE WON'T

By Jackie Bowers, Executive Vice President, Product

You know that frightening moment when your wife tells you, "It's fine." You're not sure whether to go on with your day or if something is bubbling under the surface. Don't you wish you could get an alert when she's actually upset or replay your last conversation to see where it went wrong? My husband wishes he had the type of intel we just built into Cari Set. Cari can't tell you when your

wife is ticked off (yet), but she can alert you when something might be bubbling under the surface with one of your customers. You want phone ups generating firm appointments for more showroom visitors? Cari does this by analyzing hundreds of data points on each call with **artificial intelligence** technology. As the data points are analyzed, Car Wars provides you alerts when a caller is upset and

allows you the ability to replay any call.

With Cari's **sentiment detection**, you'll never again miss a deal because you were unaware a caller was upset. Sentiment detection focuses on helping dealerships book more appointments and become more effective with their phones. The moment a sales call is collected, Cari recaps the call for you in Car Wars. This is an active summary that includes the purpose of the call, vehicles discussed and if an appointment was discussed. Without even listening to the call, you can quickly determine if a follow up is needed in order to book a firm appointment.

Beyond teeing up that immediate action, Cari provides a **constant feedback loop** for your team. She sends out daily reports to your agents with stats on their booking performance and rotates CRISP reporting on your dealership's TV screen all day long. To make sure Cari sends the right stats to the right people, she needs to know who is actually handling each call. She uses **voice recognition** to identify who handled every sales

opportunity, so you can say **goodbye to phone codes**.

As part of her analysis, she also identifies caller gender. It's common for certain salespeople to perform better with one gender over the other. Without realizing it, a salesperson may be more hesitant to push for an appointment when talking with a female customer. Cari also provides stats on how much an agent talks on the phone. Is one agent talking *too much* on his calls? Is another not speaking up enough? Cari lets you know. Once your team is aware of its stats on **gender detection** and **talk time analysis**, it's an easy next step to adjust the approach and improve results.

Beyond these features, Cari also **automates lead assignment in CRM** and translates calls from a foreign language into a summary you can understand. Between informed alerts and building an appointment centered culture, Cari Set will help your team book more appointments on the same number of sales opportunities.

Not interested in bringing that extra money home? *K, that's fine.*

EVERY SUPERHERO NEEDS A SIDEKICK

Cari's got your back – one firm appointment at a time

Cari uses her AI superpowers to help your dealership book more appointments and keep CRM clean by analyzing hundreds of data points on every sales call.



**CALL
RECAPS**



**CRM LEAD
ASSIGNMENT**



**VOICE
RECOGNITION**



**DAILY AGENT
STATS**



**GENDER
PERFORMANCE STATS**



**TALK TIME
ANALYSIS**



**FOREIGN LANGUAGE
TRANSCRIPTION**



**CAR WARS
EDGE**

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