

Roles, Responsibilities, & Best Practices

A Guide to Digital Retailing

JUNE 2020

COX AUTOMOTIVE

DEALER.COM

Roles & Responsibilities

Overview

Realizing success with digital retailing begins with identifying the people within the dealership who will be responsible for digital retailing. Job titles and responsibilities will vary based on a dealership's staffing model.

A Team Approach requires a team of people who can work together to provide a seamless online to in-store digital retailing experience for your customers.

A Single Point of Contact is empowered to handle a deal from lead to purchase. This streamlines the sales process and provides an enhanced customer experience.

Resources

An outline of key responsibilities for each role are provided, for both a Team approach and Single Point of Contact approach.

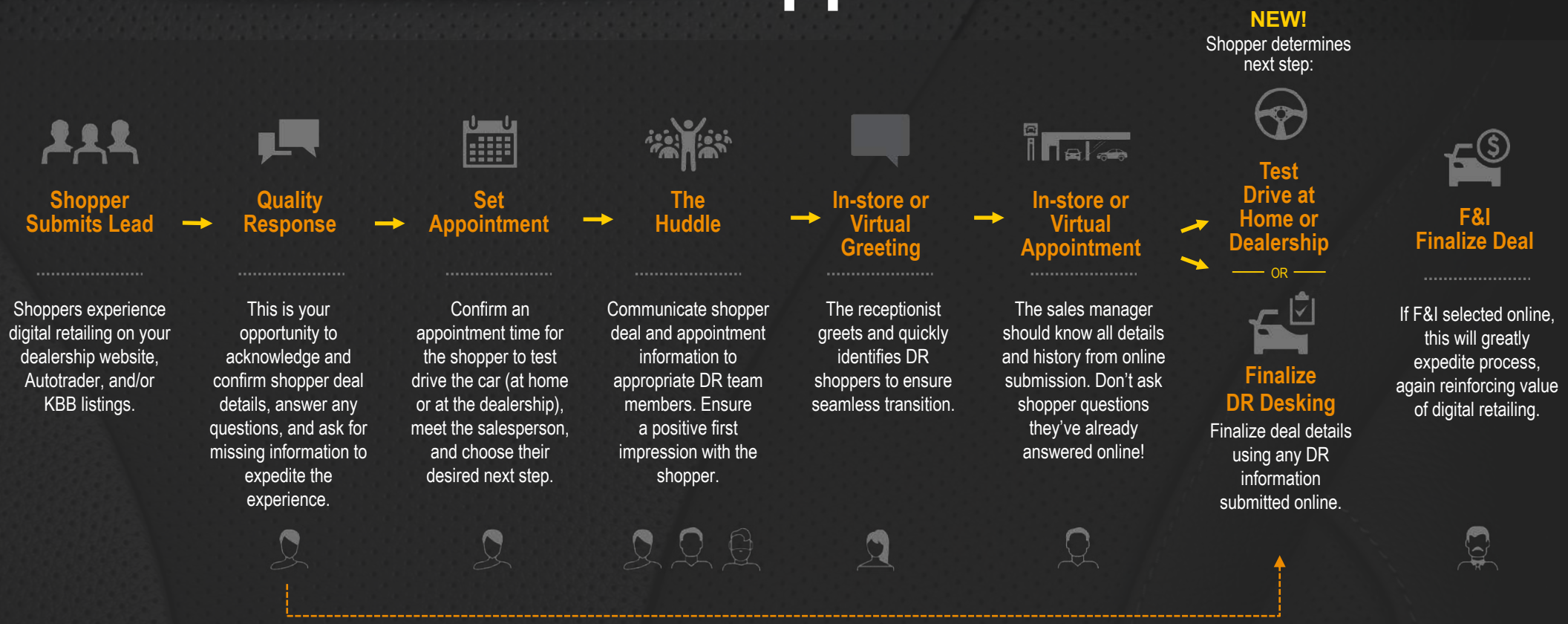


Typically, a Team Approach is adopted as the model for handling digital retailing shoppers:

Alternatively, some dealerships may adopt a Single Point of Contact Approach:



Team Approach



(A completed DR submission reduces time to complete the sale by 30 minutes*)

YOUR DR TEAM: **RECEPTIONIST | DIGITAL CONCIERGE | DIGITAL SALES CONSULTANT | F&I MANAGER**

Single Point of Contact Approach



(A completed DR submission reduces time to complete the sale by 30 minutes*)

YOUR DR TEAM: **RECEPTIONIST** | **DIGITAL SALES MANAGER** | **F&I MANAGER**

Digital Concierge

Current Roles within Dealership may include:

BDC
Sales Consultant
Internet Sales Consultant

Overview

The Digital Concierge communicates and sets the first impression with the shopper before they come into the store. Additionally, being able to save the customer time and deliver a seamless purchase experience depends on the Digital Concierge collecting as much information from the shopper ahead time (i.e. trade information, deal information, credit application), prepping the deal jacket and communicating all of this to the appropriate team members (i.e. Sales, F&I) prior to the appointment.



Key Digital Retailing Responsibilities:

- Prioritize digital retailing leads and give them immediate attention
- Carefully read and interpret any lead information submitted, including price and financing
- Identify any missing information (i.e. trade appraisal, credit app) and request from shopper
- Respond to shopper with quality response
- Determine counter-offer by working with Sales and F&I managers, or using negotiation parameters
- Schedule and confirm appointment with shopper
- Hand-off or communicate shopper deal and appointment information to appropriate team members

Digital Sales Consultant

Current Roles within Dealership may include:

Sales Consultant
Internet Sales Consultant
Sales Manager

Overview

Preparing for the in-store appointment by fully reviewing their online submission helps the Digital Sales Consultant meet the shopper where they are in their car buying process and create a seamless online to in-store transition. The Digital Sales Consultant should also remember to give the shopper a voice on how to proceed – in today's world, that is what they expect.



Key Digital Retailing Responsibilities:

- Prepare for in-store appointments by reviewing shopper and deal information thoroughly
- Identify where the shopper has left off in their buying process and be prepared to fast forward through your typical sales process to pick up where they left off online (do not make the customer start over!)
- Ensure the selected vehicle is prepped, ready, and conveniently parked prior to appointment
- When shopper arrives, acknowledge/confirm any prior communication and deal information submitted, then offer options for how to proceed
- Start F&I and trade appraisal process while working with the shopper on other steps like the test drive

Digital Sales Manager

Current Roles within Dealership may include:

Salesperson
Internet Sales Consultant
Sales Manager

Overview

The role of the Digital Sales Manager combines the responsibilities of the Digital Concierge and Digital Sales Consultant, serving as a single point of contact for the shopper. This includes lead handling, online shopper communication, as well as the in-store appointment aspects. Whether F&I responsibilities are included in this role or not will vary by dealership. This role should be empowered to negotiate and finalize a deal.



Key Digital Retailing Responsibilities:

- Prioritize digital retailing leads and give them immediate attention
- Carefully read and interpret any lead information submitted, including price and financing
- Identify any missing information (i.e. trade appraisal, credit app) and request from shopper
- Respond to shopper with a quality response
- Determine counter-offer and handle negotiations, when applicable
- Schedule and confirm appointment with shopper
- Prepare for in-store appointments by reviewing shopper and deal information thoroughly
- Ensure the selected vehicle is prepped, ready, and conveniently parked
- When shopper arrives, acknowledge/confirm any prior communication and deal information submitted, then offer options for how to proceed
- Start F&I and trade appraisal process while working with the shopper on other steps like the test drive

Digital Desk Manager

Current Roles within Dealership may include:

BDC Manager
Internet Sales Consultant
BDC Director
Sales Manager

Overview

The Digital Desk Manager oversees the Digital Concierge or Digital Sales Consultant. While the Digital Desk Manager is not typically involved directly with the shopper, he/she manages their team to ensure processes are being followed.



Key Digital Retailing Responsibilities:

- Oversee digital retailing team members
- Advise on deal structure and negotiations
- Ensure next steps are assigned to appropriate team members

Digital Business Manager

Current Roles within Dealership may include:

F&I Manager
Business Manager

Overview

The more information submitted by the shopper upfront in the Cox Automotive Digital Retail experience, the faster the desking process goes; in fact, a thoroughly completed submission saves, on average, 30 minutes in completing the sale. Be familiar with the payment amount that was agreed upon as well as the F&I products selected, if applicable.



Key Digital Retailing Responsibilities:

- Prepare for in-store or virtual appointments by reviewing shopper and deal information thoroughly
- Identify any missing deal information and determine how to resolve
- Start F&I process while the Digital Sales Consultant works with the shopper on other steps, (i.e.) the test drive
- Review credit application (if submitted online) and work on getting approval from lenders prior to appointment
- If there is any deviation in deal numbers from the quote provided, provide a thorough explanation
- Review any F&I products selected online and tailor menu presentation accordingly

Receptionist

Current Roles within Dealership may include:

Receptionist
Front Desk
Greeter

Overview

If in-store visits are available at the dealership, the Receptionist is possibly the first person the shopper will encounter in their online to in-store transition. A receptionist who acknowledges the time the shopper has already invested online and elevates their in-store status sets the stage for a positive experience at your dealership.



Key Digital Retailing Responsibilities:

- Be aware of digital retailing process and benefits to shopper
- Check appointment board for any upcoming digital retailing shopper appointments
- Establish custom greeting for digital retailing shoppers
- Check in shopper (or start showroom visit) to notify salesperson or sales manager of shopper's arrival
- Handoff to assigned sales consultant or manager
- For appointment no-shows or late arrivals, notify sales manager to determine custom shopper follow-up



Best Practices

Digital Retailing

Identify the digital retailing lead

For dealerships utilizing a Team approach, the role of Digital Concierge is charged with identifying digital retailing leads in CRM.

How to Identify a Digital Retailing Lead in CRM

As shoppers interact with Cox Automotive Digital Retailing on your website and/or classified listings, the following actions can trigger a lead being sent to CRM:

Deal Submitted
Vehicle Protection added
Test Drive scheduled
Credit App submitted
Vehicle reservation submitted

Both the action the customer completed, and the site they completed it on (i.e. Dealer.com website, Autotrader or Kelley Blue Book) dictate the way the lead source displays in your CRM.

Lead Sources

Here's a list of common lead sources for digital retailing deals:

- Accelerate - Dealer.com - Deal Events
- Accelerate - Autotrader - Deal Events
- Accelerate - KBB - Deal Events
- Cox Automotive Digital Retailing - Credit App *(Credit App only sent from eBiz)*
- Dealertrack Digital Retailing

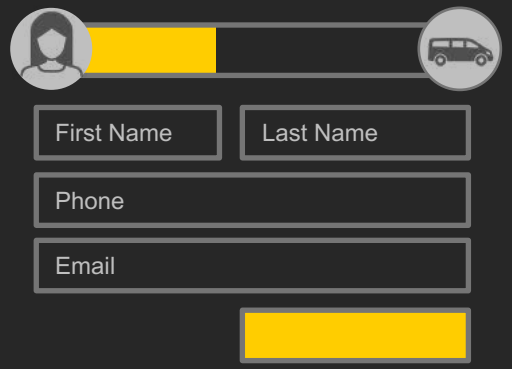
Note: Certain lead management systems and/or CRM systems may alter the lead source names, causing them to appear differently from above.

Anatomy of a digital retailing lead

For dealerships utilizing a Team approach, the role of Digital Concierge is charged with reviewing all digital retailing leads in CRM.

Once a digital retailing deal enters your CRM, it's important to carefully read and interpret any details submitted. Cox Automotive Digital Retailing leads often include far more information than other lead sources:

How you do it today…



How it works with digital retailing



2017 Mini Van
$49,500 Price

$519 per month
60mos / 6.99% APR / $5250 down

$8,427 Trade Value
2012 Truck / 87,326 Miles / Fair Condition

My name is Ann, credit score is 680
680 Credit Score / Shopping for $400 - $450 payment

Vehicle Protection
3-yr Prepaid Maintenance / Appearance Protection

Pre-Approved $53,000 / Tier 2 / 5.49%

When Reviewing a DR Lead:

- Check to see if there is existing shopper history in CRM
- Confirm vehicle availability
- Review deal information carefully, (digital breadcrumbs):
  - ✓ Date & time for lead
  - ✓ Name of shopper
  - ✓ Vehicle of interest
  - ✓ Comments
  - ✓ Deal Terms
  - ✓ Trade Valuation
  - ✓ Reservation
  - ✓ Vehicle Protection
  - ✓ Test Drive Appointment
- Determine counter-offer
- Identify any outstanding questions from the shopper so that you can address them in your response

Anatomy of a digital retailing lead

VinSolutions CRM Example:



Comments

Offer Received:

Comments: here is my comment on this deal

Vehicle:
Year: 2017
Make: Nissan
Model: Altima
Trim: 2.5 S
VIN: 1N4AL3AP3HN309121
Offer:

Deal Terms

Monthly Pmt: $374
MSRP: $24,490

My Offer: $19,000
Specials: $500
Adjusted Cash Down: $1,658
Net Trade-in Value: $4,245
Total GAP Protection: $600
Road Hazard: $895
Prepaid Maintenance: Call for Price
Taxes: $1,938
Dealer Prep Fee: $100
Misc Fee: $200

Total Financed: $16,330

Adjusted Cash Down: $1,658
Documentation Fee: $500

Due At Signing: $2,158

Term: 48
APR: 4.68%
Shopper Credit Tier: Good

Trade Valuation

Trade In:
Year: 2006
Make: GMC
Model: Durango
Trim: SLT Pickup 4D 5 1/2 ft
VIN: Not Available
Offer amount: $4,245
Amount Owed: $0
Net Equity: $4,245
Shopper Phone Number: 234-123-4324

Ownership Type: Purchase
Condition: Good
Mileage: 120000

Reservation

Reservation:
Status: Submitted
Created On: February 28th 2018, 8:24 pm

Vehicle Protection

Vehicle Protection Programs:
Interested in Total GAP Protection at a total cost of 600
Interested in Service Agreement at a total cost of 600
Interested in Road Hazard at a total cost of 895

Test Drive Appointment

Test Drive:
Shopper: brett pomerantz
Day: February 28th 2018
Time: morning
Email: brettpomerantz@gmail.com
Phone: 234-123-4324
Message: I'm coming around 3pm today

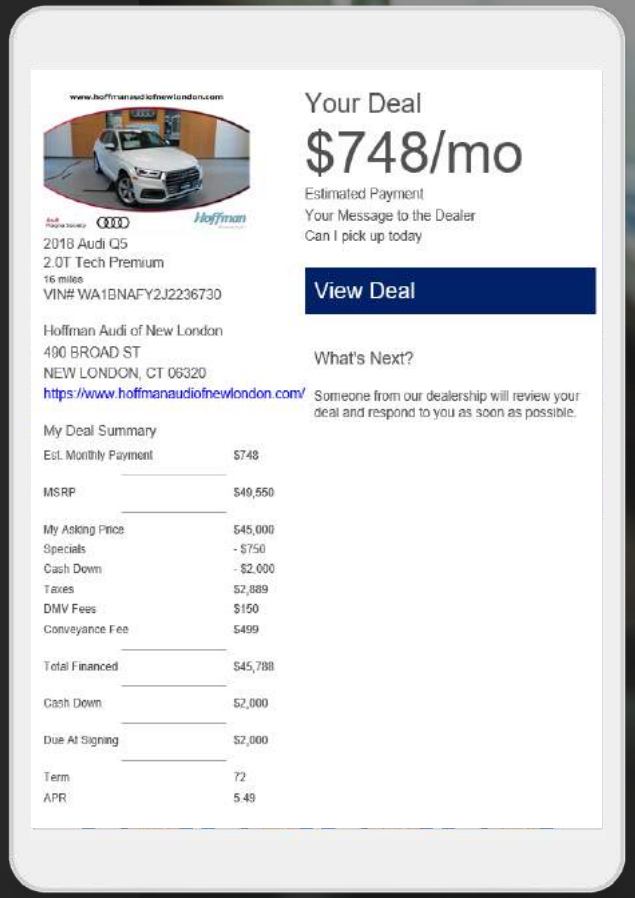
Respond to digital retailing leads

For Dealerships utilizing a DR Team Model, the role of Digital Concierge is charged with responding to all DR Leads in the CRM.

Responding to a lead is a two-step process:
The digital retailing tool automatically sends an auto-response email notification to each shopper, confirming their deal submission.

The dealership sends a second Quality Response.

Auto-response
Digital retailing sends an auto-response email notification upon completion of any deal event by the shopper (i.e. deal submission, test drive scheduled, credit app submitted, etc.)



Sample DR Auto-response

To avoid redundancy and multiple auto-response emails sent to the shopper, dealerships should consider removing auto-responders for DR deals submitted. Instead, allow the DR platform to send the auto response, then follow up with a Quality Response, unique to the shopper's inquiry and dealership's value proposition.

Respond to digital retailing leads

Quality Response
A customized, quality response to a DR customer sets the stage for a seamless online to in-store experience. Best practices to include in each response, along with sample scripting, are listed below.

Validate and acknowledge the shopper's offer submitted:
"To verify, you've made a 3-year, 10K miles/year lease offer at $349/month with a price of $28,000 and only $3500 total drive off."

Give the shopper options when making a counter-offer:
"We can keep the $349 (includes tax) payment with $3876 (only $376 more down), and a price of $28650 - or- 2. We can adjust the payment to $376 (includes tax) with $3500 down and a price of $28650."

Offer Next Steps that include options to continue the deal online or come into the dealership; allow the shopper to feel in control of their buying process.

Vehicle Protection

"We see you have included / have interest in the <insert protection package>. We will make sure to go over that with you when you arrive."

Test Drive

"I've confirmed the vehicle is available and will be ready for your test drive on <insert appointment time>."

"You can schedule a test drive by contacting me directly or on our website. <insert link to VDP>."

Vehicle Reservation

"We have received your vehicle reservation! We look forward to seeing you <insert appointment time>."

Credit Application

"We can save you even more time in the store if you complete your secure credit application online here, OR you can come into the dealership to complete the paperwork."

Provide your contact information

Respond to digital retailing leads

Other key points to remember when communicating with DR shoppers:

- Work the payment, not the price
- Differentiate your dealership on the experience and time saved, not just price
- Sell the car, not the appointment (resist temptation to ask the customer to “just come in”)
- Make it easy for the shopper to move forward. Discuss next steps and provide options

Using Templates

Templates are a helpful tool to use, but should always be edited to:

- *Address any specific questions the shopper has asked*
- *Make the response customized for the dealership and its unique value proposition*



Respond to digital retailing leads

Sample Quality Response:

Jon,

Thank you so much for sending your offer using our new, streamlined approach to buying your next vehicle. The idea is to make sure the “not-so-fun parts” are completed at home so we can focus on the fun parts here - like getting you into your new car, fast!

To verify, you have offered $26,500 for a 2018 Honda Accord, with $2,500 down and 60-month financing, and you are trading in your 2014 Suburban that has a payoff amount of $12,582. Based on this offer, the monthly payment is calculated at $362. You’ve also indicated you would like to keep your monthly payments under $350.



While we believe this Honda is competitively priced, we can offer a sale price of $27,800, with two financing options to choose from:

Option 1: $2500 down with 66-month financing yields a payment of $358/month

Option 2: $3,500 down with 60-month financing yields a payment of $368/month

I see you have included All Weather Mats in your offer; We’ll make sure to go over the details with you.

Next Steps:

I’ve confirmed your vehicle will be ready for a test drive on your requested appointment time of Friday afternoon, April 12th at 3pm. After you choose your preferred financing option (above), you can even save more time by clicking here to complete the secure credit application online, from the comfort of your home. You can contact me via phone or text at 555-456-7890, anytime. I’m here to help!

Thanks so much for trying out our online shopping experience.

Rich Martino, Deal Concierge,
ROI Motors - Honda
direct: 555-456-7890 (mobile and text friendly)
richmartino@roimotorshonda.com

Respond to digital retailing leads

Immediate Acknowledgement Contact
Although not recommended, should the dealership choose to send out an Immediate Acknowledgement Contact, in addition to the DR auto response, consider using the template below:

Sample Acknowledgement Contact:

Hello <insert client first name>
My name is <insert name> from <insert Dealership Name> and I will be assisting you with your vehicle purchase that you submitted online. I see that you have selected a <insert year, make, model, trim, VIN> online. Please allow me the opportunity to review the details that you have submitted and locate the vehicle that you have chosen. I will be contacting you within one hour based on your preferred method of contact that you provided <insert for lead form> to confirm all of your deal details and answer any questions you may have.
I look forward to being your Point of Contact throughout the purchase journey here at <insert Dealership Name>
<Insert formal signature and contact information>



CRM Rules, Templates and Workflows

The dealership's CRM Administrator will need to establish CRM rules, templates and workflows to ensure a successful engagement with digital retailing shoppers.

Your Dealership's CRM

To ensure your digital retailing leads are being received and followed up on promptly, consider setting up the following within your CRM:

Set up lead assignment and notification rules to assign/notify your Digital Concierge for:

- ✓ All incoming DR Deal Leads
- ✓ Any DR Deal leads marked as duplicate or "bad" by the platform (may need to be analyzed further)

Set up editable email templates for:

- ✓ Quality Responses

You may also consider setting up templates for:

- ✓ After hours response
- ✓ Appointment Reminder
- ✓ Unsold follow-up
- ✓ Long term follow-up



CRM Rules, Templates and Workflows

VinSolutions Customers

For VinSolutions customers, please reference the following tutorials in VinSolutions eAcademy for further instructions.

(From Connect, click the Training tab in the top right corner of the main screen and login to eAcademy > Available Training > Connect Admin Certification).

Lesson 10 Admin

ILM/CRM Settings: Lead Assignment

Lesson 12 Admin

ILM/CRM Settings: Lead Settings (Automated & Manual Workflows, Bad Lead and Duplicate Lead Rules)

Lesson 13 Admin

ILM/CRM Settings – Templates - Email Stationary

Lesson 15

Admin: ILM/CRM Settings – Lead Source List – Dealer Hyperlinks – Customer Assignments

