

DIGITAL DealerTM WORKSHOPS

Talent Management: Adapting to the Digital Road to the Sale

BUYERS HAVE CHANGED

Information

Choices

Expectations

YOUR PEOPLE NEED TO CHANGE

New standard required for hiring, earning the time and attention of shoppers.

Challenges

Problem	Cause
Time	<ul style="list-style-type: none">• Too many employees involved in the transaction• Decision maker is not front line employee• No systemic transfer of knowledge• Belief that Manager knows best
Turnover	<ul style="list-style-type: none">• Entry level positions are managed by decisions not time• Little if any collaboration• Variable compensation, little support to stabilize pay• Narrow scope of role

Road to the Sales



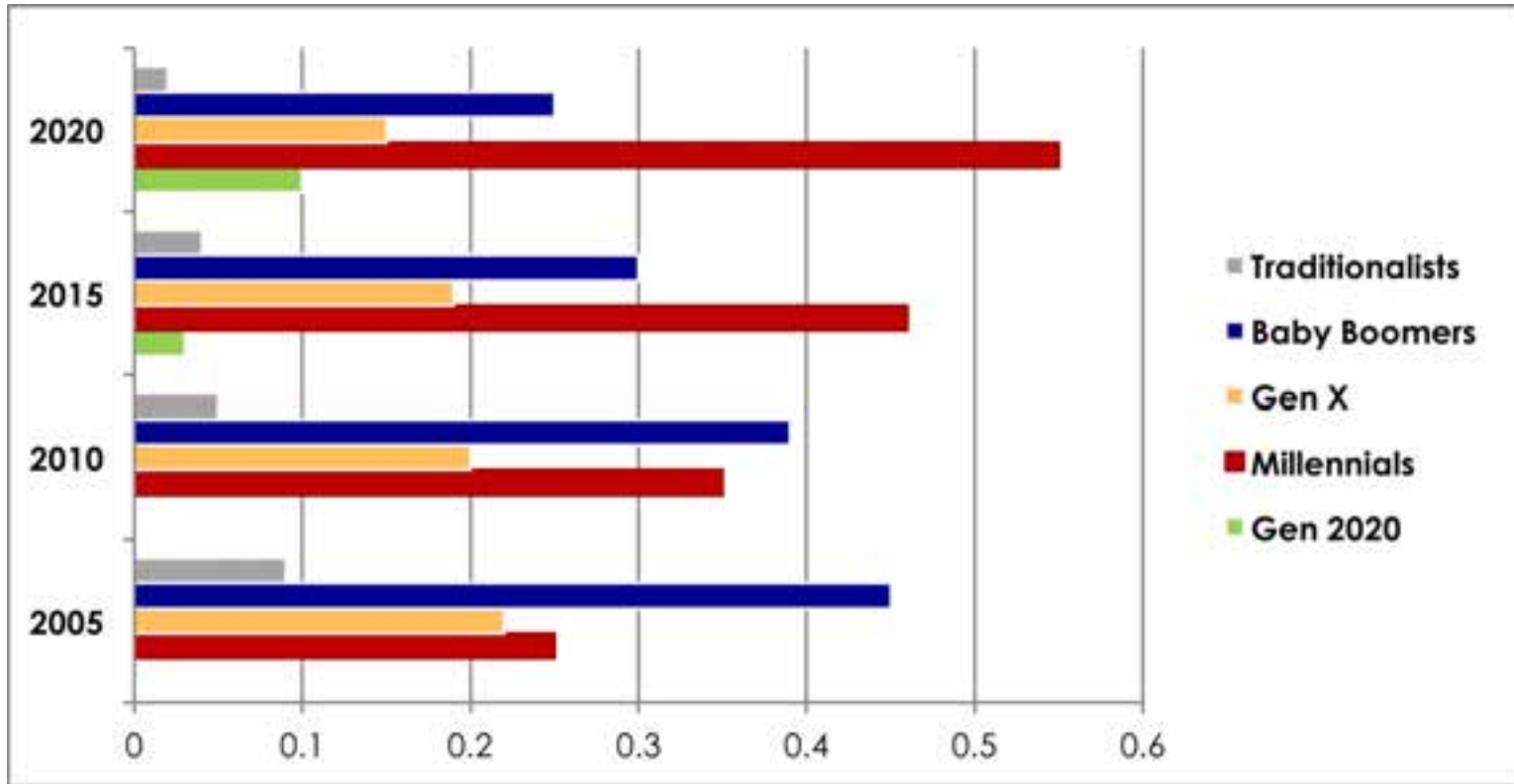


Solution

Create a better
**Customer
Experience**
& Strengthen your
Talent Strategy

Labor Market

Labor Market



What Does This Generation Value?

What they say:

Career growth potential

Pay stability

Flexible hours

What we offer:

No visibility into career progression

Heavy commission jobs

Long hours, nights and weekends

How Do You Land Top-tier Gen Y Talent?



My Job Description

1. Park cars.
2. Wash cars.
3. Get yelled at.
4. Work early mornings, late nights,
weekends and major holidays.

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▶ Enterprise Management Training Program

Our future leaders start right here. As a Management Trainee, your learning will be hands-on. You'll take care of customers, connect with your community and live our values. And learn what goes into managing a multimillion-dollar business. That's just the beginning of what you can do at Enterprise.

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Responsibilities

Customer Service

Hands down, customer service is the most important thing you'll learn. It's not a policy. Or a gimmick. It's our business. Our goal every day is to exceed customer expectations. Plain and simple.

Sales and Marketing

Why does it matter? Getting to know each other. Getting to know our customers. And building relationships with local businesses. These are sales and marketing strategies vital to our growth and success.

Finance

The numbers. You'll become familiar with accounting principles. And learn the value of profit and loss statements. Why? Because if your branch does well, so do you. It's a nice reward for your hard work.

Operations

We're always on the go. You'll manage a team of people. Maintain a fleet of hundreds of late model vehicles. And learn how to keep the lights on. It's all part of your job of running a multimillion-dollar business.

This is just the tip of the iceberg. As a Management Trainee, the more you put into the program, the more you'll get out of it. We promote from within, based on performance. Not seniority. Take advantage of any opportunity. And enjoy **the rewards**.

Where will I work?

You'll start close to home at one of our neighborhood locations. You'll build relationships with co-workers, customers and mentors. Then, you'll be ready for the big leagues – managing a multimillion-dollar neighborhood branch or airport location. The skills and experience you gain will be the foundation of your career.

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Career Path

As a Management Trainee, you are the future of Enterprise. You'll be given real responsibility – and be expected to own it. We'll empower you to experience, explore and thrive. Our promote-from-within culture means you can have many unique careers all within one company. With **support and training** every step of the way. You just need to take the leap.

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graph TD; 1[1 Management Trainee] --> 2[2 Management Assistant]; 2 --> 3[3 Assistant Manager]; 3 --> 4[4 Branch Manager]; 4 --> 5[5 Area Manager]; 5 --> 6[6 Group Rental Manager]; 6 --> 7[7 Regional Vice President]; 7 --> 8[8 Vice President/General Manager];
```

- 1 Management Trainee
- 2 Management Assistant
- 3 Assistant Manager
- 4 Branch Manager
- 5 Area Manager
- 6 Group Rental Manager
- 7 Regional Vice President
- 8 Vice President/General Manager

★ >>>> **EXPERIENCED SALESPERSON NEEDED***** (C. James (214) 777-1111)

>>>EXPERIENCED AUTO SALESPERSON NEEDED ASAP***WE NEED EXPERIENCED AUTO SALES PERSON***BILINGUAL A PLUS***5 DAY WORK WEEK***HOURLY PAY PLUS COMMISSION PAID ON VERY DEAL WITH BONUSES PAID WEEKLY AND MONTHLY***CALL FOR DETAILS***WE HAVE LOTS OF LENDERS***DEAL WITH CASH JOBS/SELF EMPLOYED***NO DRIVER'S LICENSE/MATRICULA/PASSPORT***CALL 214.777.1111

compensation: **CALL FOR DETAILS**

employment type: **full-time**

- Principals only. Recruiters, please don't contact this job poster.
- do NOT contact us with unsolicited services or offers

Recruiting is Sales and Marketing

Customer



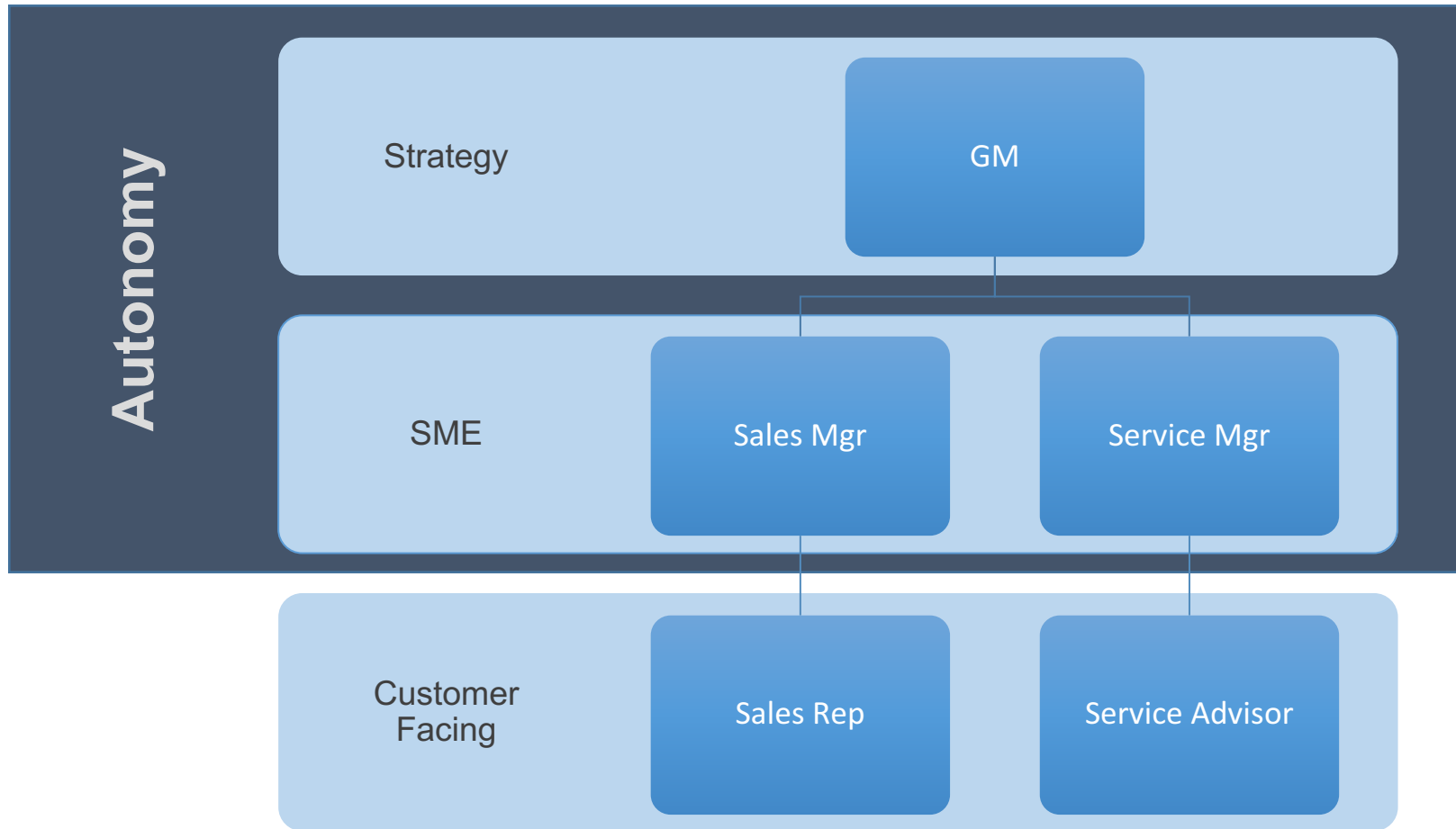
Candidate



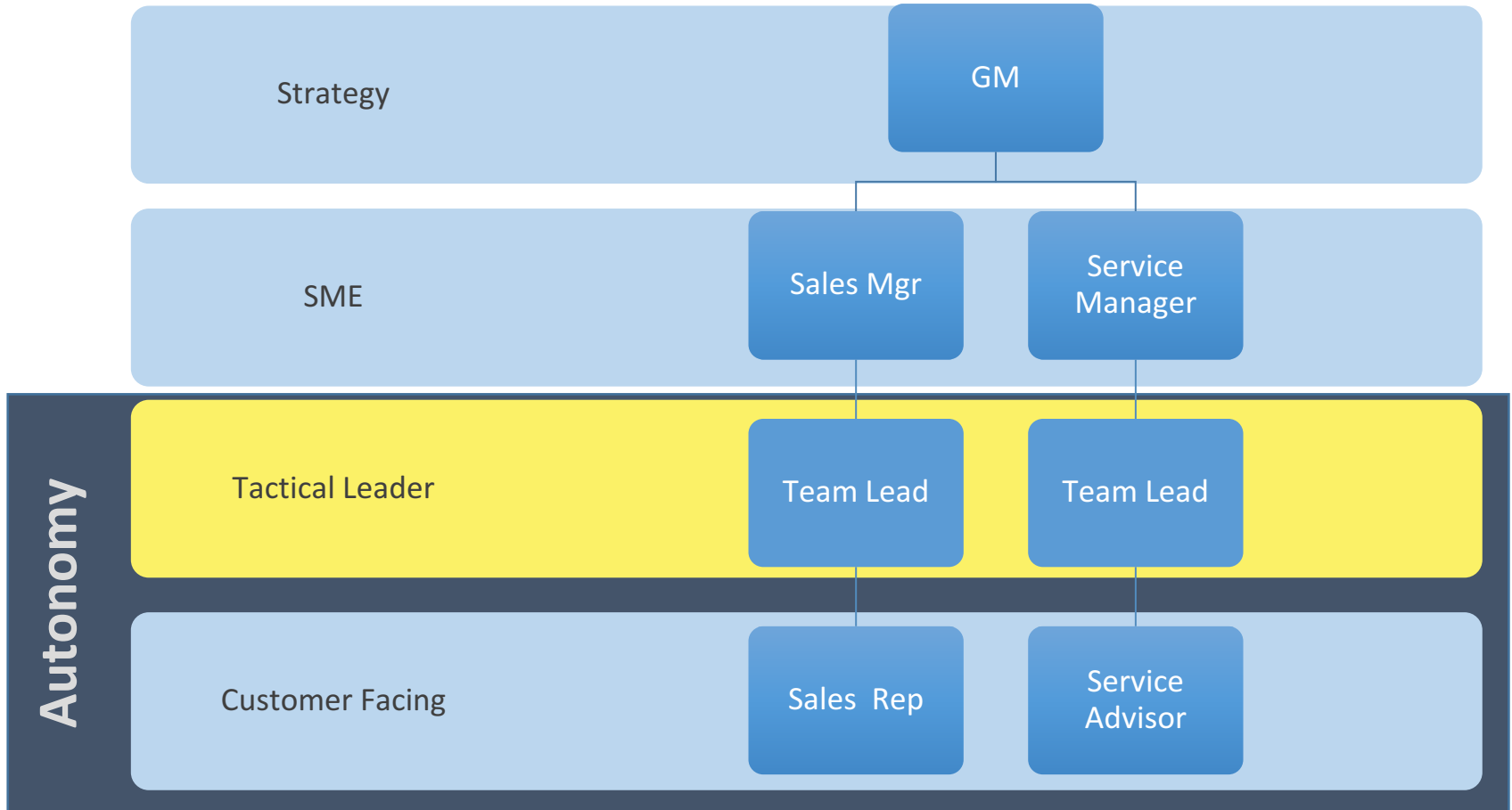
← It's the →
same person!

Small Team Implementation

Organizational Structure

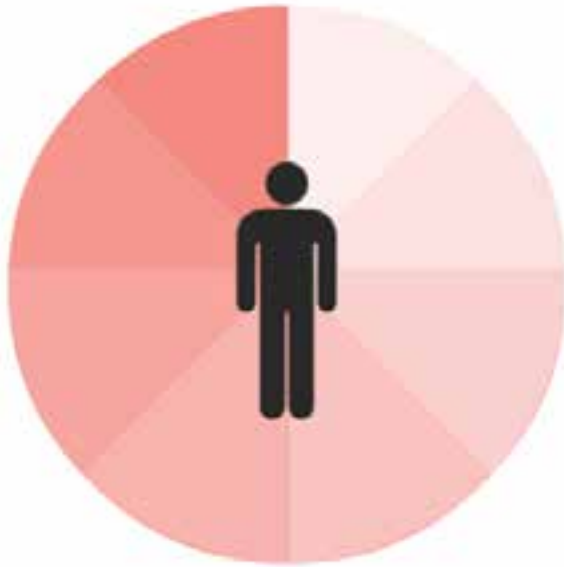


Organizational Structure



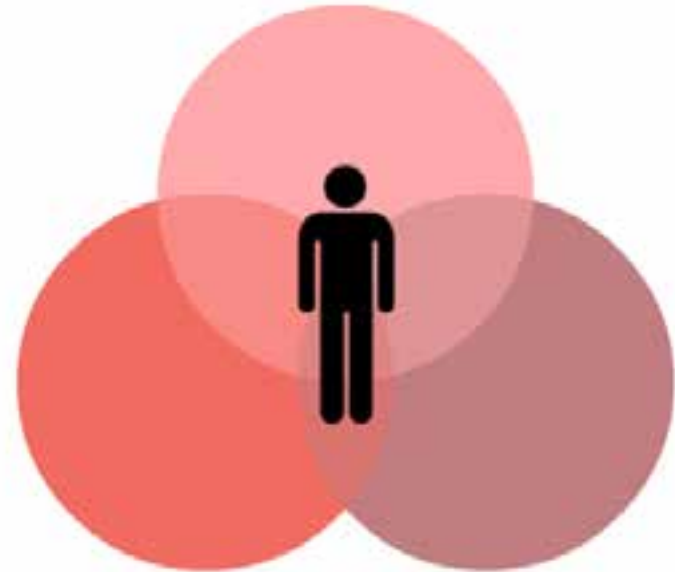
Relational Loss

Amount of support decreases as size of team increases



Support

12.5%



Support

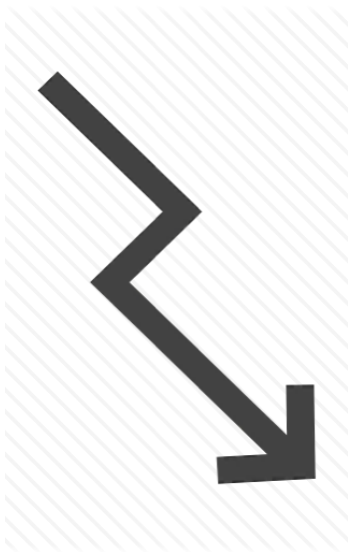
11.1%

The Ringleman Effect

Tendency for individual members to become less productive as the size of the group increases



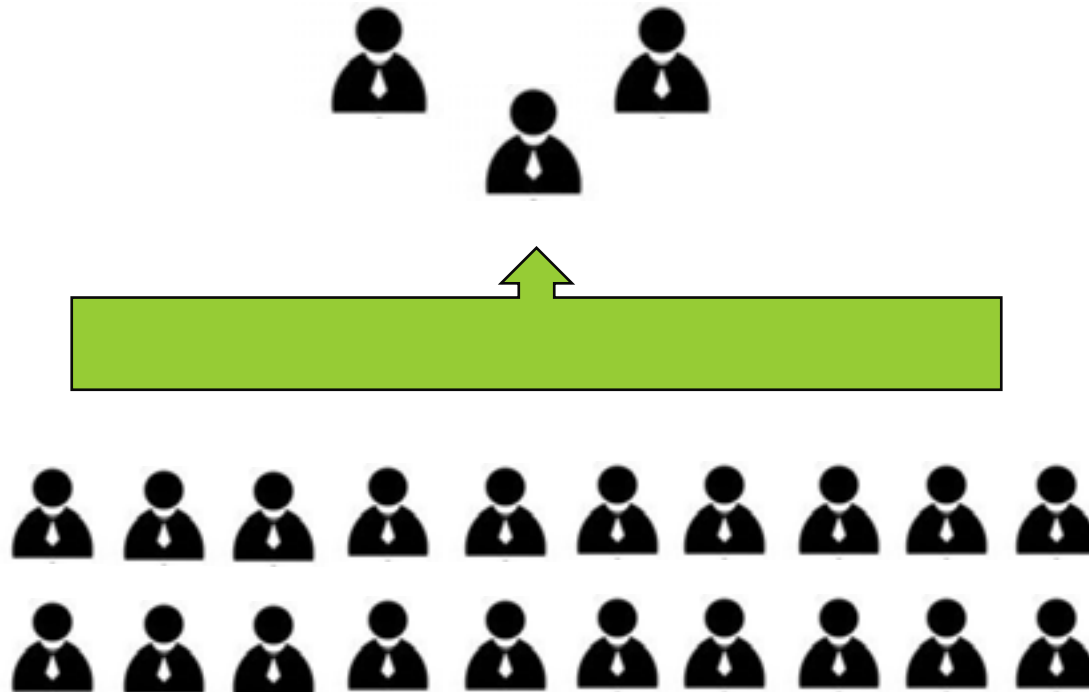
Case Study



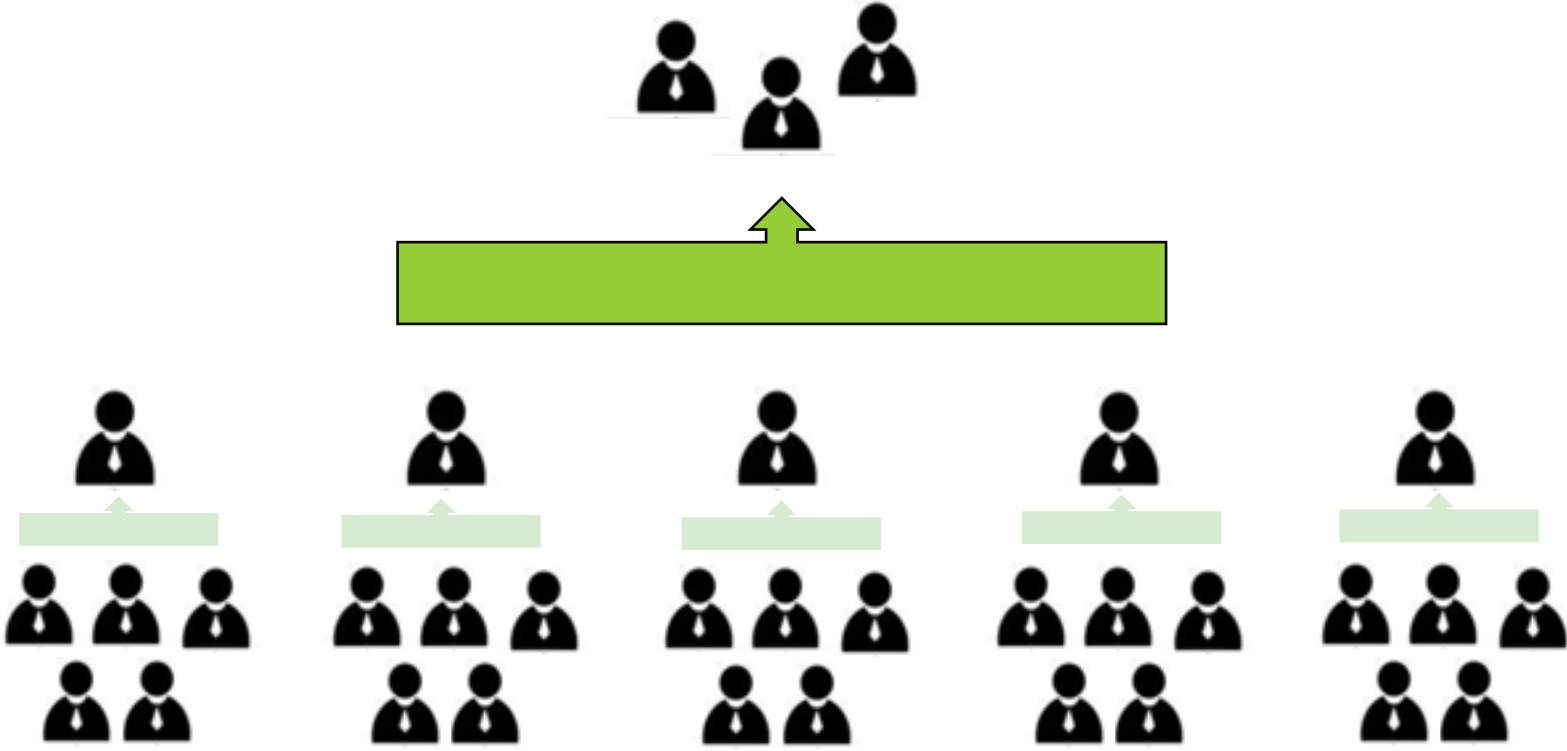
Toyota Service Drive

- **High Volume: 4500 RO/Mth**
- **Old facility, short and narrow drive aisle**
- **CSI trending down due to turnover**
- **No time for training**
- **Reduction in revenue, increase costs**

Traditional Hierarchy



Team Structure



Results



Outcomes

- Increased profitability
- Reduced major expenses
- Increased production
- Increased efficiency
- Better customer experience
- Stronger CSI

Single Point of Contact

Career Path



**CUSTOMER SPECIALIST
TRAINEE**

13+ Weeks



CUSTOMER SPECIALIST

9 months - 2 Years



TEAM LEAD

1 years- 3 years



NEW/USED MANAGER

1 years- 3 years



ACCOUNT EXECUTIVE

2 + years

Cost Redistribution

	Non Luxury		Luxury	
	High Volume	Low Volume	High Volume	Low Volume
Average F&I Compensation	\$138,766	\$104,598	\$143,892	\$113,848
Average # of F&I Employees	5	3	4	3
Total F&I Spend	\$693,830	\$313,794	\$575,316	\$341,544
Average Compensation	\$62,862	\$57,688	\$87,841	\$80,946
Additional Sales Reps at <u>50%</u> F&I spend	5	3	4	2

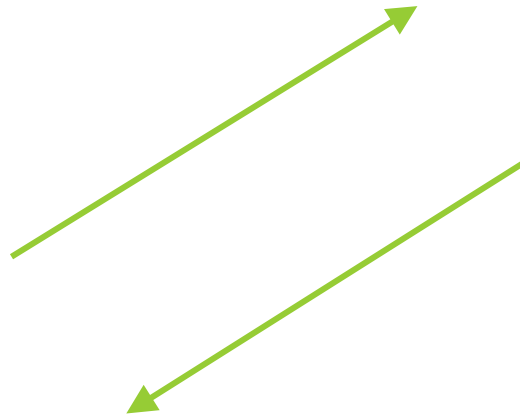
NADA Dealership Workforce Study 2015 Report

Sales Process

Store



Menu



Funding Center

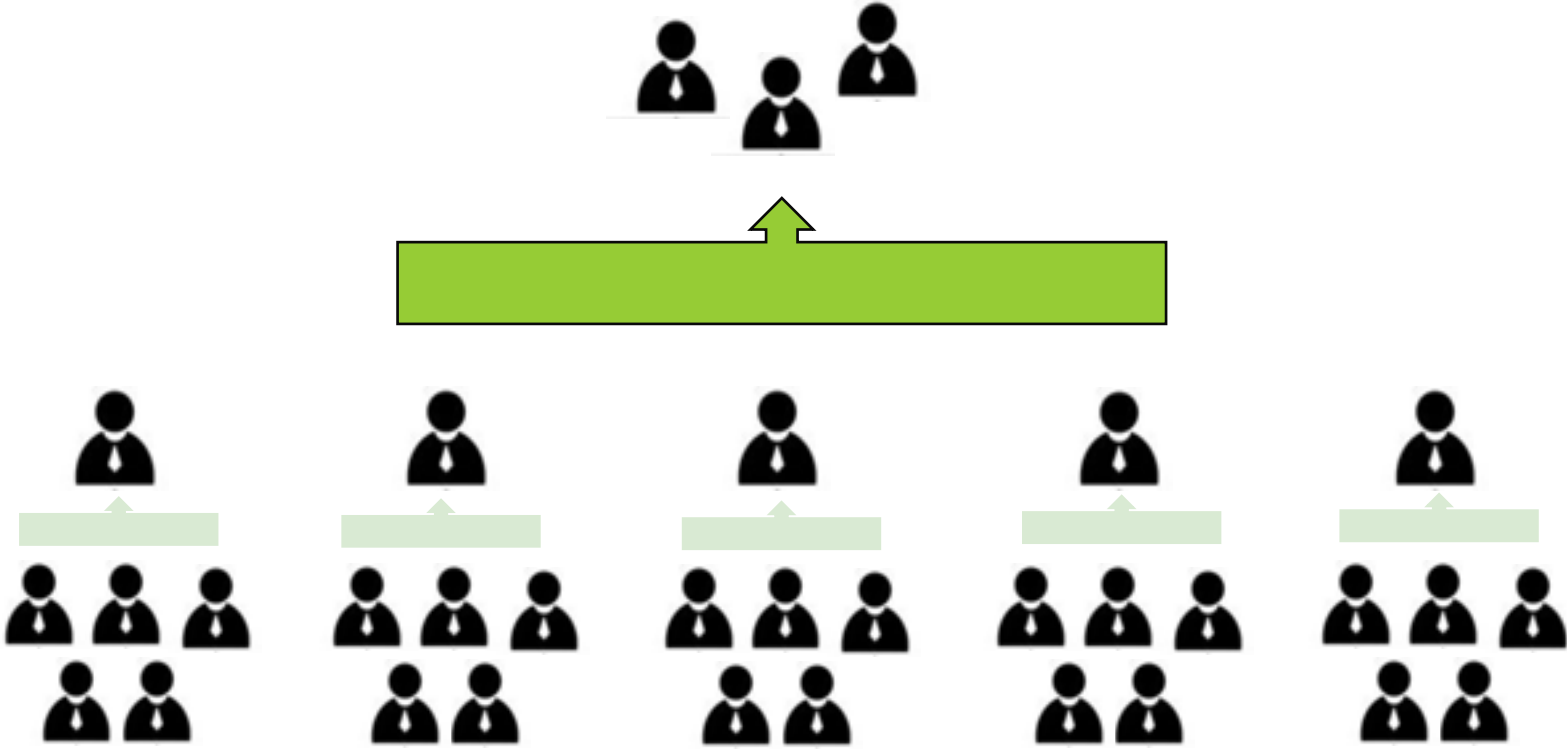


Bank

From Yes to Out the Door

Group Average = 45 min
Subaru= 30 min

Team Structure



Success Stories

5 Years to GM



- Recent College Grad in Oct 2010
- Started as Customer Specialist Trainee
- Completed training program, promoted to Team Lead in low volume store
- Promoted to Team Lead of high volume store
- Promoted to New Car Manager
- Transitioned to Used Car Manager
- Promoted to GM of low volume store in Dec 2015

Success Stories

Gen X and Y



- Hired 2008- Gen X
- Prior Mortgage
- August 2015: 59 cars, 1340 PVR
- 2015: 497 units, 1280 PVR



- Hired 2012- Gen Y
- Recent College Grad
- August 2015: 65.5 cars, 1500 PVR
- 2015: 503 units, 1450 PVR

Accomplishments

Retention and Production

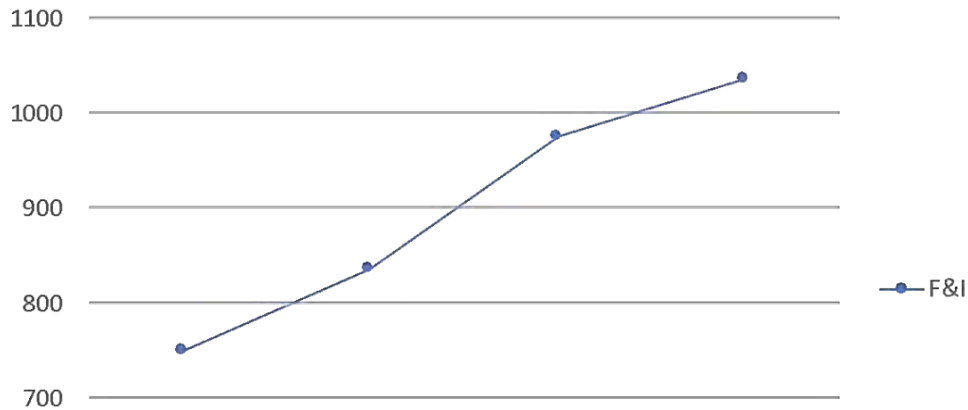
- 78% of the 125 sales reps have a degree
- Since 2010, 64% of the customer specialist trainees are still with the company
- Subaru sales retention is 82%

Velocity Group	NCM Benchmark	WAG
New Units avg/mth	11.2	15.2
Used Units avg/mth	15	15.7
New Expense as % of Gross	26.9%	15.2%
Used Expense as % of Gross	32.1%	20%

Accomplishments

Finance

Finance PVR

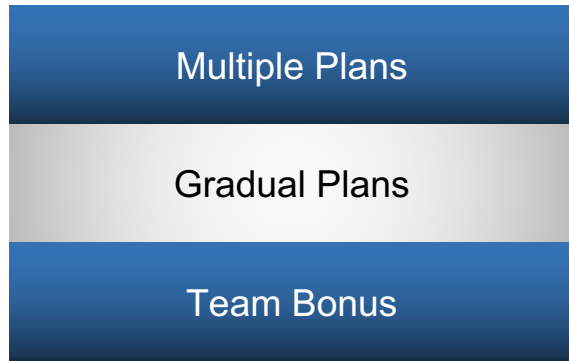


	2009	2011	2013	2015
—●— F&I	750	835	975	1035

- In 2015 = 26,400 deals were processed by 15 employees making \$14/hr. Average of 147 car deals per month
- Funding center is profitable by maximizing rebate programs

Compensation Plans

Compensation Structure



Guarantee Base of \$36,000



Taxes
\$750



Housing
\$1000



Car
\$300



Insurance
\$150



Student Loans
\$150

\$500 Spending Money

Food

Clothes

Saving

Incentive Plans

Base Pay

\$16.00/hr

Team Unit

\$250 if team meets sales goal
Mar-Oct Avg = 13.5
Nov-Feb Avg = 11.0

Individual Unit

\$100 for each unit above team goal
\$200 for each unit above 17

Individual
Accessories

7% of individual total accessory
sales, minimum of \$3,000/month

Individual CSI

\$250 if individual CSI is at or above
zone 3 month

Google Review

\$20 for every 5 star review
mentioning sales rep by name

Individual Finance PVR

Net PVR Finance	\$1,000-\$1,099.99	\$1,100-\$1,199.99	\$1,200-\$1,299.99	\$1,300-\$1,399.99	\$1,400-\$1,499.99	\$1,500+
Incentive	\$350	\$600	\$950	\$1,250	\$1,700	\$2,000

Key Takeaways

1. Customers are demanding a different experience. Improving organizational design and strengthening people strategy is the only way to deliver a better experience.
2. Teams are more powerful than individuals. Collaboration improves efficiency, productivity and engagement.
3. Reduce risk by stabilizing pay and shifting autonomy to the customer facing employees.

DIGITAL Dealer™ WORKSHOPS

Contact Info

Candice Crane

Hireology

VP, Dealer Solutions

Email: ccrane@hireology.com