DIGITAL DEALER 27
CONFERENCE & EXPO

Vanishing ROI & How to Find It In Your Daily Variable Operations

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I thought I was wrong once... but I was mistaken

DIGITAL DEALER 27
CONFERENCE & EXPO

AGENDA

- KPI #1 – Closing %
- KPI #2 – Show %
- KPI #3 – Contact Rates

AGENDA

- KPI #1 – Closing %
- KPI #2 – Show %
- KPI #3 – Contact Rates

Why is my closing rate from total leads to sold low?
Garbage In, Garbage Out

KPI #1 – CLOSING %

How do we get good, clean, actionable data?

KPI #1 – CLOSING %

Solution #1: Ensure Showroom customers are matched to pre-existing leads

KPI #1 – Closing %

CRM USAGE POLICY Example

KPI #1 – CLOSING %

Solution #2: Ensure that your CRM records are accurate and complete

KPI #1 – Closing %

KPI #1 – CLOSING %

Salesperson	SOLD	Couldn't Close	Needs Cash or Co	No Notes	No CRM Scan	% NN/NS	% Closing
Basti	1	1	0	1	0	33.33%	33.33%
Demmin	0	0	1	0	0	0.00%	0.00%
Guignard	2	0	0	0	0	0.00%	100.00%
Lafleur	0	1	0	0	0	0.00%	0.00%
Lavine	3	1	0	2	0	33.33%	50.00%
Lysiak	1	2	0	0	0	0.00%	33.33%
Parke	0	0	0	1	0	100.00%	0.00%
Pichardo	2	0	0	1	0	33.33%	66.67%
Regan	0	0	1	0	0	0.00%	0.00%
Rossinsky	0	2	0	1	0	33.33%	0.00%
Rothenberg	2	1	0	0	0	0.00%	66.67%
Sampson	0	8	0	1	0	11.11%	0.00%
Santana	0	2	0	0	0	0.00%	0.00%
Silfen	2	3	0	1	0	16.67%	33.33%
Sinatra	1	1	0	0	0	0.00%	50.00%
Sullivan	2	1	0	1	0	25.00%	50.00%
Tripodi	0	1	0	0	0	0.00%	0.00%
Vega	0	1	0	1	0	50.00%	0.00%

KPI #1 – Closing %

Solution #3: Find out what happened to your unsold showroom traffic

KPI #1 – CLOSING %

Unsold Showroom Follow up for 03/02/2019
Total Ups: 13   Total Sold: 0

David		
How was your visit?	Good	
Did you see what you wanted?	Yes	
How was your salesperson	Positive	Customer stated that he worked with Chris.
Did you speak to a manager?	Yes	
What is the next step?		Customer stated that he was in the process of calling us when I called and had me transfer him to Angelo. Customer stated he is finalizing the deal with Angelo today.

Musico		
How was your visit?	Good	
Did you see what you wanted?	Yes	
How was your salesperson	Positive	Customer stated that he worked with Steve and Angelo.
Did you speak to a manager?	Yes	
What is the next step?		Customer stated that he still has a few vehicles that he wants to check out before making a final decision. Customer stated that he has several months left on his lease with his current vehicle.

Ryan		
How was your visit?	Good	
Did you see what you wanted?	No	Customer stated that he came in to get his current vehicle appraised since he is moving to the city and will no longer need it.
How was your salesperson	Positive	Customer stated that he is working with Dante.
Did you speak to a manager?	No	
What is the next step?		Customer stated that he will get back to Dante by Friday in regards to whether he will be selling to us or selling privately.

Stewart		
How was your visit?	Good	
Did you see what you wanted?	Yes	
How was your salesperson	Positive	
Did you speak to a manager?	No	
What is the next step?		Customer stated that he got numbers today from Tyler and will be following up with us.

Jonathan		Left Voicemail
Jacob		Left Voicemail
Marc		Incomplete Working
Danny		Left Voicemail
Mark		Incomplete Working
Ava		Incomplete Working
Dan		Incomplete Working
		Incomplete Working
Kelvin		Left Voicemail

KPI #2 Show Rates

- ~~KPI #1 – Closing %~~
- **KPI #2 – Show %**
- KPI #3 – Contact

KPI #2 SHOW RATES

Measure the team globally…

Firm time
👀 Visual Direction
📱 Automated Reminders

KPI #2 Show Rates

...the source, individually

Lead Source Group Name	Total Leads	Good Leads	Bad Leads	Vehicles Sold	Sold %	Total Shown	
Autotrader	249	170	79	5	2.9%	33	
Gubagoo	162	113	49	16	14.2%	43	
Truecar	123	90	33		3	3.3%	17

CRM USAGE VALIDITY

Dealership Lead Source Stats (D)

Generated: 4/6/2019 11:30:48 AM

Report Period: 3/1/2019 - 3/31/2019

Up Type Internet

New / Used -All

Up Type	Source	Good Leads	Bad Leads	Duplicate Leads	Net Leads	Appts Due	Appts Shown	Sold	Closing %
Internet	Autotrader.com	27	1	0	28	1	0	0	0.00%
Internet	CARFAX.com	35	1	9	45	11	4	3	8.57%
Internet	CarGurus	95	1	19	115	20	4	3	3.16%
Internet	Cars.com	88	2	20	110	16	7	4	4.55%
Internet	Edmunds.com	75	36	22	133	16	7	4	5.33%
Internet	Edmunds.com - Direct	2	0	0	2	0	0	0	0.00%
Internet	Kelley Blue Book - Used	2	0	0	2		0	0	0.00%
Internet	Subaru ILM	145	5	73	223	46	30	17	11.72%
Internet	TradePending	30	3	23	56	13	6	2	6.67%
Internet	TrueCar	245	3	54	302	33	21	7	2.86%
Internet	VW	95	11	34	140	30	16	6	6.32%
Internet		23	0	3	26	8	3	1	4.35%
Internet	SubTotal:	862	63	257	1182	194	98	47	5.45%
All Types:	Total:	862	63	257	1182	194	98	47	5.45%

- 1182 Total/Net (?)
- 862 – Good
- 98 shows...why?
- Poor CRM Usage
- Not matching

CRM Usage Validity

Daily Customer Service Surveys

Customer Name	Source	Appt?	Accu	Salesperson	Vehicle of Interest	Stock #	Exit Notes
	Website - Internet	Yes	Yes	M	2019 Volkswagen Tig		SOLD
Patrick	Other	Yes	Yes	J	2019 Subaru Ascent		SOLD
Eugene	TrueCar	No	Yes	R	2019 Subaru Ascent		Couldn't Close
Elizabe	TradePending	Yes	No	Ul	2019 Subaru Foreste		Couldn't Close
Bryan C	Referral	No	Yes	M	2019 Volkswagen Je		Couldn't Close
Richard	Location	No	Yes	A			Couldn't Close
Leishla	Other - Drive By	Yes	Yes	R	2019 Subaru Crosstr		SOLD
Robert	Other	No	Yes	A	2019 Subaru Legacy		Couldn't Close
Ermias	Website - Internet	Yes	Yes	N	2018 GMC Yukon XL		Couldn't Close
Jennifer	Other	Yes	Yes	N	2016 Acura I:X		SOLD
Taheer	CarGurus	Yes	Yes	N	2017 Dodge Grand C		SOLD
Danielle	Website - Internet	Yes	No	Ul	2005 Honda Pilot EX		Couldn't Close
Kay Wa	TrueCar/TrueCar	Yes	Yes	R	2017 Dodge Grand Car		Needs Cash or Co

Desk Log 3/26/2019

KPI #3 Contact Rates

- ~~KPI #1 – Closing %~~
- ~~KPI #2 – Show %~~
- KPI #3 – Contact

LEAD VALIDITY

- Marketing
- Advertising
- Social Efforts
- Community Participation
- Branding
- Lead Generation
- 3rd Parties
- Reputation
- Phone Tracking
- Lead Handling
- BDC & Sales Performance

VALID LEADS

LEAD VALIDITY

100 Valid Leads

30% Lead to Show

30 Showroom Visitors

LEAD VALIDITY

30 Showroom Visitors

40%
Closing

12 Sold Units

LEAD VALIDITY

12% Lead to Sold

100 Valid Leads

12 Sold Units

30% Lead to Show

30 Showroom Visitors

40% Closing

LEAD VALIDITY

150 TOTAL Leads

8% ~~12%~~ Lead to Sold

100 Valid Leads

12 Sold Units

20% ~~30%~~ Lead to Show

30 Showroom Visitors

40% Closing
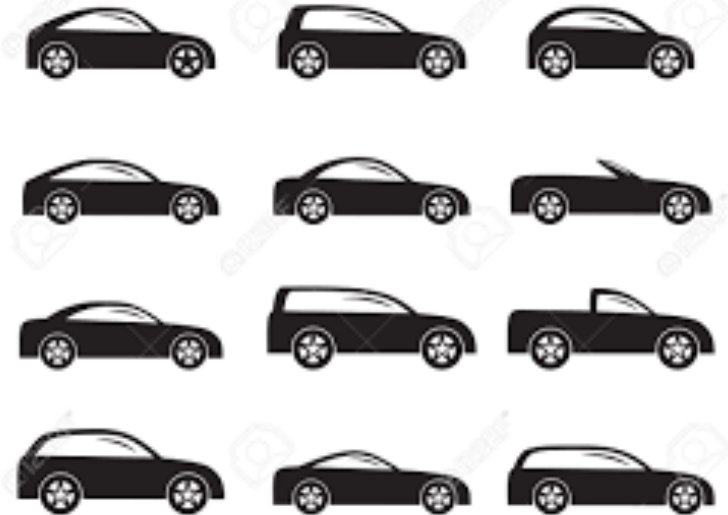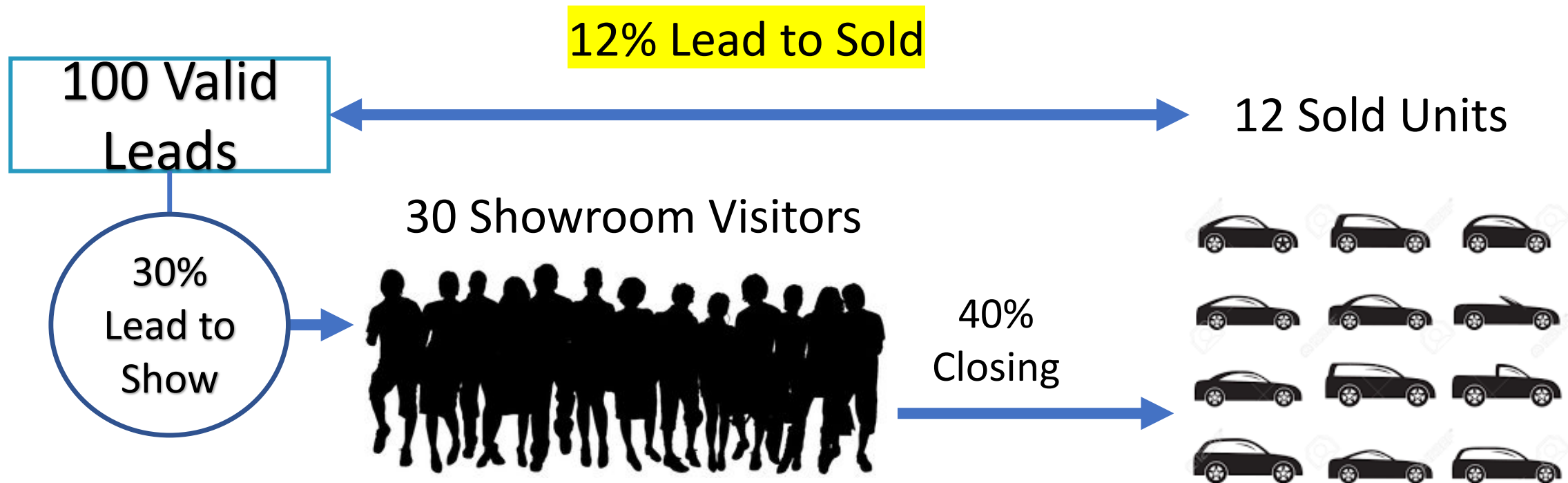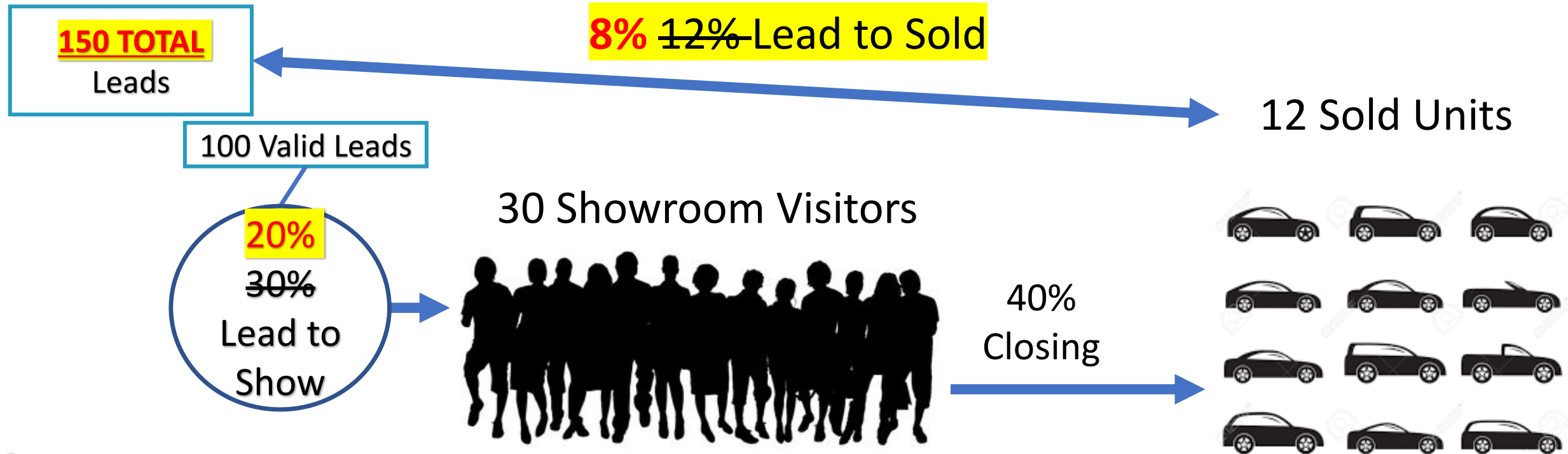
LEAD VALIDITY

150 TOTAL Leads

33% Bad or Duplicate?

100 Valid Leads

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LEAD VALIDITY

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Internet	Edmunds.com - Direct	2	0	0	2	0	0	0	0.00%
Internet	Kelley Blue Book - Used	2	0	0	2		0	0	0.00%
Internet	Subaru ILM	145	5	73	223	46	30	17	11.72%
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All Types:	Total:	862	63	257	1182	194	98	47	5.45%

- 1182 Total/Net (?)
- 862 – Good
- 73% Valid
- High bad/dup Edmunds?

LEAD VALIDITY

- 1303 Total | 853 'Good'

Lead Source Group Name	Total Leads	Good Leads	Bad Leads	Vehicles Sold	Sold %	Total Shown	Shown %	Avg Back Gross	Avg Gross
OEM leads	307	208	99	17	8.2%	65	75.6%	$1,224.61	$1,939.10
Autotrader	249	170	79	5	2.9%	33	70.2%	$866.36	$1,356.71
Gubagoo	162	113	49	16	14.2%	43	75.4%	$1,573.31	$2,634.10
Carguru	140	66	74	3	4.6%	9	100.0%	$756.28	$3,093.01
WEB SITE DDC	128	76	52	21	27.6%	39	88.6%	$1,844.94	$2,716.65
Truecar	123	90	33	3	3.3%	17	89.5%	$2,665.42	$5,115.43
UNGROUPED	82	60	22	11	18.3%	28	84.9%	$1,047.12	$1,658.63
Carfax	66	48	18	2	4.2%	12	75.0%	$1,033.57	$1,762.09
Purecars	21	12	9	1	8.3%	3	100.0%	$2,988.52	$5,336.13
Dealertrack	9	2	7	0	0.0%	1	100.0%	$0.00	$0.00
Cao Chat	9	5	4	0	0.0%	4	100.0%	$0.00	$0.00
KBB	6	2	4	0	0.0%	1	100.0%	$0.00	$0.00
Lease End List	1	1	0	0	0.0%	0	0.0%	$0.00	$0.00
Cars.com	0	0	0	1	100.0%	6	85.7%	$2,054.63	$1,647.25
Summary	1,303	853	450	80	9.4%	261	79.8%	$1,474.51	$2,404.02

- 261 shows
- 30% @ 853
- 20% @ 1303

- 30% of prime sources are 'bad'

LEAD VALIDITY

65% Net | 73% Net

Lead Source Name	Total Leads	Good Leads	Bad Leads
Cargurus	93	74	19
E Pricer - Dealer.Com Website	88	26	62
Retail Loyalty (Inmarketnoncaptive)	72	66	6
Autotrader.Com - Internet Automotive Classified Advertising	40	28	12
Autofi	34	19	15
kelley Blue Book ICO	32	22	10
Retail Loyalty (Inmarketcaptive)	31	26	5
Price Watch Onesource - Used	31	22	9
Carfax, Inc	29	26	3
Autotrader.Com - Internet Automotive Classified Advertising (Phone)	29	21	8
Gm Financial - Gm Dealer Website Credit Application - Used	29	19	10
General Dealer.Com Website	26	7	19
Gmdl-Dc Dealer New Vehicle - General	25	2	23
Cars.com	21	13	8
KBB.com	17	11	6
CDK GLOBAL	16	9	7
Gm Financial Lease Maturity	14	14	0
Gm Financial Customer In Equity - Loan	13	12	1
Contactatonce! Leads Montrose Gm Superstore of Hermitage - Contactatonce! Chat	13	5	8
Lease Loyalty (90 Days)	12	10	2
Summary	883	575	308

Lead Source Name	Total Leads	Good Leads	Bad Leads
Carloan.com	199	174	25
Cargurus	155	119	36
Mazda Autobytel	127	116	11
Jlr Digital	115	93	22
Autofi	106	48	58
Dealer.Com - Eprice	84	58	26
Dealer.Com - Get Your Eprice	71	48	23
Autotrader.Com - Internet Automotive Classified Advertising	65	55	10
Jlr - Social Media	48	32	16
E Pricer - Dealer.Com Website	46	24	22
Vinsolutions - Finance Application	44	21	23
Autotrader.Com - Internet Automotive Classified Advertising (Phone)	43	24	19
Carfax, Inc	41	33	8
kelley Blue Book ICO	30	22	8
Contact Us - Dealer.Com Website	23	10	13
Jlr Chat - Contactatonce	22	12	10
Dealer.Com Epricer (Dealer.Com Epricer)	21	16	5
Mazda Auto Show	20	19	1
General Dealer.Com Website	20	12	8
Volvo Third Party (Request Dealer Quote)	19	18	1
Summary	1,581	1,158	423

- Global marketing
- Same Group

KPI #3 Contact Rates

Log a Call Inbound	Log a Call Outbound	Log a Call Total
51	239	290
26	229	255
0	38	38
18	385	403
14	273	287
7	307	314
33	252	285

Name	Showroom Ups	Phone Ups	Internet Ups	Campaign Ups	Calls	Emails	Texts			
	1	35	313	13	1078	1199	518			
	0	33	93	2	0	251	290			
	0	3	44	0	0	5	0			
	0	0	0	0	0	22	28			
	0	18	349	1	1467	2332	720			
	0	38	54	1	0	55	52			0
Total	1	127	853	17	2545	3864	1608	52	65	3

Why so many emails in comparison to calls?

Salesperson	Appt Made	Outbound Phone / Unique	Outbound Email / Unique
		1342 / 457	583 / 348
		757 / 256	103 / 94
		439 / 275	180 / 161
		343 / 163	155 / 92
		162 / 75	1 / 1
	18 / 18	369 / 132	58 / 51

Ratio of outbound phone calls to outbound emails as compared to Elead report showing more emails than calls

KPI #3 Contact Rates

Greg	16		18	6	5	40	3	7
Jay	15		12	1	2	42	12	8
Matt	29		23	6	6	51	5	10
Conor	18		19	2	2	28	4	8
Jenny	7		8	2	1	23	3	3
Dan	37		6	1	0	21	1	0
	122		86	18	16	205	28	36
Greg	15		30	7	5	45	3	7
Jay	32		14	1	3	66	14	11
Matt	29		26	7	6	64	7	10
Conor	19		30	3	3	34	6	11
Jenny	8		15	3	2	32	5	7
Dan	39		15	2	1	57	4	3
	142		130	23	20	298	39	49

KPI #3 CONTACT RATES

Outgoing Calls	Outgoing Connection	Connection Rate	Scheduled Appts	Connection to Appt %
1248	151	12.10%	101	66.89%
1030	343	33.30%	125	36.44%
1523	240	15.76%	107	44.58%
990	134	13.54%	60	44.78%
0	0	0.00%	0	0.00%
4791	868	18.12%	393	45.28%

KPI #3 CONTACT RATES

- Define how you measure
- Benchmark against current efforts
- Ensure accuracy in reporting

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Vanishing ROI & How to Find It In Your Daily Variable Operations

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