



ABC Cadillac

TACTICAL JOB OBJECTIVES FOR Vehicle Sales Consultants

To:

The following objectives are being presented to identify what is expected of your position at ABC Cadillac. There are many other details involved in your responsibilities, but in terms of areas by which you will be reviewed, these are the key issues. Reviews will be conducted on at least an annual basis. Performance levels of average or below will be unacceptable and solution(s) will be promptly addressed.

Objectives:

To participate as a member of the Vehicle Sales Team, and to assist the Vehicle Sales Team, as appropriate to your responsibilities and accountability, to accomplish the objectives set forth in the annual, quarterly, and monthly dealership operating and profit plan(s). Using as a reference the *Policies, Processes, Methods, and Tools approved by the ABC Management Group*, you are expected to achieve and maintain the following objectives:

C	I	E	<i>Description of Objective</i>	Evalu- ation (1-10)
5	√	√	1. <i>Function Harmoniously and Effectively</i> as a member of the <u><i>Vehicle Sales Team</i></u> , under the direction of _____, with the responsibility and accountability to effectively plan and manage your individual sales performance within the ABC Cadillac Vehicle Sales department.	
5	√	√	2. <i>Plan Your Work, and Work Your Plan!</i> Forecast your efforts and results. Working with your Team Manager, at the beginning of each month, establish <i>Desired Income Goals</i> . Using past commissions and bonuses as a basis, establish how many New and Pre-Owned cars and trucks you must deliver to reach your desired income goals. Determine <i>How Many OTDB's</i> , and in which categories they must be developed, in order to achieve your <i>Unit Sales Objective</i> . Plan and Manage Your Activities to <i>Develop and Maximize on Each OTDB Category</i> . Be time conscious! Set goals, and then establish and work an Action Program that will achieve those goals in an allotted time frame. Your goals, personal work habits, prospecting disciplines, and commitment to implementing the ABC Cadillac “best practice” selling strategies will be critical to your success.	
5	√	√	3. As directed by sales management, effectively execute the approved ABC Cadillac process for identifying, documenting, logging into the CRM, and prospecting your personal “circle of influence (COI).” Everyone in your “walk of life” is driving something; everyone in your walk of life must know that you are a transportation specialist and that you want to earn their business. <i>Performance Expectations:</i> You should grow your COI database by no less than 10% per year. You should have potential sales appointments established with no less than 15% of your COI each year. Because you have a personal relationship with these COI prospects, you should deliver new or used vehicles to no less than 50% of the COI appointments.	

C	I	E	<i>Description of Objective</i>	Evaluation (1-10)
5	√	√	<p>4. As directed by sales management, effectively execute the approved ABC Cadillac process for establishing, nurturing, and maximizing the productivity of a network of referral “bird dog” clients. A referral “bird dog” client is a highly productive, highly rewarded advocate for both you and the dealership. These people know, and regularly come in contact, with a large personal “circle of influence.” <u>Performance Expectations:</u> You should immediately identify and recruit at least two (2) referral “bird dog” clients. You should grow your network of “bird dogs” by at least two (2) highly productive advocates per year. A highly productive referral “bird dog” client is an advocate who produces at least three deliveries per year. Therefore, a sales consultant with five (5) effective “bird dogs” can depend on fifteen (15) incremental deliveries per year from those advocates.</p>	
5	√	√	<p>5. As directed by sales management, effectively execute the approved ABC Cadillac process for prospecting on the service drive. The disciplined employment of this process, called the ABC Service Ambassador Program will get you “face-to-face” with more good automotive prospects than any other activity you might perform. <u>Performance Expectations:</u> Working the service drive one (1) morning shift per week, you are expected to identify five (5) vehicles per week that we could or should try to trade for. If properly approached, we should be able to get sales appointments with 40.0% (or two) of those prospects. Because we have a relationship with those prospects (they are already doing business with our Service Department), we should deliver no less than 50% of the appointments.</p>	
5	√	√	<p>6. As directed by sales management, effectively execute the approved ABC Cadillac process of prospecting current ABC owners for repeat business, additional household vehicle business, and referral business. After 90 days of employment management will begin to assign “orphan owners” to you. You will also immediately begin building your own database of owners. <u>Performance Expectations:</u> Contact and prospect each of your assigned ABC Cadillac owners every 3-months. Assuming intelligent and consistent contact, combined with a pleasurable experience in ABC’s Service Department, on average, each of these owners should provide you with one additional household vehicle or one referral purchase over their ownership cycle. Additionally, again assuming intelligent and consistent contact, combined with a pleasurable experience in ABC’s Service Department, approximately 30% of these owners should provide you with a repeat vehicle purchase at the end of their current ownership cycle.</p>	
5	√	√	<p>7. As directed by sales management, effectively execute the approved ABC Cadillac process of following-up on “unsold prospects.” In this category, “unsold prospects” are defined as OTDBs with whom we had a face-to-face chance for a sale, but with whom we failed to close the sale. This group of prospects will always provide us with the highest probability of immediate sale. <u>Performance Expectations:</u> Assuming intelligent and consistent follow-up, you should be able to turn approximately 1/3 of these prospects into “be-back” appointments that show up. We have a relationship with these appointments because they have been trying to do business with us. We should therefore close and deliver no less than 50% of these “be-back” appointments.</p>	

C	I	E	<i>Description of Objective</i>	Evalu- ation (1-10)
5	√	√	8. As directed by sales management, effectively execute the approved ABC Cadillac processes for Internet lead management and handling inbound phone inquiries. Within the first six months of employment, each ABC sales consultant is expected to learn, and be able to effectively perform, all facets of handling Internet and telephone sales. The sales consultant's focus must be on setting an appointment which can be confirmed by a 3 rd party. All communication (telephone and/or email) with these OTDB categories is subject to inspection, review, and critique by sales management. <i>Performance Expectations:</i> It is assumed that the average sales consultant will have the opportunity to handle no less than 20 combined Internet leads and blind telephone inquiries per month. Our history tells us to expect that no less than 50% of these OTDBs will result in "logged appointments" and that 50% of the "logged appointments" will actually show up. It is further expected that these appointments will deliver at no less than our customary rate of at least 50%.	
5	√	√	9. As directed by sales management, effectively execute the approved ABC Cadillac "Road to a Sale (RTAS)" process. In order to maximize closing rates and deliveries, this disciplined process must be executed 100% of the time with both "walk-in" prospects and appointment prospects. <i>Performance Expectations:</i> Expectations for "appointment prospects" have already been discussed in previous sections. "1 st Time Walk-in OTDBs", with whom the salesperson or the dealership has no previous relationship, are expected to deliver at between 10% and 15%, during their first visit. "CRM Walk-ins" (who are in the dealership database as either owners or prospects) are expected to deliver at between 25% and 30% during an unscheduled visit.	
5	√	√	10. Understand, Commit To, <i>Be Accountable For</i> the four (4) principles of Salesmanship detailed in the " <i>Expectations of Sales Consultants</i> " (copy attached) at ABC Cadillac.	
5	√	√	11. Fully Understand, and <i>Practice 100% Compliance With the "ABC Cadillac Constitution" for the Sales Staff</i> (copy attached).	
5	√	√	12. Always <i>Maintain the "Sales Professionalism" for which ABC Cadillac is renowned.</i> "Dress for Success", and always in good taste. Keep yourself clean, well-mannered, and well-groomed. Become familiar with the terminology related to, and current developments within, the retail automotive industry. Stay informed about world, national, and local affairs.	
5	√	√	13. Be a <i>Good Citizen at Work.</i> Fully cooperate with departmental co-workers and with employees of other dealership departments. Regularly attend Sales Meetings and other dealership meetings and/or outings. Make a personal contribution during each meeting. Stay informed about current developments within the dealership. Do not play politics at work, and do not participate in "negative discussions" about dealership management, dealership employees, or the dealership in general.	

C	I	E	<i>Description of Objective</i>	Evalu- tion (1-10)
	4	✓	14. Project an <i>Enthusiastic and Professional Attitude</i> , at all times, to people you come in contact with, both inside and outside your work environment. Be a “good-will ambassador” for the dealership. <i>Be Proud Of</i> your chosen profession and of the ABC Cadillac organization. Develop and maintain the image of <i>The “Go-To” Transportation Specialist</i> , for both New and Pre-Owned Vehicle Products, for everyone with whom you come in contact.	
	4	✓	15. Ensure that the proper “ <i>Customer Perception</i> ” of the dealership (as defined by ABC Cadillac senior management) is achieved with all new and used vehicle customers. Do what you “personally can” to help the vehicle sales, management, and administrative staff continually function in an “ <i>up-tempo and intense</i> ” manner, thus demonstrating that ABC Cadillac is aggressive in wanting the customers’ business and that ABC Cadillac is “a fun and easy place to do business”.	
5	✓	✓	16. Immediately bring to the <i>attention of</i> _____ (and/or, if appropriate, to _____, _____, _____, and/or Garry House) any matters that require (or may require) his/her/their attention.	

Do not let a Team Member fail!

I have reviewed the above, item-by-item with _____ and _____. I understand and accept all responsibilities and the accountability for each. _____ and _____ have assured me that they will provide whatever reasonable "tools" and or support/assistance that I deem necessary for this job that I have brought to their attention in writing.

I understand that the above **sixteen (16)** objectives may be refined or improved as the year progresses and that my performance will be evaluated by a review of each responsibility outlined above.

Signature: _____

Date: _____

Print Name: _____

To the Evaluator: Each of the above Objectives is “Rated and Weighted” as one of the following:

- [C] - CRITICAL - [5]
- [I] - IMPORTANT - [4]
- [E] - EXPECTED - [3]

Evaluate the subject manager or employee between 1 and 10 for each stated objective, and then multiply your evaluation by the designated weighting factor.

SCALE FOR EVALUATION

Maximum Evaluation Total: 780 Points. Add Total Evaluation Points, and Divide by 780.

Under 66% = Unacceptable Performance. Requires immediate major change in your daily job activity and results. Strong Possibility of Reassignment or Termination.

67% - 75% = Below Average Performance. Requires immediate major change in your daily job activity and results.

76% - 83% = Average Performance. All Sales Consultants at ABC Cadillac are expected to perform at an “above average” level. Current performance requires refinements in your daily job activity and results.

84% - 92% = Above Average Performance. Keep up the good work.

93% - 100% = Superior Performance. An excellent state of effectiveness.

ABC Cadillac

Expectations of Vehicle Sales Personnel

-- in Consideration for --

The Finest Compensation Opportunity in New England

Standards

- **Consistently Adhere to the “Operating Standards for Sales Personnel” Established by *ABC Cadillac Senior Management* and by General Motors Corporation.**

Training

- **Avail Yourself of Each and Every Training Opportunity. The ABC Cadillac Organization is Committed to an Unequaled Sales Training *Investment and Effort*.**
- **Learn As Much As You Can About Every Vehicle, Financial Services Product, Aftermarket Product, and After-Sale Service Offered by the ABC Cadillac Organization. “Training Builds Knowledge! Knowledge Builds Enthusiasm! Enthusiasm SELLS Vehicles!!!”**
- **Understand the Internet, and the Wealth of “Buying Information and Strategies” Available to Our Potential Customers. The Customer Must Not Know More Than You Do About Our Products, Pricing, and Sales Strategies!**
- **Learn the ABC Cadillac *Sales Strategy*, and Consistently Execute this Strategy When Dealing with “Opportunities to do Business” (*OTDB*’s).**

Customer Relationships

- **Always Pro-Actively Work to Develop “Opportunities to do Business” (OTDB’s). Do Not “Wait for Something to Happen!” Make Something Happen, through:**
 - a) **Consistently and Intelligently Following-up Un-Sold OTDB’s.**
 - b) **Consistently Converting Incoming Phone Calls Into Appointments (Real OTDB’s).**
 - c) **Consistently Working *Your Personal* Customer Base for Repeat Business, Additional Business, and Referrals.**
 - d) **Consistently Working Your “Circle of Influence” for New Business and Referrals.**
 - e) **Consistently Working *Any Assigned ABC Cadillac Organization* Customer Base for Repeat Business, Additional Business, and Referrals.**
 - f) **Consistently Looking for, and Working, Additional Sources of Business (for example, Service and Body Shop Customers, Established Referral Sources, etc.).**

Compliance

- **In a Potential Vehicle Sale Situation, Always Follow the Instructions of the Sales Production Manager and/or the Floor Manager. No Matter What You May Think, the Sales Managers Involved in Your Deal Are the *Smartest, Most Experienced, Most Creative, and Most Pro-Active People* in the Vehicle Sales Scenario. They are Dedicated to “Making the Deal” and to Maximizing YOUR Income!**

ABC Cadillac Sales Staff

The Constitution

- Article 1** Management must have the opportunity to “T.O.” every customer. This includes all original ups as well as be-backs.
- Article 2** All customers must be greeted promptly both in the showroom and on the lot.
- Article 3** Immediately following demonstration, all cars must be returned neatly to the display area.
- Article 4** Pre-owned vehicle keys, appraisals, and deal jackets must be turned in at the Sales Management podium immediately following delivery. The traded vehicle must be properly tagged and parked in the designated area for fresh trades.
- Article 5** It is the salesperson's responsibility to maintain an alphabetical file of worksheets for all working prospects for at least the last 60 days.
- Article 6** All deposits are considered partial payment and are non-refundable. It is the responsibility of the salesperson to let the customer know. Only a manager can suggest the refund of a partial payment or an “extended test drive”.
- Article 7** All buyers orders must be filled out completely and neatly. All options must be clearly listed (new and pre-owned). Also, list major equipment not included (Aftermarket products). Incomplete buyers orders will not be signed by a manager.
- Article 8** Deals (or customer data files) are never to be left unattended in the salesperson's work area.
- Article 9** Your deals are 100% your responsibility. That means every paperwork detail complete and accurate. Insurance must be confirmed prior to delivery, unless OK'd by a manager. Your commission will not be paid until all paperwork is complete and monies received (see deal checklist). Failure to confirm insurance prior to delivery will result in loss of commission.
- Article 10** No one may leave the dealership (to go to lunch, bank, etc.) without checking with the desk manager and operator.
- Article 11** Keys must go immediately to the KeyTrac system following a demonstration.
- Article 12** Employees are to park in the designated area only.
- Article 13** Pre-owned vehicles are never to be used for personal reasons.
- Article 14** Deliveries are 100% the responsibility of you, the salesperson. Check on progress with the Prep Department to be certain your vehicle will be ready when scheduled. Always check the vehicle yourself.
- Article 15** To insure customer satisfaction, all new owners will be called, by the salesperson, within 48-hours of delivery.

- Article 16** Salespeople will use an approved Microsoft Outlook on a daily basis to organize and document their prospect follow-up and owner follow-up effort.
- Article 17** When confronted with a problem, whether it be customer-related or an operational problem in the dealership (i.e. missing keys, car won't start, damage, low gas, etc.), an employee of the ABC Cadillac Organization will take ownership of that problem, and see it through to a satisfactory solution.
- Article 18** Each sales associate is responsible for the review of **sales survey** with each customer sold! You must stress to your customer the importance of being **COMPLETELY SATISFIED!!!** No exceptions. CSI is our "Number One" goal.
- Article 19** Each sales associate will completely fill out Customer Information Sheet for EVERY customer you speak to, within the first 15 minutes of the interface. All Customer Information Sheets must be turned into the Sales Management Desk the same day, so we may assure that our Customer Follow-Up process is effectively implemented.
- Article 20** For a demo, you will make a copy of our guest's driver's license. Then place license under "black light". Finally have Management sign the photocopy of license.
- Article 21** Handling Be backs: If you greet a customer, and they ask for another salesperson, you will do the following: a) Locate that salesperson, or b) If the salesperson is unavailable, you will notify the sales manager for guidance, After an attempted call to the requested sales person (i.e.: home, pager, phone, etc.). Taking another sales associate's customer is **strictly prohibited** without informing management.
- Article 22** Handling Incoming sales phone calls: You are required to log each phone call received. The performance standard in securing an appointment is 50%. Also, 50% of the appointments should physically arrive here ("show"), and 50% of those should "close". Telephone customers are equally as important as walk-ins. The operator keeps a phone log, and your call performance will be matched to that log. Failure to report results, or ineffective results, will result in loss of phone-up privileges.
- Article 23** Vehicle locate system and process: Every attempt to sell from "ground inventory" must be supported. All desired locates require management contact before authorization, and the working of a deal with a customer on an in-stock vehicle closest in similarity to potential locates.
- Article 24** It is each salesperson's responsibility to become familiar with all facets of Work Requirements, as detailed in the ABC Cadillac Employee Handbook, and to fully comply with those requirements.
- Amendment 1** Exceptions to any of these articles must be pre-approved by a manager.
- Amendment 2** Management reserves the right to amend these articles at any time.