



THE NEW AGE OF SERVICE

*DREW BENSON OF QVALE
AUTO GROUP SHARES HIS QUEST
FOR INNOVATION IN SERVICE*

SEE PAGE 8

the CRISP Quarterly

AN OFFICIAL CAR WARS PUBLICATION | ISSUE 13



**RICH FORD GROWS HAPPY
CUSTOMERS & EMPLOYEES**
P. 03

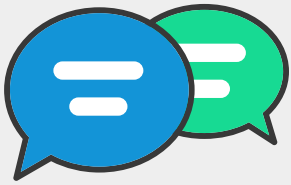
**WWJD: WHAT WOULD JAMES HYDER
OF ARLINGTON TOYOTA DO?**
P. 14

**FREE SOCKS: CELEBRATE CAR WARS'
5TH SOCK-VERSARY**
P. 18



CONNECT

Connect each caller quickly to a qualified agent



REQUEST & INVITE

Request and Invite the caller into the dealership for a test drive or vehicle inspection



SET

Set a firm appointment with a specific date and time



PURSUE

Pursue new leads & rescue missed opportunities

WHAT IS CRISP?

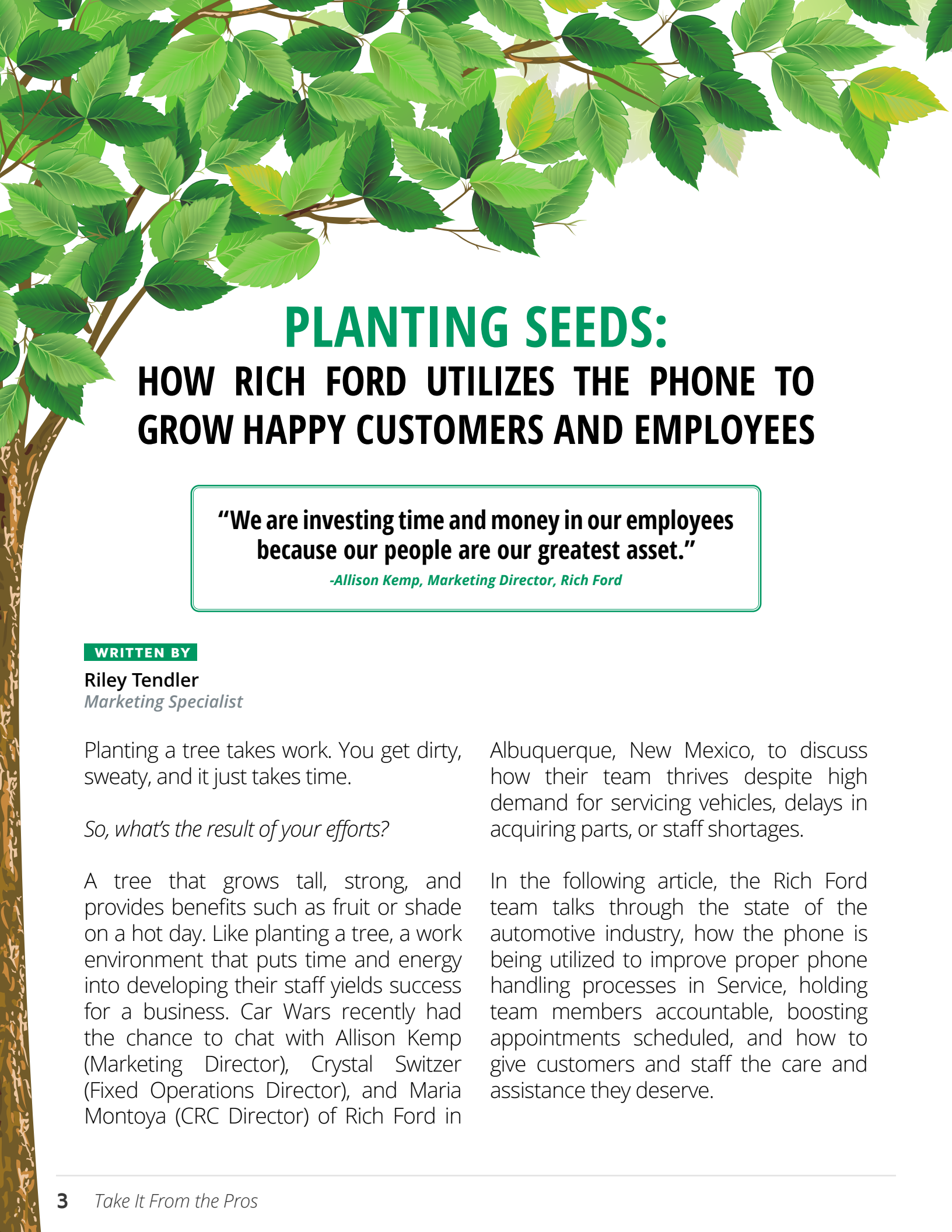
& WHY IS THIS CALLED THE CRISP QUARTERLY?

Good question, reader. CRISP is our methodology that's been helping dealers like you for almost a decade. Connect more callers, Request and Invite more prospects into the dealership, Set more appointments, and Pursue more stranded leads. It's the most simple, yet effective, technique dealers use to quickly see a boost in overall Sales and Service performance. That's why you'll read a lot about CRISP throughout this magazine. It's our meat and potatoes. The backbone of what we do. The reason we get up in the morning.

You'll learn how our dealers are implementing the CRISP methodology at their dealerships to engage more with the customer — particularly by leveraging the phone — to see huge, tangible results.

Throughout this issue of the CRISP Quarterly Magazine, you'll see how our featured dealers — Drew Benson (Qvale Auto Group), Allison Kemp (Rich Ford), Crystal Switzer (Rich Ford), Maria Montoya (Rich Ford), and James Hyder (Arlington Toyota) — are leveraging innovative technology, prioritizing staff development, harnessing proper phone regimens, and emphasizing customer service to drive successful outcomes for their stores. Hope you enjoy!

The Car Wars Team



PLANTING SEEDS: HOW RICH FORD UTILIZES THE PHONE TO GROW HAPPY CUSTOMERS AND EMPLOYEES

“We are investing time and money in our employees because our people are our greatest asset.”

-Allison Kemp, Marketing Director, Rich Ford

WRITTEN BY

Riley Tendler
Marketing Specialist

Planting a tree takes work. You get dirty, sweaty, and it just takes time.

So, what's the result of your efforts?

A tree that grows tall, strong, and provides benefits such as fruit or shade on a hot day. Like planting a tree, a work environment that puts time and energy into developing their staff yields success for a business. Car Wars recently had the chance to chat with Allison Kemp (Marketing Director), Crystal Switzer (Fixed Operations Director), and Maria Montoya (CRC Director) of Rich Ford in

Albuquerque, New Mexico, to discuss how their team thrives despite high demand for servicing vehicles, delays in acquiring parts, or staff shortages.

In the following article, the Rich Ford team talks through the state of the automotive industry, how the phone is being utilized to improve proper phone handling processes in Service, holding team members accountable, boosting appointments scheduled, and how to give customers and staff the care and assistance they deserve.

“We have to meet the customer’s expectations and clearly communicate.”

What are your opinions on the state of the fixed ops industry?

“I haven’t seen this kind of demand in my entire 22-year career... It’s a result of a lack of new vehicle inventory and inflation of used vehicle inventory,” stated Crystal. Understanding the current market, Crystal and the Rich Ford team know that transparency with their customers is key. “We have to meet the customer’s expectations and clearly communicate.” Regarding staffing shortages, Crystal shared how they are addressing this obstacle and looking to build their future with top talent. “We are getting creative with incentives, with pay plans, and with some of the pipeline getting students interested in the automotive field... None of this has really hampered us, it’s just made us get a little more creative which I don’t think is necessarily a bad thing.”

By going back to the basics with clear and proper communication with customers, Rich Ford embraces the current high demand as an opportunity to deliver customer experiences. Regarding staffing shortages, Rich Ford goes outside the box by not just filling vacancies, but also developing careers.

How important do you feel the phone is to your business for reaching customers and for the customers to reach you?

With customer experiences being top of mind at Rich Ford, having effective tools in place to deliver those great experiences is crucial. “The phone is the most effective way to communicate with immediate results,” Maria said. “Whether that means a customer is calling in to request a repair maintenance appointment or our team is calling out to provide vehicle status updates, the phone remains our top method of communication.” The phone is a dealer’s top resource to get in front of the customer. Delays or misinterpretations that are common with written communication are removed with phone calls. The phone eliminates these potential pitfalls and gives customers comprehensive answers to their questions quickly and concisely.

“The phone is the most effective way to communicate with immediate results.”

What was the phone process like before and after Car Wars Service?

"[Before Car Wars Service] We had two support staff individuals that were responsible for answering all the inbound calls. There wasn't any structured training or scripting. It was trial by fire. There really was no true opportunity to give the world-class service that we were wanting just because we were trying to tread water," Allison mentioned. Since adopting Car Wars Service, Rich Ford has been able to gain insight into what's happening on the phones to hold their teams accountable and have opportunities for further training and development.

"It's one thing to have a word track presented to your employees and hope for the best, but it's quite different when you use it as a tool for training and listening in and helping that employee get to that next level with recorded phone calls," Crystal said. Rather than taking on the trial-by-fire approach, data-backed insights allow the Rich Ford team to instill phone accountability and operational processes to become more effective in their phone handling performance.



ALLISON KEMP
Marketing Director,
Rich Ford



CRYSTAL SWITZER
Fixed Operations Director,
Rich Ford



MARIA MONTOYA
CRC Director,
Rich Ford

"It's one thing to have a word track presented to your employees and hope for the best, but it's quite different when you use it as a tool for training and listening in and helping that employee get to that next level with recorded phone calls."

Where do you feel your Service Department performs well in comparison to competition?

“We listen to calls,” Crystal stated. “It’s a requirement at our store that the leadership team listens to a minimum of 100 calls a week. We use those calls for training and accountability... It’s just as important to play a good phone call as it is to play one that could use improvement.” All levels at Rich Ford emphasize a culture of phone accountability. “We have the same goal in mind,” Maria mentioned. “Customer satisfaction is the #1 thing. Whether that’s on the phone or they are right in front of you. We make sure none of our staff loses sight of this goal.” The phone is where the Service Department goes to see if calls meet the high standards set for customer experience. Whether it’s being proactive with outbound vehicle status updates or an inbound call with a dissatisfied customer,

Rich Ford makes sure all team members are equipped and effective on the phone so the dealership can attain its goals.

Reaching goals is not just equated with CSI scores, ROs completed, or revenue generated. At Rich Ford, investing in the community through employee career growth is a measure of their success as well. Many employees have spent most of their lives working at Rich Ford. “As a culture, we strongly emphasize what a career path at Rich Ford looks like,” said Allison. “Presenting that you have a home, a future, and a life at Rich Ford is what we have to our benefit.”

Happy employees mean happy customers. With a community-first approach, the team at Rich Ford believe that by taking the time to train and develop staff, their eventual growth and success leads to the growth and success for the dealership as well.



To learn how Car Wars Service is helping thousands of dealerships across the country like Rich Ford improve phone handling processes to Own the Phone, check out our Service solutions [here!](#)

**EVERYTHING
IS
BIGGER**

IN

TEXAS...

EVEN OUR GIVEAWAYS!

2023 NADASHOW
DALLAS
EXPO • FRIDAY-SUNDAY January 27-29



Saddle Up and Schedule a Demo at NADA for Your Chance to Win \$7,000 AND \$700 for Your Own Cowboy Hat & Boots! Meet us at booth #755 in Hall A. Click [here](#) to learn more!

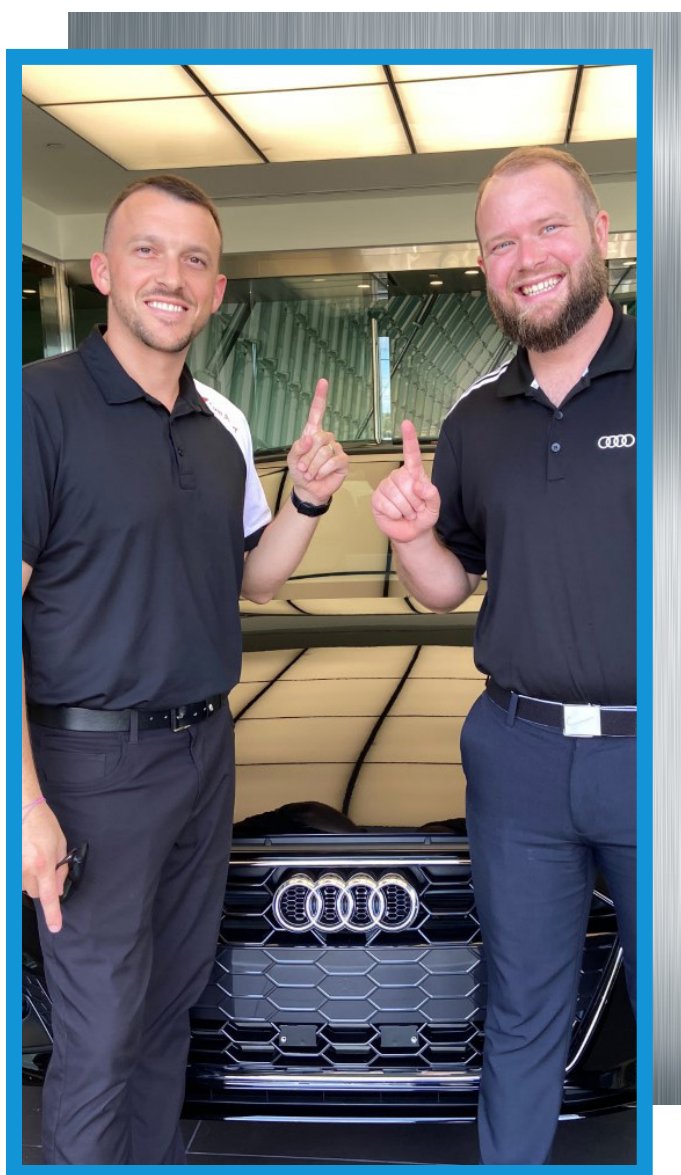
THE NEW AGE OF SERVICE

How 33-year-old Drew Benson's quest for innovation has drawn him to new technology, artificial intelligence solutions, and high-quality metrics in Service.

WRITTEN BY

Alyssa Whitmore
Marketing Specialist

Drew Benson, Fixed Ops Technology Process Manager at Qvale Auto Group, didn't get to where he is today by chance. He started in the automotive industry back in 2010 as a valet at a Mercedes-Benz dealership in Florida. Upon graduation, he made the 26-hour trek from New Hampshire to Florida with only his dog beside him and no idea where he would end up. "I had some friends who were living in Fort Lauderdale, and they told me to come down and stay on their couch until I figured it out," Drew explained. So that's what he did. Once Drew made it to Florida and found his valet job, things went downhill and his car broke down. Fresh out of school and across the country, "I didn't have money for a new car, so I bought a moped. It would still rain, so I had to put a poncho on and drive my moped through bullet rain," Drew recalled.



Even so, he managed to get through having wet feet at work while working with high-class cars in a upscale city. The important thing is that he never gave up. Eventually, he worked his way up to valet supervisor, then to lane manager, then to internal Service advisor, where he then got a call from Geno Walsh at Qvale Auto Group to start the Service BDC... and eventually upgraded from his moped!

Drew has had a winding journey – not the typical straight line from agent or advisor to manager. But he’s managed to become extremely innovative in the Service industry at a young age and was recognized in Automotive News’ top ‘40 Under 40’ for automotive professionals. **By implementing hands-on process evaluations, artificial intelligence (AI) texting solutions, and accountability metrics, Drew has welcomed the new age of Service with open arms.**



INTRODUCING CREATIVE TECHNIQUES

Finding a flawless Service process can be challenging. Holding your agents accountable for executing a flawless process for every customer can be even more challenging. ***Drew's number one pro tip? "Put your own car through your Service Department and see how it works."*** Yes, it may not be the exact experience your customer gets when your agent recognizes your car.

Drew acknowledges, "They're going to do a funny video, but it's good to see the process and how it works for the customer so that you can dial in if you don't like something." This opens a prime opportunity to assess the frequency of status updates, what happens when it is time for the multi-point inspection (MPI), what goes on post-appointment, and more. "You have to put yourself in your customers' shoes and see what happens," Drew urges. That way, you can hone in on the systems that need repair.

When Drew takes his car through one of Qvales' Service Departments, he expects his appointment to look like this:

"We get their car and do an iPad walk around with the customer. We point out the stuff we can initially see, videotape their car to see if there is any damage, get the mileage, run the VIN to see if there are any recalls or what coverages they have, print out the menu so we can talk about stuff that they are due for by time or mileage. They need to have that one-on-one interaction on the lane, so the customer knows what to expect. And then, as they're signing their repair order... 'By the way, you're going to get a technician video of your car up in the air and you can see the condition of everything – the brakes, the tires, the systems that are in the car – and then you'll get another follow-up text with the multi-point inspection which may or may not have some other recommendations in there depending on what they find. So be on the lookout for that.' They will send constant status updates and let them know when their vehicle is complete. They will receive a phone call after the MPI, so they have a clear understanding of what everything means, and a follow-up call a few days after their appointment."

If his agents didn't provide him with that high-quality service, he can be confident they are not consistently giving customers that top-tier service either. From there, he can pinpoint what he can do to arm his agents with the tools to provide great service more easily and efficiently.

THE POWER OF THE PHONE

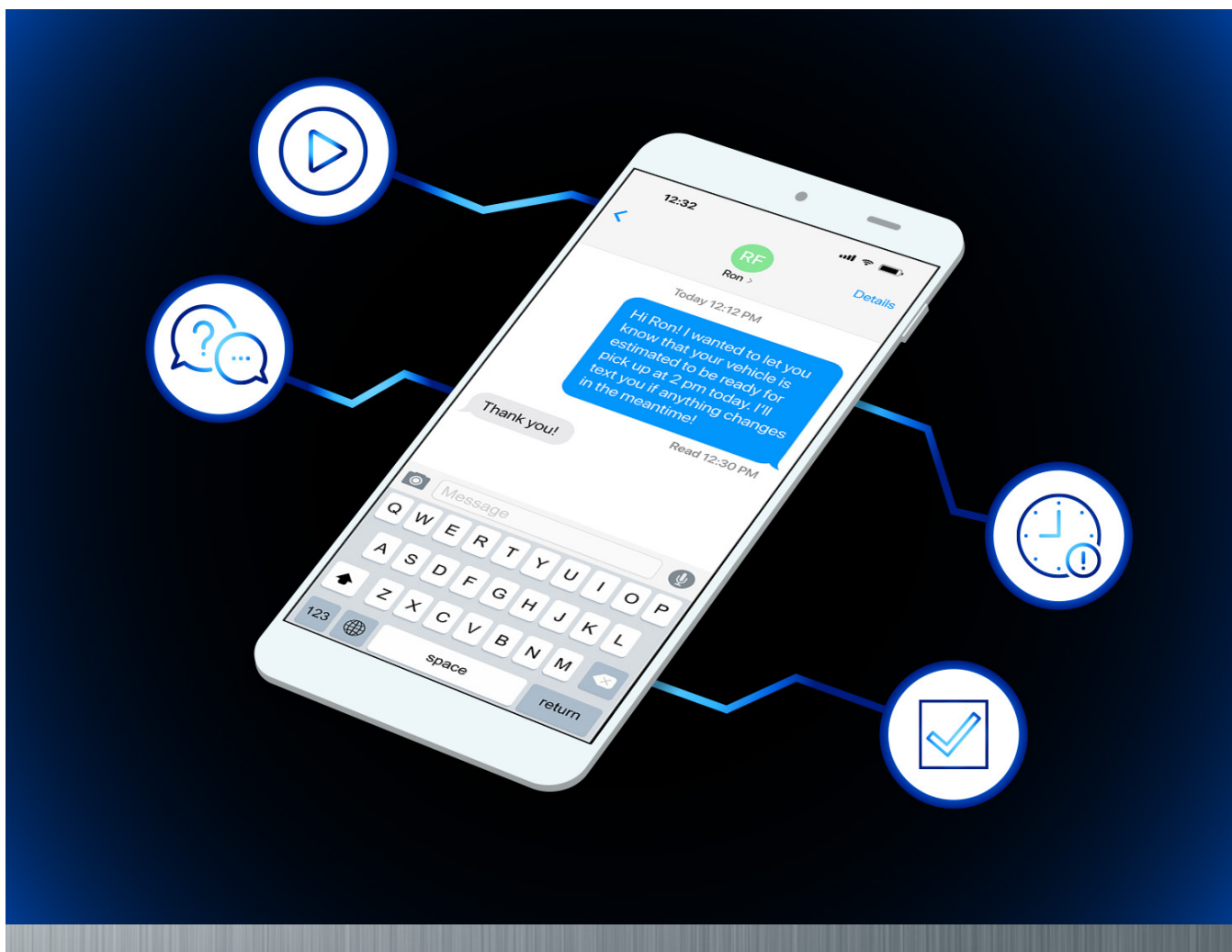
While testing your own vehicle in your Service Department, a frequent pain point is status updates. If Drew detects an absence of status updates while testing his car or sees an increase in inbound status requests while diving into reports, he uncovers "where we need to pick up the ball. *Is it a routing issue? Are we understaffed? Are my advisors never picking up the phone?*" **At Qvale Auto Group, Drew has proven the value of texting.** They put a strong emphasis on artificial intelligence (AI) to send automated updates to save time and prevent continuous status request calls. "I think it's been a game changer moving to texting because you have an easy way to respond to each client very fast," Drew states. Instead of playing phone tag trying to catch the customer at a good time, you have an automated way to constantly keep them updated. Drew's team includes promise times for repair order completion and, once that time is close to expiring, they send a follow up: "Hey, don't worry – your car is in good hands. I'll let you know when it's ready." While it should never get to that point, it is a good backup to have.

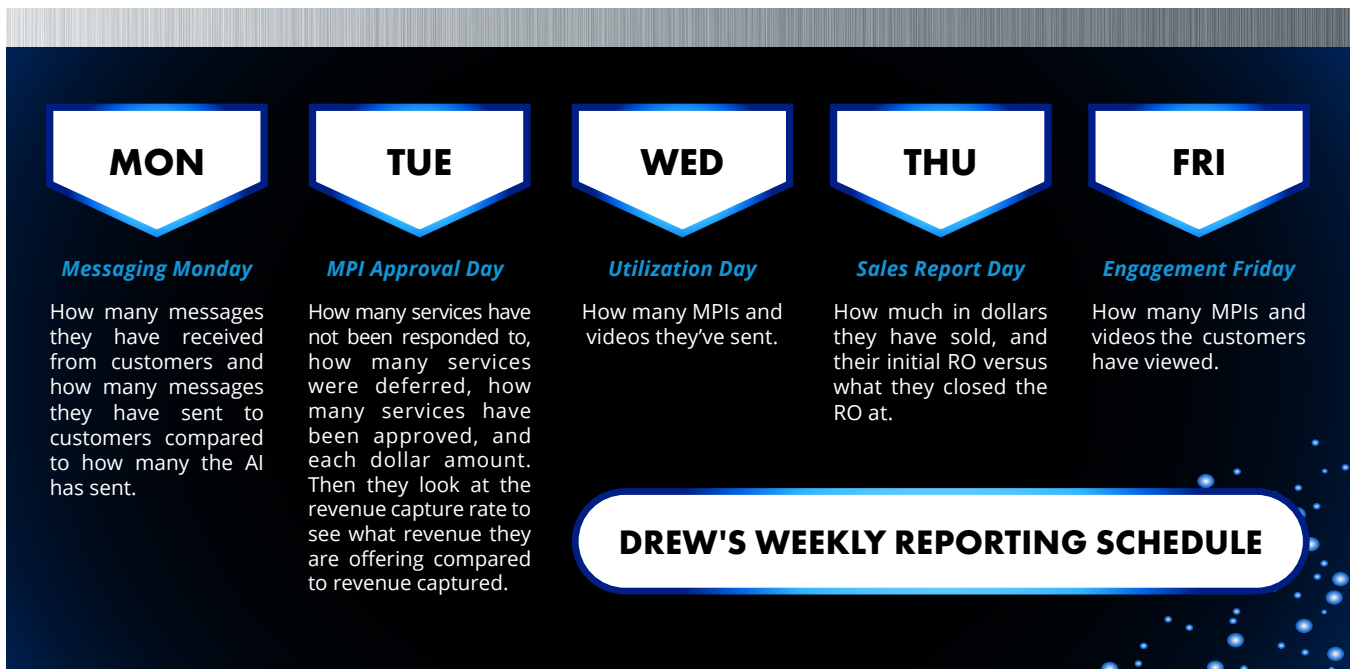
Leveraging artificial intelligence texting solutions to send status update texts is a growing trend, but picking the phone is still just as important. Drew knows,

"My advisors that do the best job always make that phone call."

Texting is ideal for sending videos, timing updates, quality assurance messages, and final completion time, but as soon as you send the MPI, you need to pick up the phone. "It's very important to make that call after you send the technician video and multi-point inspection because it's the bill," Drew explains. "You want to be able to have that personal connection, just like you had when they walked in the door and answer any questions or explain things further." Not only do you need to be making those calls, but also **pick up the phone when customers call you because "that's literally money calling."**

Customers remember how you treat them, as Drew would say, "Treat everyone the same as how you would treat your own mother." If you give them a call with the good AND the bad, and a follow-up call a few days post-appointment, they will want to come back and ask for you. The new age of Service may usher in the increase of AI, status update texts, and personable phone calls, but if you can't make those strategies stick at your dealership, they hold no value.





THE QVALE AUTO GROUP REPORTING REGIME

If you hold your agents accountable to certain metrics, you need to have a good way to report on the KPIs. “Talk about it all the time,” Drew advocates. “If you’re talking about it all the time and combined with sending the emails for everybody to see, then it’s going to stick.” Having a good, consistent reporting schedule helps managers gain clear insight into which technology needs improvement and which strategies need to be adjusted. Certain reports can also show which agents need focused training. Staff-based reporting can also bring competition to the advisors, give praise, and show their teammates where they stand. Qvale Auto Group sends reports to their agents every day to help hold them accountable. These reports

include metrics over agents messaging frequency and success, MPI approvals, MPI utilization, sales reporting, customer engagement and more.

One metric Qvale created and focuses on is the Revenue Capture Rate which is the percentage of dollars approved from the dollars recommended. This month, for example, they were falling short of their goals, so Qvale added 1% bonus on their services approved on top of all their other bonus metrics. They do something similar with CSI. If their CSI is falling off, Qvale gives \$100 for every 5-star survey. “Now, they put more effort and focus on it and all of a sudden we’re in the green for CSI,” Drew explains. Suddenly, that task becomes a habit. “Sometimes you have to dangle some carrots to get results. **It’s just getting into good habits instead of bad ones.**”

Trying to find technicians these days can be tough, so the Qvale team makes it a fun place to work. They created a family atmosphere with customers and employees with Cupcake Fridays at Volkswagen Brandon, Pie Day Fridays at Audi Lakeland, and Italian Wedding Cookie Fridays at Alfa Romeo Maserati St. Petersburg. They also host luncheons for the technicians with lots of food and friendly competition. “Whether that’s best technician videos, highest upsells, the best MPIs, or productivity/efficiency, there’s a bunch of different competitions we can have and reward them with some big gift cards.” Drew describes. **It’s all about how you make it fun and how you treat your people and customers.** Some days can be difficult “but if you wake up and enjoy going to work, then you know we’re doing something right,” Drew states.

As Qvale Auto Group’s Fixed Ops Technology Process Manager, Drew knows it’s his job to make things easier at Qvale, whether it’s through

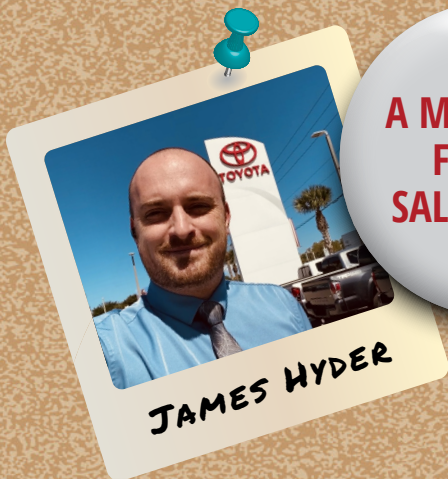
innovative phone processes, improved status updates, tweaking the verbiage on the AI messages, holding people accountable to actually responding to text messages, or the staff needing a pick-me-up. Drew has managed to create an outstanding process at a young age because of his eye for innovation. He understands the value of a customer and believes that

“If you are going to have a process that works and market that process, then we better make sure we are following it and holding ourselves accountable.”

Finding a consistent, efficient process is so important, not just for Service, but **“Sales, Service, and Parts – we all work together to get the best CSI score,”** Drew says.

LEARN MORE

To learn more about how Drew has helped his Service agents leverage the phone with Car Wars, check out our Service solutions [here!](#)



**A MUST-READ
FOR ALL
SALESPEOPLE**

WWJD: WHAT WOULD JAMES DO?

James Hyder, one of Arlington Toyota's salespeople, shares his go-to guide for turning a challenging sales call into your greatest opportunity.

WRITTEN BY

Sidni Williams
Marketing Specialist

Arlington Toyota knows how to put their customers first. It's the type of store to stay open on a Sunday to provide more availability for customers' schedules. This client-centric approach is highly valuable for their current customers and potential buyers. Throughout the hustle and bustle of the dealership, you will find a team built up of hard workers that may only have four days off during the month, yet is still more than willing to show up one of those days if a customer needs it. One of Arlington Toyota's most notable salespeople, James Hyder, serves as a firsthand example of how approaching every deal with a customer-centric approach makes a successful dealer.

JAMES' JOURNEY TO SUCCESS

Before James' journey to becoming a successful salesperson at Arlington Toyota, he picked up valuable sales skills while running his own landscaping business. He learned the fundamentals on how to sell yourself and your business. James went from knocking on doors to working with power sports to reaching

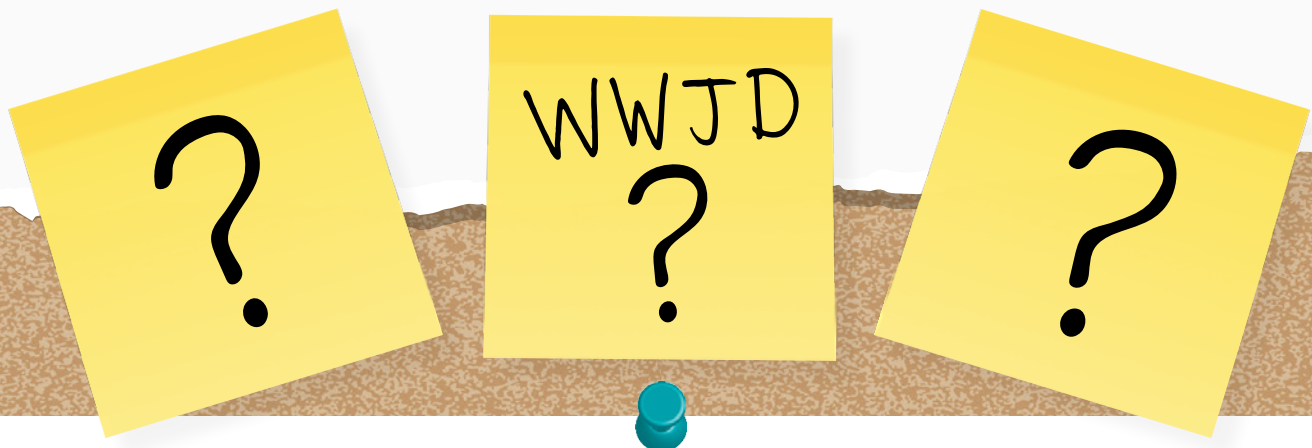
his destination as a car dealer. For James, it doesn't matter what he's selling as long as he's doing it.

What drove him to be the salesperson he is today is loving the challenge of identifying exactly what the customer wants and finding solutions to serve their needs. In James' eyes, every day brings new people and a new set of challenges to solve. "At the end of the day, to me, it's trying to figure out what that person needs and helping them get to that goal – whether they need nicer trees and flowers in the front or if they need a car that's going to get them to A to B and be inside their payment goal." **The world of sales is a game of making connections with people, identifying their needs, and delivering on promises... and James is the gamemaster.**

Every dealership or salesperson can pick up a thing or two from James. There aren't any fancy bells or whistles that make James so special. He is simply a good salesperson taking every opportunity to learn, grow, and put the customer first.

WWJD: WHAT WOULD JAMES DO?

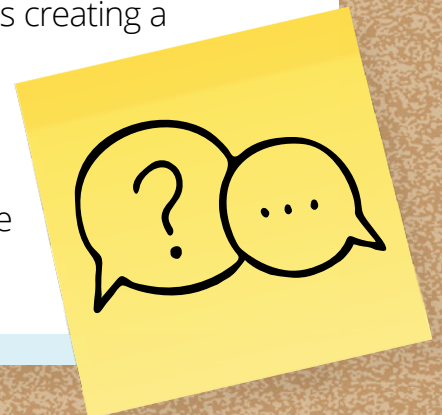
Every salesperson has come across challenging phone calls where they simply did not see a feasible way out. Through the successful Sales calls and the not-so-great ones, James has learned his lessons on how to tackle these challenges. The next time you're in a tough call and don't know where to turn, you should think to yourself: **WWJD - What Would James Do?**



HOW TO GET HIGH SHOW RATES

Every dealer has faced the frustration of a no-show. Getting customers to walk in your doors for a test drive that you booked over the phone is never an easy task.

WWJD? James keeps three things in mind when trying to invite a customer to come into the dealership – be open minded, listen to the customer, and steer the conversation in the correct way. James recommends creating a customer-focused conversation by letting them do most of the talking, not you. This educates you on what the customer is truly looking for and offers solutions or alternatives that could fit their needs. In order to steer the conversation correctly, you have to reiterate to your customers that you're trying to serve them, not just trying to get them to buy a car.



HOW TO OVERCOME SCHEDULING OBJECTIONS

Your dealership may not be open on Sundays, like Arlington Toyota, but there are still ways to work around a customer's busy calendar.

WWJD? James uses the simple word track "I can work around your schedule" and means it. Let the customer know that even a simple 15 to 20-minute appointment on their way home from work is still highly beneficial. Offering alternatives gives more opportunity for the customer to want to come into your store. James gets creative too. If he has to offer a remote appointment over the phone, he will. Remember that it's okay if you have to slow down the buying process. It's more important to build the customer's trust and emphasize that you're here for them. Work off the customer's schedule; don't have them work around yours.



HOW TO OVERCOME INVENTORY SHORTAGE

Have you had a customer call into your dealership asking for a specific vehicle that isn't on your lot? While this is tough to navigate, you can steer the conversation in a way that doesn't end with the customer hanging up.

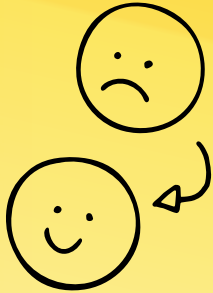
WWJD? James is honest when it comes to not having the inventory a buyer is looking for. Instead of stringing them along with false hope, he implements a consistent follow-up action plan. Transparency from the start builds trust from the buyer. Engaging with them even if the vehicle doesn't show up on the lot keeps your dealership top of mind. This gives room to listen and offer alternatives as well. Even if the customer is set on one vehicle, consistently follow up with them every week and line up the next call with the hope there will be an alternative option or new update available.

**ALWAYS
FOLLOW
UP!**

HOW TO HANDLE UPSET CUSTOMERS

Unpleasant customer interactions are unfortunately something every dealer faces. It's easy to get frustrated when a customer is directing their anger at you. In those moments, it's just important to remember that, with the right mindset, you may be able to turn the conversation around.

WWJD? Kill them with kindness. Reiterate that you may not be able to fix the situation, but you are here to get to the bottom of the issue and do your best to offer solutions. Oftentimes customers just want to feel heard and understood. You are acting as the face of your dealership on the other side of the phone, so offer the customer what you can. James' best piece of advice is to try to never close a door or burn a bridge.



HOW JAMES STAYS CRISP

James did not turn into an all-star salesperson overnight. He is constantly improving his skills with the help of Car Wars. James not only listens to his calls, but he will often put his calls on repeat – the good, the bad, and the ugly – to hear what he really sounds like to the customer. Salespeople can have the tendency to overtalk or interrupt, so listening to your own calls helps provide those realizations.

Car Wars' CRISP report is one of James' vital resources that helps indicate specifically what he needs to improve on. Metrics such as the Request/Invite section of CRISP has helped James become aware of how many times he actually asks for an appointment and requests the customer come in for a test drive. **From a Sales standpoint, every dealer can benefit from CRISP.** Small things like forgetting to ask for an appointment can make a huge impact. Without knowing, you could be costing your dealership expensive leads and missed opportunities James checks the CRISP report almost every other day because he

understands to be a good salesperson, you have to be aware of your weaknesses to grow from them.

The job of a salesperson is not always easy. It can be filled with many hard rejections. Although you may encounter failures throughout your career, James wants salespeople to know that it's important to be patient. You don't need to rush to make a sale. Keep your customer top-of-mind when helping them throughout the process and create a tailored experience for each one. Even if you encounter a terrible first call, you must start fresh with every opportunity and not carry it onto the second. Every salesperson should keep in mind what motivates them to go to work every day. For James, it's connecting with his customers, breaking down barriers, and taking on a new challenge each day. **Even through the bad days, James accepts failure as a road to success, not a roadblock.**

If you'd like to learn more about how Car Wars is helping top salespeople like James improve call management processes, capture more phone ups, and enhance customer experience, [click here!](#)



CAR WARS SOCKS THROUGH THE YEARS

We're celebrating Car Wars' 5th sock-versary of sharing our snazzy socks with dealers like you!

Car Wars has become infamous for our socks. Eye-catching, bold, and unique, dealers want to collect them all and show off their sock style. Car Wars started our sock collection back in 2018. Since then, we've released a myriad of sock designs and handed them out whenever and wherever we came across dealers.

What started as a simple brand awareness tactic is now a growing trend capturing the attention of dealers' feet across the nation! From conference floors to showroom floors to social media shoutouts, we love seeing dealers rock their favorite Car Wars socks and make all their co-workers jealous.

In 2022, we're celebrating our 5th sock-versary of gifting dealers our snazzy socks. In celebration of this milestone, we've released a limited-edition Car Wars sock-versary design. With only 100 pairs in circulation, you won't want to miss your chance to get your hands (and feet) on this fun pair of socks!

Do you want in on the sock action? Click [here](#) to fill out your mailing information and get your new Car Wars socks delivered right to your door!

