Digital

Kia Digital Fundamentals Guide

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DISCLAIMER

KIA DIGITAL FUNDAMENTALS GUIDE DESCRIPTION

This Kia Digital Fundamentals Guide is designed to help Kia dealers address the business model and communication challenges found at dealerships. The content is focused on assisting dealership staff address internet inquiries.

- People
- Process
- Technology
- Digital Presence

The Kia Digital Fundamentals Guide contains best practices to address the most common opportunities dealerships face in today's digital age including:

1. Management Oversight
2. Staffing and Business Models
3. Job Descriptions and Skillsets
4. Utilization of Technology (CRM/ILM)
5. Website Best Practices
6. Digital Retailing Best Practices
7. Reputation Management
8. Google Business Profile - Formally Google my Business (GMB)

Response Process Awareness

1. First Quality Response - Standard lead forms
    - Preparation via inspection
    - Meeting expectations on pricing, availability, and questions submitted
2. First Quality Response - Digital retailing leads
    - Preparation via inspection
    - Meeting expectations on where the customer is in the sales process
    - Meeting expectations on pricing, availability, and questions
3. Response Speed
4. Phone Techniques
5. Ongoing Follow-up

Management Oversight

While industry data on showroom visit close rates is anecdotal, most dealerships tell us they achieve a 25-30% close rate (50% is the normal, customers only visit 1.5 dealerships) on showroom traffic. Dealers commonly cite that at least half of showroom traffic will buy from someone within 72 hours of a showroom visit. The bottom line is, everybody knows that showroom traffic is primarily made up of buyers who are in the market right now.

However, consumers submitting Internet leads are different on many fronts. Consider these facts:

- Most consumers are shopping multiple brands and multiple dealerships within a brand; for instance, the average consumer who submits a KIA vehicle lead typically visits over seven online sources, submitting on average 2.5 leads in the process
- Most consumers who submit a lead and purchase do so within 30 days, but the buying cycle can be as long as 15 months
- Many dealers and managers have limited oversight to lead responses, typically relying on their internet sales managers (ISM) or business development center (BDC) to tell them what they are doing verbally
- Many dealers cannot identify the significant business risk if essential internet sales personnel defect or are terminated

The bottom line on internet inquiries is that their buy rate is nearly identical to showroom traffic, but with short and long-term buying cycles; therefore, development and oversight of the short and long-term process, is a key responsibility of management.

Analysis Essentials

- Assess available software and hardware technology resources. Leverage automation, mobile access, and vendor support
- Document performance objectives
- To ensure monitoring consistency, schedule time daily/weekly to review prospect contacts
- Randomly sample 5-10% of available prospects' follow-up schedules (outbound emails and calls) to ensure they are adequately followed by dealership staff
- Quantify/grade outbound communications via a dealership 'standard' to develop expectations
- Develop a continuing education process for both sales staff and management

Reporting Essentials

1. 90-day lead volume trend
2. Lead response rate
3. Percentage contacted
4. Appointments set rate
5. Appointments show rate
6. Appointment show to close rate
7. Percentage sold
8. Closing ratio - globally and per sales representative

Staffing/Business Model

The three most common staffing/business models are:

- Dedicated internet sales managers (ISM)
- Distributed sales floor model (i.e., distribute leads to showroom sales staff)
- Business development center (BDC)

The common question is, "Which one works best?"

The objective is to balance the need for fulfilling customer expectations with the talent and operating practices of the dealership. Today's consumers live in a "microwave" society. If a dealer responds promptly, it increases the likelihood of connecting with the consumer. Conversely, if a dealer is unresponsive, the probability of the customer submitting leads to competing dealerships increases exponentially.

For most dealerships, Kia recommends either an ISM or BDC staffing structure approach. Dedicated staff to focus on communications to internet inquiries from "receipt to delivery" can provide the dealership with several benefits:

- When properly trained, a dedicated ISM can devote their full attention to responding quickly and with consistency
- A dedicated ISM is less distracted with other dealership activities such as watching the floor for traffic or being first to the phone for "Sales Line 1"
- Sales management can have tighter control over the online pricing policy when dedicated representatives provide approved price quotes
- A single point of contact who can answer all the customer questions is convenient and most beneficial to the consumer. This can contribute greatly to improved CSI and online reviews

It's vital that the dealership institute appropriate policies and "lead" ownership rules to ensure the ISM is "deal protected" on sales to leads while avoiding sales channel conflicts. One approach that can assist with deal protection is to establish a management appointment confirmation process.

Using distributed sales floor model provides the benefit of getting the entire dealership's sales team involved in responding to online opportunities. However, involving multiple personnel can bring inconsistencies in the follow-up process, timing, and messaging to the dealership prospects via email and outbound calls. Sales management can typically find it more challenging to manage and control multiple people responding to leads.

Lead Volume

Most dealers understand they must have an adequate salesperson headcount to take full advantage of showroom traffic. Dealers know consumers are impatient and if showroom visitors are not greeted promptly, the prospect 'walks' and takes their business elsewhere. At times, the internet prospect can be even more fickle and often intolerant of delayed responses.

Internet prospects can visit multiple dealerships at the same time virtually and eliminate dealerships that fail to meet expectations. Make the internet shopper wait or waste their time by not answering their questions and the lead walks - virtually.

To that end, the maximum lead volume recommendations are as follows:

- Dedicated internet sales manager - 100 leads per month
- Distributed sales model (i.e., distribute leads to showroom sales staff) - 40 leads per month
- BDC - 200 leads per month per each BDC representative

Job Description & Skillsets

The following job description is based upon the model of a dedicated “lead-to-delivery” approach used in dedicated internet sales departments and BDC’s.

Summary of Responsibilities

- Process and continue prospecting internet inquiries from receipt of the lead to the vehicle delivery
- Respond to leads in 15 minutes or less
- Adhere to dealership pricing policy
- Achieve dealership objectives for defined dealership performance metrics
- Complete all CRM tasks daily
- Record all contact attempts and discussion notes into the dealership’s CRM/ILM summary of desired skills, attributes, and experiences:
    - Successful sales experience
    - Strong digital (email, text, and phone) communication skills
    - Exceptional process skills
    - Comfortable using traditional business software and hardware

Other Duties

In most dealerships, managers have multiple responsibilities. Depending on how your dealership operates, your ISM may be best suited for:

- Managing the digital retailing process
    - Digital retailing lead forms
    - Proper pricing and incentives
- Managing the dealership website content and specials
- You may want your ISM to review your website provider offerings to make sure your dealership is taking full advantage of your website’s capabilities
- Working with Kia Digital certified vendors and other lead generation sources to generate more traffic, including:
    - Search Engine Optimization (SEO) or Search Engine Marketing (SEM)
    - Manage dealership chat, social media, and reputation management

Sample job description encompassing all business models:

Internet Lead Manager (ILM) - Sample Job Description

Marketing Goal: Create/maintain traffic through targeted marketing strategy on and off the web.

- Manage arrangements with the lead providers
- Sign up and work with Kia Digital Certified Solutions (KDCS) digital advertising providers
- Brand the dealership's URL within the market
- Update traditional advertising and add dealership website URL on every dealership document, communications, and digital signatures
- Design/update your website to give customers the information they need to buy a vehicle
- Review and update inventory and vehicle pictures
- Convert website visitors into leads by ensuring that your call-to-action buttons are value-based
- Update website pages, including specials, navigation, staff photos, and dealership pictures
- Ensure all review sites/listing pages are updated with correct contact info including, name, address, photo, and URL
- Test lead forms on all sites where inventory is live monthly
- Mystery shop yourself and your competition regularly
- Hold monthly manager meetings to share ideas with dealer, general manager, and other managers. Review other items that make the site more interactive in conjunction with the dealership's marketing messaging
- Study web trends and statistics to analyze the following numbers:
  - Unique visitors (how to adjust marketing strategy to attract more visitors)
  - The visitor to lead ratio
  - Average time spent on site
  - Source of visitors
  - Effectively market current offerings to your customer database
  - Reports should be provided to managers and employees every month to count traffic, unique user sessions, request for quotes, and include the average cost per sale for each lead provider
  - Use reports to identify strengths and weaknesses to improve strategy
  - Provide continuous training for department specialists

Process Goal:

Design & implement a customer-friendly process to transform leads into appointments and appointments into sales.

- Setup and manage the operations and business rules in the dealerships CRM
- Update the autoresponder, personalized email templates, and word tracks
- Standardize and personalize initial email responses
- Initial Phone Call: Answer the customers' questions and schedule an appointment
- Confirmation calls: Have a management confirmation process in place
- Verify all information in the CRM is accurate and up to date before the appointment
- Update appointment board daily
- Complete an appropriate delivery to include a dealership service walk and introduction
- Follow-up with those customers who did not make an appointment
- Follow-up on missed appointments and try to re-schedule
- Follow-up with unsold customers
- Follow-up with sold customers electronically with a thank you, service reminders, vehicle anniversary, recalls, and requests for referrals

Reporting:

Create and distribute reports.

- Number of unique visitors
- The visitor to lead ratio
- Number of leads generated from your website; the number of leads generated from lead providers
- Response time
- Number of calls per day
- Appointment ratio, appointment show ratio, closing ratio
- Average grosses (front and back end)
- Percentage of trade-ins to transactions

Sample skillsets, personality, and traits:

- Sales experience (in the automotive industry) preferred
- Solid working knowledge of the Internet
- Proficiency with digital marketing, social marketing, and reputation management
- Confidence in their ability to be successful
- Outstanding verbal and written communication skills
- A desire to work in a commission and performance-based environment
- Great attitude with high energy
- Excellent customer service skills
- Professional appearance and work ethic
- Self-starter and self-motivated
- Ability to work well in a process-driven environment
- High school diploma or equivalent
- Valid driver license in the state of employment and a good driving record
- Ability to perform multiple software applications
- Possess above average telephone communication skills
- Outgoing personality and an ability to work in a structured, fast-paced environment is a must
- Ability to handle rejection and ask again
- Willing to ask for the business
- Ability to actively listen
- Ability to ask needs defining questions
- Believes persistence is a good thing
- Enjoys the sales process
- Willing and able to continuously train

GM/GSM - Key Performance Indicators

The GM/GSM should conduct weekly meetings with the internet manager to review the following:

- Response time
- Number of calls per day per person on average
- Appointment ratio, appointment show ratio, the closing ratio per person
- Daily task completion checkout
- Internet source analysis including cost per sale data and gross profit
- Quarterly vendor analysis
- Quarterly process and template review
- Conduct monthly training with BDC and sales staff

Consumers preferred method of contact

Finding the consumer's preferred method of contact is a crucial step in the sales process. Using the customer's preferred method of communication will help you get closer to the sale while providing the customer with a better buying experience.

Forms of Communication:

- SMS/Texting - Texting is the preferred method of contact for most consumers in 2021
    - According to PCmag.com (2020): Customers want to interact with their phones, and texting is the preferred method of communication. Most people, 90 percent, open a text within three minutes, compared with the 20 percent of people who even open an email. Texts have a response rate of 45 percent compared to email's 6 percent. And even more tellingly, people respond to a text message within 90 seconds—by contrast, they respond to emails within 90 minutes
- Email - Email is ranked the #2 most preferred method of contact and often goes hand in hand with texting and phone calls. It's common to be texting back in forth with a customer who requests quotes and other information to be emailed
    - According to Marketingpros.com, 72% of adults prefer communications with businesses to happen through email
- Phone Call - Getting a customer on the phone is a dealership's preferred method of contact but often a consumer's least preferred method of contact. A good text and email strategy often get customers to the phone
- Alternative Forms of Contact - Many people use messaging apps like Facebook Messenger and WhatsApp as their preferred way to communicate. Making sure your dealership is accessible to customers who use both might land you parts, service, and sales customers that you normally wouldn't receive

SMS

Follow-up process

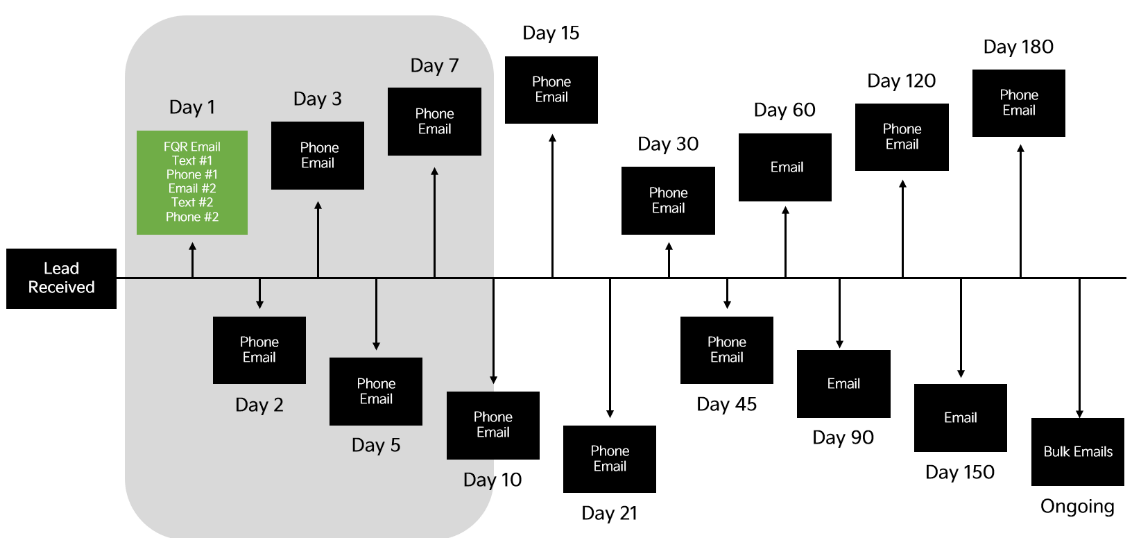
In today's microwave society, consumers are demanding quick, relevant, informative, transparent, and personalized follow-up that not only answers their questions but also provides value and guidance on things they may not have originally considered.

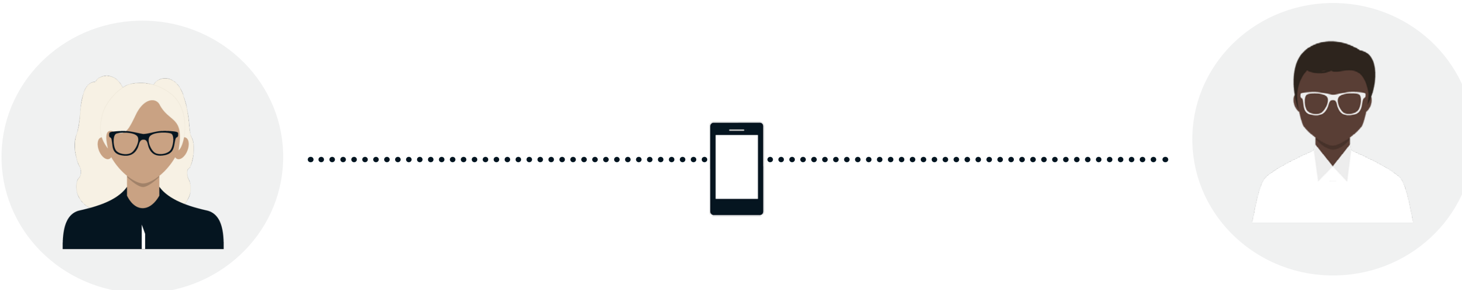
Consider This:

- The consumer has been prompted by numerous websites to "get a quick quote" or "buy online"
- The consumer is accustomed to obtaining instant pricing on all types of goods and services across the web
- Consumers are submitting anywhere from two to five leads during their shopping process and are likely getting two to three auto responses per lead

We recommend a follow-up process from day 1 through day 180 with special emphasis on short-term follow-up. More than 50% of consumers purchase within the first 7 days.

Sample Short-term Follow-up Process





SMS and Texting

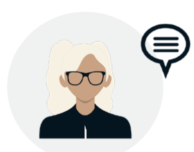
Consumers today prefer text far above all other forms of communication. A great texting tool and the process will give your customers an easy way to do business with you.

SMS/Text Tips

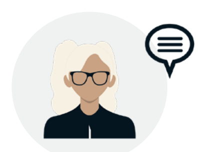
- Make sure your dealership has written rules for texting customers (which adhere to your local and state guidelines) and make sure all the staff is educated on your dealership's texting policy
- Only text/SMS customers who have given you consent. Many CRM's offer texting tools that will only allow messages to be sent to customers who opt-in. Don't forget to give your customers an opt-out option
- Keep the number of texts sent to a minimum. If a customer didn't respond to your first two messages, they probably won't respond to your third and fourth. Don't be annoying. A simple "opt-in" text is usually all you need
- Keep your messages personalized and short. Don't write a book. Be relevant. Be informative
- Text like a professional. Keep the slang and #s to yourself
- Only text during normal business hours. You're going to make a lot of enemies texting folks on Sunday mornings at 8AM

SMS/Text Message Examples

The <year>, <model> that you are looking at is available. [Answer the lead question]. Click here to [depending on dealer customize with chat, schedule test drive, digital retailing VIN specific link]. Thank you, [contact name and info] Reply STOP to end.



Hello <customer>, this is <salesperson> at <ABC Kia>. I received your request and am excited to assist you. Many people prefer to communicate via text. Would that work for you? Reply YES to confirm. Reply STOP at any time to end. MDG & data rates may apply.



Hi <customer name>, this is <salesperson> with <dealership name> Sales and Leasing team. I just emailed you your vehicle info request and I'd really like to go over the details with you. I can answer all your vehicle, costs, trade, finance, and credit questions. May I communicate with you via text? MSG & data rates may apply.

Steps to a Great First Quality Response (FQR)

As the saying goes, "You only get one chance to make a good first impression", and that's why you must make your first email your best email. Let's examine the steps to delivering a great FQR and an example.

1. Respond in under 15 minutes
2. Read the details of the request
3. Address/acknowledge all the customer's questions
4. Confirm vehicle/model availability
5. Provide pricing information (I.e., price quote, payment/lease range, price range, etc.)
6. Provide the consumer with a call-to-action and clear next steps (Test drive, vehicle inspection, trade-in valuation, vehicle presentation, or appointment)
7. Make sure all dealership contact information is included
8. Keep messaging short, direct, and simple. Less is more

Initial First Quality Response Examples (FQR) #1

Subject Line: Check Out Your Kia K5 Quote for Jane from John at ABC Kia

Hi Jane,

My name's John and I'm with the sales & leasing team here at ABC Kia. The Kia K5 you inquired about is still here and available. Find your quote below and please let me know if you served in the military because you may qualify for additional discounts.

2022 Kia K5 LXS #8K0060
$24,680 MSRP
-$1,098 ABC Kia Online Discount
-$1,000 Rebates/Manufacturer Incentives
$22,582 Your ePrice
(Quotes do not include tax, tags, or fees)

By the way, would you like me to prepare you some finance or lease options?

Talk to you soon,

John Smith/Habla Español
ABC Kia Sales & Leasing Team
Call/Text 310-808-9999
jsmith@ABCKia.com

Initial First Quality Response Examples (FQR) #2

Subject Line: Check Out Our Kia Sportage Pricing from John at ABC Kia

Hi Jane,

My name's John and I'm with the sales & leasing team here at ABC Kia. We have over 20 Kia Sportage models in stock and available to choose from. You'll see some of our pricing below. Please let me if you are military because you may qualify for additional discounts.

2022 Kia Sportage start as low as $24,090
2022 Kia Sportage start as low as $20,544
Certified Pre-Owned Sportage starting as low as $14,988
(Pricing does not include tax, tags, or fees)

Would you like me to prepare you some finance or lease options?

See our full inventory and buy online here:
www.AbcKia.com

Talk to you soon,

John Smith/Habla Español
ABC Kia
Sales & Leasing Team
Call/Text 310-664-0772
jsmith@ABCKia.com

Short-term Email Follow-up Examples

Option A

Subject Line: Quick question from John at ABC Kia

Hi Jane,

I almost forgot to ask if you had a vehicle that you planned on trading in or replacing?

Take Care,

[Insert Signature]

Option B

Subject Line: Quick question from John at ABC Kia

Hi Jane,

I almost forgot to ask, would you like me to prepare you some finance or lease options?

Take Care,

[Insert Signature]

Option C

Subject Line: Quick question from John at ABC Kia

Hi Jane,

I almost forgot to ask, are there any features such as leather, moonroof, reverse camera, GPS/navigation, or Bluetooth that are important for you to have on your next vehicle?

Take Care,

[Insert Signature]

Management Email: Day 3

Subject Line: A Message from the General Manager of ABC Kia

Dear Jane,

My name is John Smith and I'm the General Manager here at ABC Kia. I want to personally thank you for your recent inquiry and to let you know that we have an open-door policy for all our future, present, and past customers. Your complete satisfaction is my top priority and for any reason, if you feel that we have not met your expectations or answered all your questions, then please contact me directly.

Sincerely,

[Insert GM Signature]

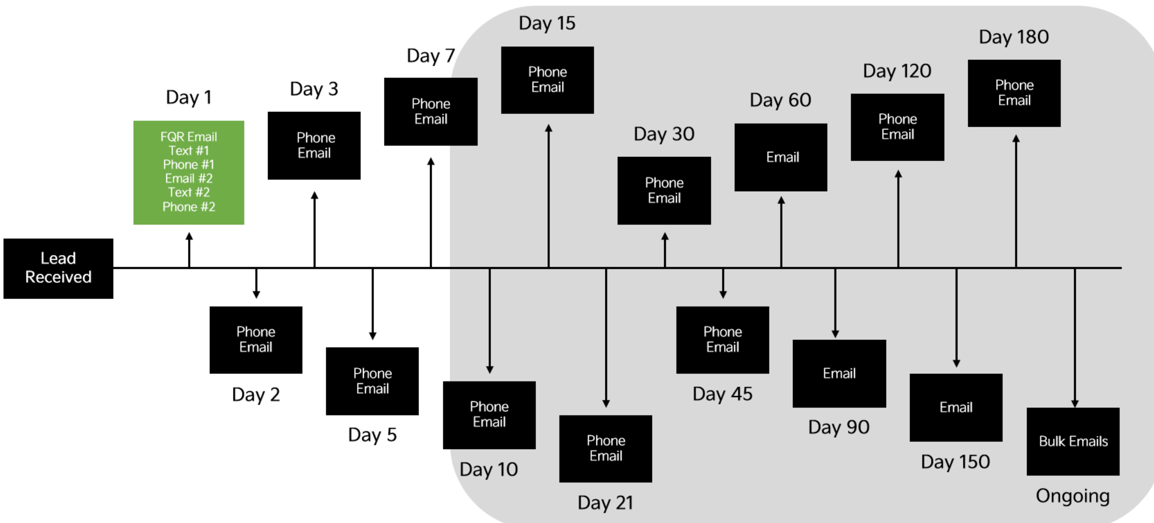
After hours Autoresponder Example

Auto-response emails are NOT recommended to send to customers during normal business hours, but an after-hours response is acceptable.

Sample Long-term Follow-up Process

We know consumers submit leads primarily to obtain pricing and availability information, but at what stage in the vehicle buying process do consumers submit leads? The answer: all stages!

Beyond having a great short-term follow-up process, having a solid long-term follow-up process is crucial to nurturing future sales. Did you know that email has more impact on engaging an older lead than a phone call?



Long-term Email Example

Subject Line: New incentives and discounts update from John at ABC Kia

Hi Jane,

This is John Smith over here at ABC Kia. I'm reaching out to you because new factory incentives just came out and I think this new pricing is in your favor. May I prepare and send you a new updated quote?

Don't forget to let me know if you are military because you may qualify for additional discounts.

Talk with you soon,

[Insert Signature]

Below are some best practices:

It's sometimes easier for things to go wrong than right when it comes to a good FQR and follow-up. Below are some do's and don'ts to help you perfect your follow-up strategy.

- Regularly test your emails to make sure they look good on mobile devices
- Make sure all website links, phone numbers, or email addresses work and are "clickable"
- Take it easy on graphics, big headers, and pictures. Never use stock photos
- Don't forget to run spell-check
- Make sure your emails contain a signature from a person
- Make sure the email sender's name matches the person's name in the signature
- Regularly test your emails for spam and Gmail promotion tabs
- Avoid excessive emailing. Three or more emails on any day are excessive

Phone Skills

It is crucial for you and your team to be able to effectively communicate via the phone. Whether fielding inbound calls or making outbound phone calls it is imperative to be well-practiced at handling customer questions and understanding the next steps in your dealership's sales process. Often the next step is setting an appointment with the customer to visit your dealership, but any action to continue your sales process is a step in the right direction.

Call guides are a great tool to set the foundation for phone skills and can be tailored to your dealership's process. Call guides help give everyone direction, allow flexibility for individual speaking behavior, and are a great tool for staying practiced on phone skills.

The following are recommended call guides for your team to use:

- Inbound sales call
- Outbound internet lead call
- Voicemail messages (it is good to have a variety of available messages to leave that will entice a call back)
- Manager call
- Appointment confirmation call



Here are a couple of examples:

Outbound Internet Lead Call Guide

- Hello <Customer>, I wanted to call and thank you for taking the time to shop on <Website> for a <Vehicle>. This is a great choice, and I just confirmed that the <Vehicle> is still available. When do you think would be a good time for you to stop in to see and drive it?

Voicemail Call Guide

- Hi <Customer>, this is <Salesperson> from <ABC Kia>. I received your vehicle request, and it looks like I have what you are looking for. Please give me a call back when you get the chance. My number is <Phone Number>.
- Hi <Customer>, this is <Salesperson>. I wouldn't call you if this wasn't important. Please give me a call back as soon as you can. I should be here for about another hour or so. The number is <Phone Number>.
- Hi <Customer>. If this isn't the best way to communicate for you, you can text me at <Text Number> or email me at <Email Address>. I look forward to helping you out in any way that I can.

Remember, practice makes perfect, and it is vital to continuously practice your dealership's call guides to keep your phone skills sharp. Frequent meetings with role-play scenarios are often effective at doing this.

Pricing Strategy

Recent studies report 78%+ of people researching the purchase of their next new vehicle, turn to the Internet as their primary resource. Within the online space, there are a growing number of consumer sites claiming to have the most accurate trade-in, invoice, MSRP, and actual transaction values information. These sites include but are not limited to KBB.com, Truecar.com, Edmunds.com, Cars.com, and Autotrader.com. With little consistency or oversight across these websites, your sales staff should be prepared to interact with consumers who have potentially inaccurate pricing expectations based on their online research and/or, who appear 'hostile' during communications.

Consumers are more likely to engage with sales staff when the dealer exhibits transparency and provides the consumer with a fair quote.

The following are some tips to accomplish those goals. To provide an effective pricing strategy, one of the most important factors is to completely understand the landscape:

- How are local Kia dealers pricing the best-selling vehicles?
- What incentives are local Kia dealers using to entice prospects (examples - coupons, test drive offers, service incentives)?
- Where are local Kia dealers positioning their marketing strategy - digital versus conventional?
- What are the other relevant OEM competitor dealers doing (example - Hyundai, GM, etc.)?
- When quoting a price, make sure you put a reasonable 'good for period' or end date on the quote to spur consumer action

The goals are simple... increase sales to leads while holding gross, whether an internet lead, phone-up, or walk-in. Define a process and utilize your CRM software to increase the opportunity to reach those goals. For examples of successful templates that provide price and yield higher levels of consumer response, please see the first response section of the Kia Digital Fundamentals Guide.

CRM Utilization

Now is the time to think differently about how your sales team utilizes the CRM.

If we have learned anything during the pandemic, it's that vehicles and consumer behaviors have changed drastically. Your CRM is the single most powerful tool in communicating and further driving your customer down the sales funnel.

Most dealers struggle with outdated processes, especially with their CRM setup. In addition to that, many dealerships use their CRM to send an auto-response (during normal business hours), and then follow-up with emails without any engaging content; sometimes it appears they haven't even properly read the lead. Additionally, phone calls tend to contain redundant themes which can lack a personal element.

Here are some tips/best practices to increase customer engagement and maximize your ROI:

Accountability

- Train your staff well and hold them accountable daily for their follow-up
- Daily check-out reports are very helpful in setting good habits with your floor staff
- Record all contact activity including phone call attempts in the CRM
- Most CRM's will automatically capture any electronic communications to or from the customer, but make sure that phone call notes are also entered into the CRM

Workflows

- Lay down some ground rules separating floor sales from the internet
- Automating follow-up task assignments helps your sales staff do their job faster, more accurately, and more efficiently with fewer resources
- Always text from the CRM so anyone who follows up in the CRM can see what the last person has discussed with the customer. Avoid texting from personal cell phones whenever possible
- Fresh up and phone up leads need to have separate business rules/follow-up than internet-based leads and digital retailing ups

Set Realistic Expectations

- Sales staff need to rely on automated tasks to be assigned for each customer specific to their lead source, contact status, and age of lead
- Sales staff need to be trained to recognize each of these statuses' as they work through their daily tasks to provide high-quality responses

Notes

- Notes, notes, notes - "if it's not in the CRM, it didn't happen"
- The next person to read it should understand the status and next need to the customer and pick up without delay

Reporting

- Assign dealership staff to analyze and report on CRM usage and to ensure accountability of both staff and marketing sources

By engaging in these strategies in the CRM, it gives your dealership a straightforward roadmap for closing immediate and longer-term opportunities, automatically moving them through the pipeline based on replies and actions and their most recent status. This will allow you to monitor sales activities quickly, increase customer engagement, schedule appointments, and sell more cars.

For most online shoppers, their first experience with your dealership and your brand is your dealer website. Your website is one of the most important digital tools to utilize when capturing new audiences. There are best practices that should be implemented to help ensure that your dealership website is providing the best consumer shopping experience. Your site should focus on making it easy for consumers to view inventory, make purchase decisions and contact you.

Website Best Practices Include:

1. Use Custom Inventory Photos

Taking pictures of actual vehicles on your lot will help increase both Vehicle Details Page (VDP) views and form submissions. Some tips to consider when taking inventory photos:

- Shoot multiple angles of the vehicle to increase user interaction
- Brand your photos with dealership name, URL, and phone number
- Take photos in good lighting. If possible, use a consistent location as a backdrop for all vehicle photos

2. Trim Level Inventory Labels

Often, shoppers are looking at offers that apply to specific trim levels. Make it easy for auto shoppers to search your inventory and find exactly what model they are looking for by including trim levels in inventory labels.

3. Inventory Pricing

Shoppers have said dealer websites are the #1 most useful source for vehicle pricing. Internet pricing should:

- Be consistent with your pricing in other promotions and advertising
- Layer in stackable incentives so consumers can see all offers they are potentially eligible for. This capability is either included in your website package or available as an add-on
- Be transparent and list inventory pricing on VDPs. Listing "call for price" or using inventory locking can create frustration and distrust

4. Finance & Conversion Tools

Adding conversion tools to Vehicle Details Pages help consumers easily assess if they can afford the vehicle they are viewing. The most common conversion tools include:

- Trade-in tools: Allows consumers to easily see how much their current trade-in is worth
- Payment Calculator: Allows consumers to determine what their monthly payment would be
- Ensure payment calculator is defaulting to reasonable APR amounts

5. Homepage Slideshow

These are your "digital billboards" that users will see when they first land on your site. The homepage slideshow should:

- Feature current, compelling retail specials and or offers
- Be limited to 3-5 banners at a time. Anything more will not be seen by the customer
- Have a clear, easy-to- read message. You only have 3 to 4 seconds to get your message across to the user

6. Call to Action Buttons

The CTA, short for call to action, is a button or link that invites your customers to participate in a certain activity. CTAs should always:

- Stand out on your page to drive customer engagement
- Serve as a bridge between information and participation
- Redirect users to the appropriate, relevant pages

7. Call Tracking Numbers

Implement department-specific call tracking numbers through your website provider to be able to track call volume, listen to recorded calls and see where your calls are coming from (paid search, organic, etc.). If you want to use your call tracking, website providers can use a call forward so that both of you can track call activity without disrupting the consumer experience.

8. Hours & Directions

Show your customers where you are and when you're open. Include a prominent link in your website navigation to your dealership's hours of operation and directions.

9. Alternative Contact Methods

Make it easy for potential customers to communicate with your dealership. Provide multiple means for shoppers to contact your dealership (e-mail, phone, text, chat, etc.)

10. A/B Testing

Work with your provider to do A/B testing to see what colors, placement, icons, etc. get the best performance.

Additional Website Optimization Opportunities:

1. Mobile-First Approach
   - Site traffic to automotive websites is overwhelmingly mobile and you must view your website through the eyes of the consumer
   - Mobile design and functionality need to be prioritized (font size, placement of CTAs, and click to call)

2. Chat Tool
   - Your site must feature a chat tool
   - It must be easy to use and quick to respond with relevant and ready responses

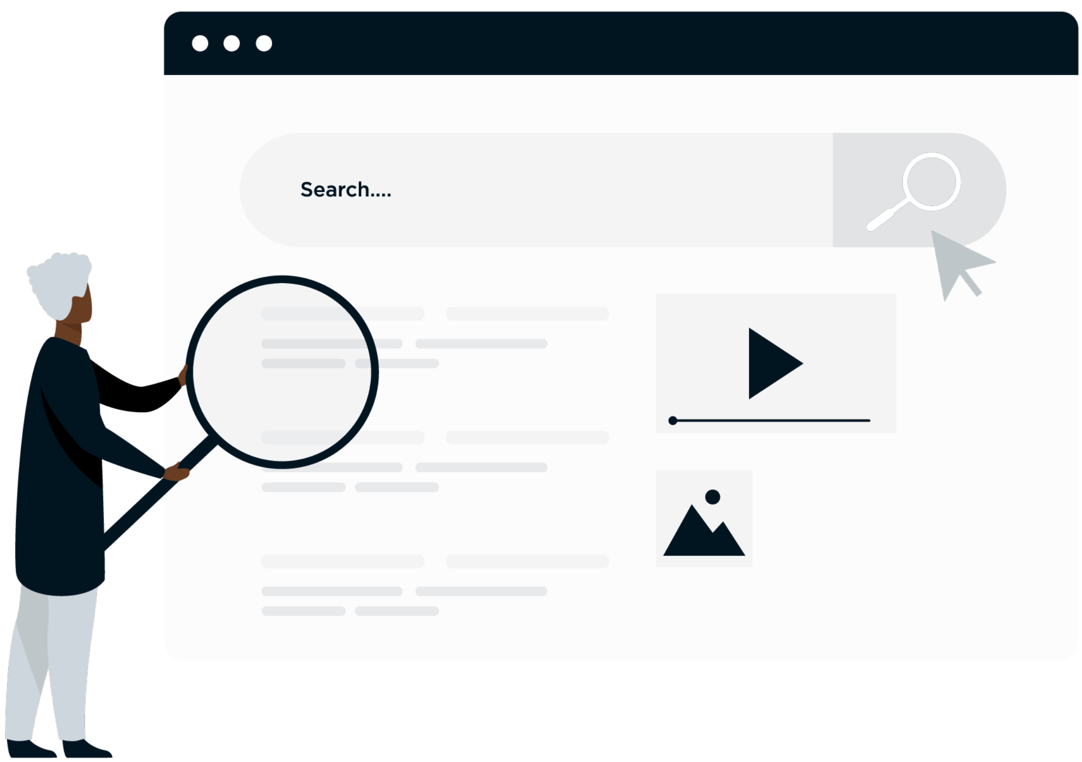
3. Specials
   - There needs to be a special tab located in the main navigation of the website
   - The specials section needs to be full and frequently updated
   - Subcategories need to include the following
     — New specials
     — Pre-owned specials
     — Service specials

Things to consider when adjusting your website:

- The site user experience should be paramount
- Does the button I click on take me to where it is intended?
- Are the main features of the website readily available and easy to access?
- The site should be clear of clutter and pop-ups that block content

To make sure that these best practices are in place, it is critical that someone at your dealership is designated as the primary person for website maintenance and to work with the website provider. In addition to implementing best practices, this person should also be:

- Studying the competition to know what other brands are advertising in your market
- Monitor analytics and track your website's performance so they are aware of month-over-month (MOM) and year-over-year (YOY) trends
- Facilitate A/B Testing with your website provider to see what colors, placement, icons, etc. get the best performance



Paid Search Optimization

Search engine traffic is highly targeted. Your dealership's presence in paid and organic search results providers your dealership visibility, branding, website traffic, and insight into customer behavior. Below are some best practices to use when optimizing your dealership's search engine presence.

Paid Search Optimizations

1. Ad Linking

Don't link paid search ads to your homepage. Customize your ads to deep link users into relevant website pages:

- Link ads to relevant pages based on keyword search. If a user is looking for Kia K5 offers, link the ad to your Kia K5 inventory or a K5 offers page
- Consider developing special landing pages as a specific destination for your paid search traffic
- Relevant content linking will improve your Google Quality Score, increasing your chances of securing a top position for your ads

2. Ad Construction

Paid search ads can be customized to match specific keyword searches. Tailoring your ad headline and ad copy to align with specific keywords will increase click activity and conversions.

- Build vehicle-line specific ads that match specific keyword searches
- Include the most important information in the ad headline- dealership name, phone number, retail offer or payment, etc.
- Serve ads with retail messaging for searches with intent keywords like 'offers' or 'payment'

3. Ad Extensions

Ad extensions provide additional information and let consumers take action directly from the search results. Make sure to enable these extensions at the campaign level:

- Sitelink Extensions: Take people to specific pages on your site: New Inventory, Hours, Schedule Service, etc.
- Callout Extensions: Highlight unique inventory product features like "31 MPG max mileage"
- Location Extensions: Make it easier for consumers to find your location by including your address, directions, or the distance to your dealership
- Click-to-Call: Show your phone number so consumers can click from their mobile device

4. Campaign Targeting

- Use sales data to target the zip codes where you sell most of your cars
- View ad performance by location to evaluate what is working and where
- Exclude zip codes that don't perform well, to optimize spend

5. Mobile Optimization

Use mobile-specific best practices to improve performance and ensure there is a dedicated mobile budget:

- Use expanded text ads that provide more space for your ad text
- Write effective mobile ads that have compelling headlines, strong call-to-actions, and descriptive text

6. Keyword Coverage

Align paid ads with tier 1 and tier 2 messaging by focusing the majority of spend on lower-funnel terms in the "Can I Afford It", "Am I Getting a Deal" and "Where to Buy" Micro Moments outlined below.

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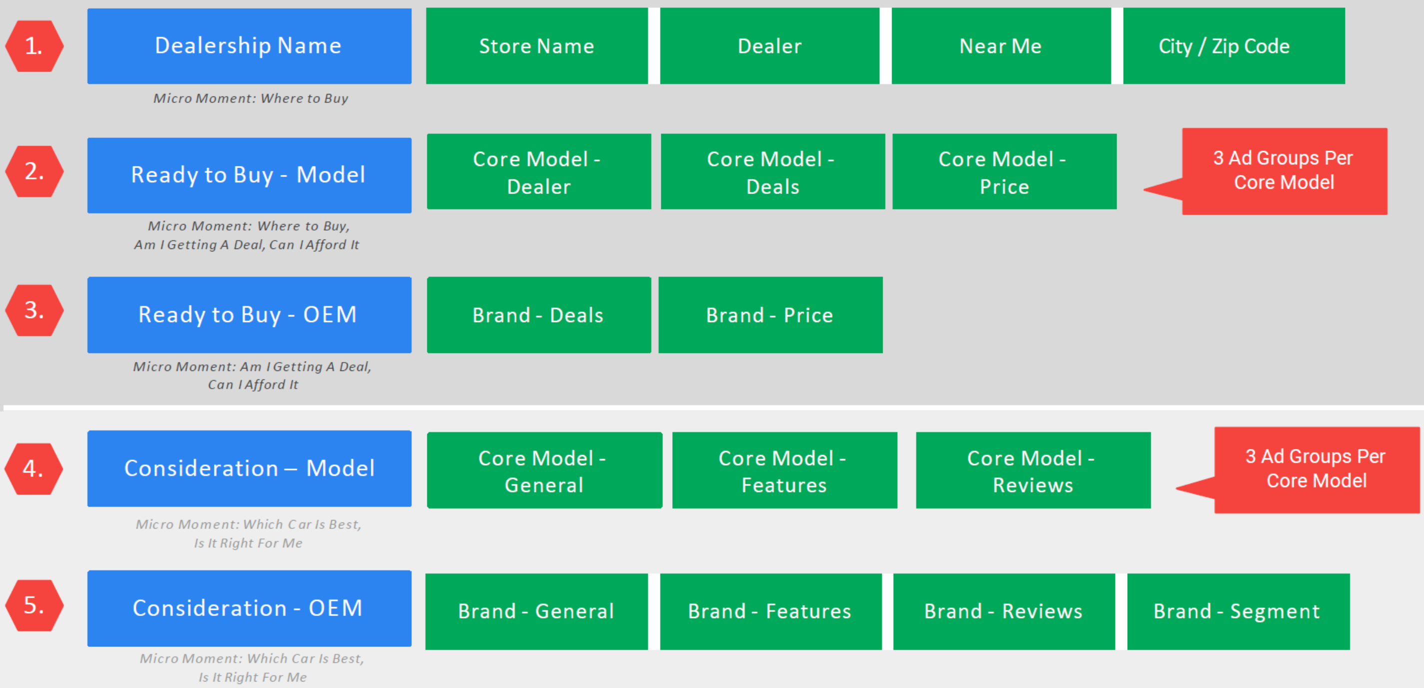

To make sure that these best practices are in place, someone at your dealership must be designated as the primary person reviewing performance with your digital advertising provider. In addition to staying current on best practices, this person should also be monitoring analytics and reviewing digital advertising performance, so they are aware of MOM and YOY trends at your dealership.

Digital Retailing Best Practices

Digital Retailing brings e-commerce to your website and allows customers to transact the way they want to instead of how cars have traditionally been sold. Having a good digital retailing workflow within the dealership is essential to the customer experience.

1. Marketing and Awareness

   Bringing awareness to your digital retail tool is essential for your customers to know you offer the opportunity to buy a vehicle online, through your website. Consider the following best practices for marketing and advertising of your digital retailing tool.

2. Create “How To” and “Why Buy” landing pages

   Having a landing page where the website visitors can learn how to use the tools you have on your website, along with a landing page that describes the modern retailing experience you provide will help shoppers better understand the most efficient path to purchase with your dealerships.

   - Homepage Messaging
     - Make sure you’re touting your online shopping experience front and center on your homepage
   - Personalized Messaging
     - If your web platform supports personalization standards, serve visitors with relevant messages based on their previous shopping history, or where they’re located
   - Tell your story with Video
     - Incorporate a video on your landing page and/or homepage section to quickly show your customers the benefits of buying online from your dealership

3. Website Implementation

   Having your website setup properly is essential for digital retailing to work properly. Consider these best practices for website setup for digital retailing.

   - Navigation and Calls to Actions (CTA)
   - The proper use of CTAs will help drive your customer further down the funnel and direct them on what to do next. Using digital retailing focused CTAs will bring clarity to the process. These CTAs should include: Checkout or Start My Deal, Value My Trade, and Get ePrice
   - Having options for customers who are not yet comfortable with buying online is also essential. Not all customers will want to start their deal or want to value their trade, so having other CTAs such as “Get ePrice” or “Check Availability” is necessary

4. Pricing

   - Make sure the price within your digital retailing tool matched the price on the SRP and VDP. Pricing consistency is essential to a good customer experience

5. Custom Vehicle Photos

   - When customers choose a vehicle and are ready to begin the process of engaging with the digital retailing tool, the first thing they are going to look for is customer photos. Having multiple custom photos for all inventory will increase time on site and customer engagement

5. Appointing a Digital Retailing Champion
    - Digital retailing opportunities are not leads rather a digital up. The handling of these digital ups is different than your standard lead forms. Because of this, these customers need to be handled differently. These customers have already completed one or more parts of the sales process to include backing into a payment, valuing their trade, selecting their F&I products, or placing a deposit on a vehicle
    - Appointing a point person, or digital retailing champion within your store is essential to these customers getting the service they deserve. This person needs to be able to desk a deal and interact with the customer as if they were sitting in the showroom
6. CRM Workflows and Readiness
    - Setting up a separate CRM workflow for digital retailing opportunities is essential. As mentioned, these leads are not standard. These customers have already desked themselves and are ready to buy. The intent is very strong and therefore, the workflows within the CRM need to reflect this
    - CRM readiness is a vital step in your onboarding process of digital retailing. As these leads are unique, the CRM process must too, be unique. This includes establishing the routing and creating work plans as well as lead responses that can be modified based on the customer's needs for personalization easily. Your CRM must be able to identify these leads and group them. For example, if a customer completes a portion of the process on separate occasions, your CRM may mark these leads as duplicate, when in fact, they are not, this process must be established within your CRM
7. Sales Process
    - Once you have setup your CRM process to recognize these opportunities, you will want to ensure your people can do the same. Your sales or BDC team will need to acknowledge the steps already completed by the consumer and address these items in a custom follow-up process. Additionally, all team members who are approved to work these opportunities, need to fully understand this tool and its functionality to best support their customers

Reputation Management

Reputation management helps your dealership drive traffic while improving loyalty and customer satisfaction by taking control of your dealership's online reputation. Generally, reputation management is the practice of improving the perception of your business in the eyes of potential customers.

On average, customers read 10 reviews before deciding, so making reviews easily accessible will help facilitate and promote purchases. According to BrightLocal, of the people that read reviews, 97% also read responses. As part of an effective review strategy, we recommend you respond to every review. Doing so will help solve customer problems, increase customer loyalty, and show future customers that you care enough to be engaged.

How to respond to positive reviews:

- Work keywords into your positive review responses
- Use the customer's name
- If a customer mentions a product, repeat it in your response
- Mention additional products you sell, when and where appropriate
- Share your company values

How to respond to negative reviews:

- Stay professional
- Don't speculate
- Minimize emotion
- Present the facts
- Apologize for the customer's frustration or concern
- Don't publicly admit guilt for the issue described in the review
- Avoid public accusations of review fraud
- Provide the next step and move the conversation offline

To increase the volume of reviews, you should ask each of your customers for feedback once their sales experience is complete. There is nothing wrong with asking your customers to write reviews. Customers with positive experiences usually need more encouragement to share feedback than customers with negative experiences. It is simply human nature to be more outspoken when you are frustrated.

Google Business Profile - Formally Google My Business

This is an extremely important and valuable local search tool from Google, and it is free. By claiming and optimizing your listing, you can rank higher in local search results for your products and services. Frequent updates and new information will help show Google and consumers the ongoing viability of your business. It will lead to more clicks, more location requests, more in-store traffic, and more sales. It is important that it is checked regularly to ensure accurate information and that it is complying with Google Business Profile guidelines. Read below for the benefits of a completed GBP.

- A completed GBP listing can single-handedly improve a business's local SEO ranking
- It sets an immediate first impression for searchers who see your business's essential info listed on the right-hand side of the interface
- GBP has Google Maps integration, which makes it easier to find your business on the world's most widely used mobile map and directions app
- Direct messaging optionality — customers can send messages directly to your company phone or email via the GMB interface
- Customer reviews are displayed under your GMB profile, giving your business social credibility

Google Business Profile best practices:

1. Complete your business profile information
2. Post relevant content on your Google Posts section
3. Upload high-resolution images
4. Monitor your Google my Business Q&A section
5. Collect and gather Google Reviews
6. Build out the Products section
7. Setup separate Google Business Profiles for sales, service, and parts
    - Tie them together under the primary account - Sales

Within the Google Business Profile, it is recommended that you:

1. Take charge of your first impression
    - Add essential info
    - Share photos, logo, and more
    - Show your customers who you are
2. Easily connect with your customers
    - Create posts, offers, and events
    - Respond to reviews
    - Send and receive direct messages
    - Post answers to frequently asked questions
3. Showcase what your dealership has to offer
    - List your products
    - Offer your services

Appendix

Glossary of Terms

There are several terms and words in this document that may be uncommon to you. The automotive industry loves its acronyms! Below is a glossary of some of the terms used in this document along with other commonly used words and phrases.

1. CRM/ILM: Customer Relationship Management/Internet Lead Management
2. DMS: Dealer/Data Management System
3. Dealer Website: The primary URL or web location of the dealer's virtual showroom
4. ISM: Internet Sales Manager
5. BDC: Business Development Center
6. ILM: Internet Lead Management
7. F&I: Finance and Insurance
8. FQR: First Quality Response
9. Close Rate: The number of cars sold/number of leads over a period of time
10. KPI: Key Performance Indicators
11. VDP: Vehicle Details Page
12. SERP: Search Engine Results Page
13. MSRP: Manufacture Suggested Retail Price

Sources:

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