



Talent & Organization

Put the right talent in the right places within your organization

When preparing for a fully online eCommerce transformation, start by considering your talent and organization. Some of the roles and processes necessary to successfully complete an online sale will feel counterintuitive to dealership team members who are accustomed to in-store and online/in-store deals. Appropriate coverage and support may require a mixture of training, thoughtful staff reallocation, and new hires. You will want to review your organization and be staffed with the right types of talent within marketing, sales, and operations to drive online transactions.



Talent & Organization (continued)

Traditionally, digital marketing has played an important role in creating awareness and leads (click-to-mortar). For marketing to successfully drive transactions, it requires individuals who can build awareness and clicks, but also requires eCommerce experts who can drive conversion through the funnel to drive transactions. You may have an agency who does this or full-time personnel, but it is a critical component to eCommerce success.

Another vital area within the organization is sales. Currently you have a compensation model built around your brick and mortar and online/in-store model. A fully online model would likely require adjustments to compensation plans to incentivize the actions necessary to encourage online transactions and ensure profitable digital retailing transactions. For example, one model may have the sales team taking on more of a concierge role, helping to support and guide the deal through to completion. This hospitality-oriented mindset should extend to other staff members as well, including any new roles added specifically for eCommerce fulfillment.

Finally, an organizational change may be required within F&I. The F&I role will need to be modernized as the consumer completes more of their traditional tasks online. Digital retailing and eCommerce take away some day-to-day manual data entry work such as inputting credit applications and running bureaus, which allows F&I managers to spend their time concentrating on the more complex deals and increasing sales volume.

These adjustments to your team will help focus each department on the consumer-first mindset necessary to result in sales while creating notable experiences for each customer.

