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VIRGINIA

Q4 2022

INDEPENDENT NEWS

2022
CONVENTION
HIGHLIGHTS
SEE PAGE 6!

MATT McMURRAY
CAMPUS AUTOMOTIVE
2022 VIADA QUALITY
DEALER OF THE YEAR



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Season's Greetings

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CRAIG AMELUNG,
PRESIDENT, VIADA
GENERAL MANAGER,
MANHEIM'S MID-ATLANTIC MARKET

I am truly humbled and honored to have been selected as President of the Virginia Independent Automobile Dealers Association for the 2022-2023 term. When I look at the list of past Presidents who have served this great association, I am in awe of the success that they achieved in their careers and am grateful for the countless contributions that they have made to grow this association.

MY COMMITMENT IS THREE-FOLD

Partnering with the outstanding team in Richmond, my commitment to our members is three-fold:

- We will continue the great work of my predecessor, Don Sullivan, and the VIADA team to increase our membership and bring more awareness to our dealers by scheduling district meetings in conjunction with both New Dealer Operator classes and the in-person Dealer Operator Recertification classes we conduct.
- We will partner with our VIADA staff and our PAC to build partnerships with our state legislators to help educate them on our business. We will invite them to our district and state meetings so they can better know our needs and our goals. Our partnership with the leaders in Richmond has never been stronger than in our 62 years, and we will strive to make these relationships even stronger.

- We will operate with the highest level of transparency and integrity to bring honor to all those who have served before us. Your Board of Directors, Executive Committee, and District Officers will operate with one goal in mind; to grow our association and bring countless training and support opportunities to our members.

In closing I want to thank everyone who makes this association such an incredible success. To the VIADA team in Richmond, our Ladies Auxiliary, our industry partners, our past presidents, our current officers, and our dealer members, THANK YOU! Without each of you, the past 62 years would not be possible.

Joyous holidays to you, your family and your businesses!

Craig



Congratulations!

2022 VIADA QUALITY DEALER OF THE YEAR: MATT McMURRAY



A native of Blacksburg Virginia and a graduate of Virginia Tech, Matt McMurray is the President and Founder of Campus Automotive Inc (District 3). He has more than ten years of experience in the auto sales, repair and towing industries.

Matt's story begins with his father, Steve, who owned Campus Exxon in Blacksburg for more than 30 years. After college, Matt spent eight years as manager and eventually Vice President of Campus Exxon. As a child, Matt always dreamed of being in the car business. Aside from hanging out at his father's shop, Matt would ask his mother to drive him around to car dealerships to look at the cars in the lots. In 2011 Matt started his first towing business, that business would eventually become Campus Automotive, a retail sale and repair shop, in 2012. Today, Campus Automotive employs around 30 people.

Matt has been active with VIADA since first joining the Association in 2009. He has served at the District level in many

roles, including 6 years as Vice President. More recently, Matt has served statewide as a member of the VIADA Board of Directors. Matt has been nominated 4 times by dealers in District 3 as District Quality Dealer of the year. Nationally, Matt was a founding member of the highly regarded NIADA 20 Group and earned the title of Certified Master Dealer in 2012.

Matt also serves his community, serving on numerous local boards and committees, and gives generously to charity. Campus Automotive has 4/5 stars on Google Reviews. These reviews pertain to all aspects of Campus Automotive, including sales, towing and auto repair.

In addition to college, Matt is a graduate of the Automotive Training Institute's Shop Re-engineering program and is an Accredited Automotive Manager (AAM) from the Automotive Management Institute. In addition, Matt is a level 4/5 Wreckmaster. Matt, his wife Jessica,

and their two children, Sean and Taylor, reside in Christiansburg, VA. In 2022 Matt achieved his life long dream of owning a franchise store, Campus Ford in Waynesboro.

The VIADA Quality Dealer Program has come to embody all that it means to be a dealer who is committed to quality, excellence, outstanding customer service, and to making their community a better place for everyone. This award honors dealer nominees representing one of VIADA's districts. Each year, this prestigious award has become more and more coveted...as the standards and what it takes to achieve this award reach new levels with each recipient selected.

The Program was originally created by Dick Keller and is a "One of a Kind" recognition program that VIADA bestows on its members. The program was adopted by many fellow states and by NIADA in 1976. We encourage every member to get involved. ■

ADAPTING TO SURVIVE: 2023 HERE WE GO!



ALVIN MELENDEZ
EXECUTIVE DIRECTOR
ALVIN@VIADA.ORG

After the Annual Convention comes the time for us to look at our accomplishments from the previous year and see how the dominoes fell. I must say that the best achievement was to finally open the VIADA Processing Center for dealer title work and the opportunity to let the consumers know what VIADA stands for. The next win was getting Craig Amelung to accept the role of President for 2022-2023. Craig is a visionary and, under his leadership, I know VIADA will accomplish many new things.

If I were to pick a fresh motto for 2023, it would have to be the word “adapt.” If we don’t adapt, we will not survive. To adapt means to become adjusted to new conditions by developing skills that allow us to face new challenges and situations as they arise.

Last month, I had the privilege of visiting with my good friends Robert and Dale Fisher, owners of Northside Auto Sales in Manassas, VA (photos at right). It’s always nice to see Rob in his open office in the showroom, greeting all of his customers as they come in. It gives you a warm vibe of southern hospitality at its finest. Robert is a past president of the VIADA, a current board member, and serves on the MVDB appointed by Governor Youngkin. His wife, Dale, is heavily involved with many charities, including the VIADA Ladies Auxiliary. Thank you, Robert and Dale, for your excellence in business practices and generous service to the association.

Happy holidays, everyone!



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62ND ANNUAL CONVENTION & TRADE EXPO HIGHLIGHTS

A BIG THANKS

to our dealers, industry partners, sponsors, speakers, staff, and attendees! See you next year!



SEE YOU NEXT YEAR IN NORFOLK! OCTOBER 20-22, 2023



MORE CONVENTION & TRADE EXPO HIGHLIGHTS

A Huge Stamp of Success

By Dale Fisher, President

The VIADA Convention in Roanoke, “Star City of the South,” was productive and fun. In addition to the star on the hill overlooking Roanoke, the auxiliary has some VIADA stars to acknowledge.

The Ladies Auxiliary Charity Auction was once again a huge success. Our star auctioneer, Steven Farmer, and cohort Sonny Arrington encouraged lively bidding that resulted in proceeds totaling \$13,300. These funds will benefit children in the Commonwealth through our Shirlie Slack Scholarship Fund and Fill-A-Wish Program. Thank you to the vendors, dealers, and districts who generously donated items for the event and to our enthusiastic bidders. The “Star” of the Motor Vehicle Dealer Board, William Childress, Executive Director, even took a pie in the face for the 423 Fund, an organization based in Richmond that enhances young students’ learning journey by ensuring they are on an even footing with their peers to achieve their full potential.

The Ladies Auxiliary added a “star” to our *Lifetime Membership* group. Sandra Farmer was recognized for her many years of dedicated service to the auxiliary and VIADA. Sandra joins three other ladies: Bertie Arrington, Carla Ann Keene, and Helen Crigger, who have received this distinguished honor. Congratulations, Sandra!

This officer looks forward to working with the other auxiliary officers and members as we continue to fulfill the mission of the organization as set forth in 1980 by Ida Blair and Shirlie Slack. We welcome new members to join us in our service work and fun. Please visit the VIADA website for more information, viada.org. ■



Dale Fisher, Ladies Aux President



Tommie Melendez & William Childress


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Use This Everyday Technology to Fight Identity Fraud

Mobile and ID scan technologies, now widely used in online banking, could help dealers during online transactions.

By Ken Hill

Synthetic identity fraud is a complex issue that continues to increase each year, posing great problems for everyone from auto dealers to lenders alike. In fact, synthetic identities can be severely detrimental to a lender's rate of losses, as well as the severity of loss, and dealers can face millions worth of chargebacks each year, eating away at precious profits.

According to industry experts, the automotive industry is facing upwards of thousands of synthetic identity issues every month, and possibly accounting for \$1.2 billion in fraud alone.¹

IDENTITY FRAUD EXPLAINED

Synthetic identity fraud is typically a result of fraudsters using any combination of fictitious information in collaboration with data from an actual person. This type of fraud can be difficult to spot, particularly in a digital or automated world. It often goes unnoticed until it is too late and multiple accounts have been opened with a single falsified identity, which can be particularly painful for all involved.

SYNTHETIC IDENTITY FRAUD COMPONENTS

In one example, the fraudster takes his or her new falsified identity and then applies for a new line of credit or an auto loan with the newly created persona. This establishes a credit file at the credit bureaus. The fraudster then pays a co-conspirator to add the falsified identity as an authorized user to their credit card. As the co-conspirator continues to pay their bills on time, this good credit behavior is now associated with the fraudster's new falsified identity. The fraudster now uses this established credit history to open new lines of credit and new identities. This process doesn't happen overnight and takes time to build their lines of credit and credit worthiness. The fraudster is doing all this to work to build up to the "Bust Out."

The "Bust Out" is when the fraudster maximizes all of his lines of credit with purchases and prepares to just walk away. This is where the real danger is to dealers. Right before the bust out and the impact walking away would have on the fraudster's credit, he or she looks to make major purchases – and the number one purchase is typically automobiles.

When dealers and lenders eventually uncover this potential fraud, many will investigate to determine if the right due diligence was performed to identify the consumer at the dealer. It's not uncommon for lenders to ask for buy-backs, particularly when there are repeated cases. **If a dealer cannot document the process they followed, they run the risk of being held liable for the entire fraudulent amount and potentially losing lender relationships.** Ultimately, everyone involved feels the impact to their bottom line.

USING EVERYDAY TECHNOLOGY TO PREVENT FRAUD

The prevention of synthetic identity fraud is not an exact science, and the vast majority of dealers today believe they are taking necessary measures to prevent this type of theft. However, a closer look at these procedures leaves many experts in the industry scratching their heads in disbelief.

Currently, most dealers utilize scanning technology to scan a person's driver's license to satisfy compliance, procedural checklists and to OCR the data to populate the CRM at the time of loan application or even during a test drive. While this process is critical, it lacks a significantly critical element that can potentially prevent or even thwart the vast amount of synthetic fraud attempts.

Scanning of the driver's license is important, but dealers must also utilize verification technology to validate the driver's license and the person's true identity. This additional step helps to validate and verify the individual

via address verification, red flag, OFAC and synthetic fraud checks. It is estimated that 95% of dealers today still don't include this verification step in their process.

With the proliferation of more digital and online shopping, the verification and validation of one's identity is even more critical when a potential fraudster is sitting in the privacy of their own home filling out a loan application. Mobile and ID scan technologies are now widely used in online banking applications, and these could significantly help dealers during an online transaction.

Stop Blaming Friction on the Sales process
The potential counterpoint of friction is baseless. Dealers might feel this additional step creates friction during the transaction. However, millions upon millions of online transactions in other e-commerce platforms take place each day, and the average consumer now expects for this additional layer of security to be a part of any online transaction – especially one that involves the second-largest purchase aside from the home mortgage itself.

Synthetic identity fraud continues to be a growing problem today for dealers and lender partners across the entire automotive spectrum. It is important to have thorough training for all employees to have a higher level of awareness for the potential for synthetic identity fraud. It is also important for dealers to implement what's now considered everyday technology that is no longer viewed as friction by the consumer. While instincts are important, it's even more critical to have access to the right tools and sophisticated technology that can help dealers and lenders spot synthetic identity fraud before it happens. ■

¹autonews.com/finance-insurance/synthetic-ids-phony-employers-among-auto-borrower-fraud-trends

A Blueprint for Safeguards Compliance

By James S. Ganther, Esq., Founder of Mosaic Compliance Services

I look at Safeguards Rule compliance from a particular perspective. Let me explain. Boniface Bernhardt Günther was born in 1866 in Baden-Baden, Grand Duchy of Baden (the German states wouldn't coalesce into a single country until 1872). He studied the building trades in Bern, Switzerland, returning to his hometown in 1888, where he became subject to conscription into the army of the nascent German Empire.

At that time, the German Army could keep draftees until they were 50 years old. This did not appeal to young Bernhardt, so he fled the country and never returned to his homeland until he was fifty – just in case. Like many German draft dodgers of his day, he wound up in Wisconsin. But instead of settling in Milwaukee, he stayed on the north-bound train for another 90 miles. When he got off the train, it was at a town named Oshkosh. The Fraulein waiting for him was named Anna.

Like so many fugitives, Boniface changed his name. He changed Anna's name, too, when she married him and became Mrs. Ben B. Ganther and my great-grandmother. In 1900 – the year my grandfather was born – Ben founded a construction company bearing his anglicized name. My grandfather eventually ran it, then my father. Today, 123 years later, my big brother (named Ben, of course) runs it.

I guess you could say building is in my blood.

The Ganther Company is a general contractor. Rare is the building firm that can perform all of the varied trades necessary to erect a modern building. You need sitework, foundations, utilities, carpentry, concrete forming and finishing, electrical,

HVAC, plumbing, painting, structural steel, roofing, and the list goes on.

The Safeguards Rule is like that: there are many necessary elements to compliance, and it is unlikely that any one company does all those functions with its own forces. Safeguards compliance requires policy drafting, vulnerability assessments, overall risk assessments, a written information security program, end-point detection and response, and the list goes on.

What is needed is a general contractor – an entity that can perform some of the functions with its own forces, and engage subcontractors to perform the services it does not. Part of the general contractor role is to negotiate those subcontractor's prices and manage the overall project. Done right, the client accepts one bid, signs one contract, gets one monthly invoice, cuts one monthly check and lets the general contractor worry about the details.

Using that analogy, let's examine the trades necessary to build a Safeguards Rule compliance program.

THE BLUEPRINT

The first essential element of a building project is a set of plans. A roll of construction blueprints shows every layer of the necessary work. Want to know where the lighting fixtures go? Go to the reflected ceiling plan page. Wastewater pipes? See the plumbing page. It's all there, logically laid out for a skilled contractor to follow.

Fortunately, your Safeguards project already has a blueprint, should you choose to use it. NADA's Dealer Guide to the FTC Safeguards Rule acts like such a blueprint. It is detailed, thorough, and discusses all

of the necessary elements. Let's review its structure – you're going to be following its guidance soon enough.

DESIGNATE A QUALIFIED INDIVIDUAL

Notice that the Rule requires a Qualified Individual, not individuals. There must be one person in the dealership, or dealership group, whose name is on the blame line. The buck needs to stop somewhere.

What qualifies a person to be the Qualified Individual, or QI? The primary qualification is the ability to oversee the organization's Information Security Program. The QI does not need to be a computer science major or IT professional. You don't need to know how to conduct a network vulnerability assessment to ensure that one has occurred.

In fact, many of the necessary tasks can be performed by dealership employees or outside vendors, such as Managed Service Providers. But the ultimate responsibility cannot be outsourced – it has to remain within the dealership or group in the person of the QI. That person needs to report to senior dealership management or the board of directors if such a board exists. It is a significant role and needs to be treated as such.

CONDUCT A RISK ASSESSMENT

Once a QI has been designated, that person's first task should be to conduct a risk assessment (it will be one of many). A risk assessment is an evaluation of the internal and external risks to the security and integrity of data on a network. The Rule refers to the security of customer data,

but in the real world businesses protect their entire network, not just the slices that might hold customer data. Dealers need to protect their own data, too.

Risk assessments can involve software-driven questionnaires that walk you through common potential risks, and can be supported by vulnerability scans. Note that vulnerability scans are not the same as risk assessments, though they be part of the risk assessment process. Vulnerability scans should be conducted at least quarterly (some solutions can run vulnerability assessments continuously); risk assessments need to be conducted “regularly,” which should mean at least annually. If certain events occur (switching DMS providers, for example), a new risk assessment should be conducted before the anniversary rolls around.

The Rule requires dealers to inventory their networks. Even though that system inventory is itself a mandatory safeguard (discussed below), the logical time to perform this particular task would be during the risk assessment process.

The risk assessment must be recorded in writing. That written document should evaluate and categorize identified risks, and assess the sufficiency of any safeguards already in place. It should also designate additional safeguards to implement that would address any unmitigated risks the assessment uncovered.

IMPLEMENT SAFEGUARDS

The risk assessment should tell you what needs to be done. Implementing safeguards is the doing. Some safeguards are mandatory:

- **ACCESS CONTROLS.** Access to customer data must only be permitted to authorized users. Examples of access controls include password protection for electronic databases and locked doors securing physical files.
- **SYSTEM INVENTORY.** This should already have been performed as part of the risk assessment process. It is broader than you might think, and requires the dealership to consider all

locations of customer data, not just the DMS and CRM environments. Websites, appointment scheduling software, personal computers and cell phones of dealership employees may all contain customer data and should be included in the system inventory.

- **ENCRYPTION.** Customer data needs to be encrypted, both in transit and at rest. Fortunately, many software applications have system settings that can be configured to accomplish this at no cost. Review of the systems inventory should shed some light on where the data resides that requires encryption.
- **SECURE DEVELOPMENT PRACTICES.** This requirement reminds me that the Safeguards Rule was not written with the average dealership in mind. That’s because the average dealership does not develop its own software. But some do, and even those that do not need to ensure that the sources of the software they use that involves the transmission, processing and storage of customer data was developed using secure practices.
- **MULTI-FACTOR AUTHENTICATION.** This is a big one. The factors include knowledge (such as knowing a password), possession (such as a one-time code sent to your smart phone), and inherence (such as a fingerprint, facial or retina scan). Access to customer data requires use of more than one type of factor, say a knowledge factor (password) and an inherence factor (fingerprint). Two knowledge factors won’t do.
- **DISPOSAL PROCEDURES.** When you no longer need customer data, it must be disposed of in a secure manner. Paper records should be shredded; electronic records deleted. Used computers that contain customer data must be scrubbed. And data must be kept no longer than necessary. The Rule would like to see customer data disposed of within two years, but recognizes that it may be retained for longer if required by law or there are legitimate business reasons to do so. This is a good topic to discuss with your local counsel.
- **CHANGE MANAGEMENT**

PROCEDURES. Changes to a dealership’s IT infrastructure can introduce new risks. Those risks need to be recognized and addressed. Change management procedures are how that’s done. NADA included a sample Change Management Policy in its Dealer Guide to the FTC Safeguards Rule.

- **MONITORING AND LOGGING OF AUTHORIZED USER ACTIVITY.** All system use must be logged; that is, authorized users’ activity must be recorded and unauthorized use must be detected. The Rule doesn’t specify how dealerships must accomplish this requirement, but one way is to engage a Security Operations Center (“SOC”) to handle the task. Machine learning over time can allow the SOC to distinguish authorized from unauthorized behavior. For example, the SOC my company employs sent an alert when someone logged into our network at 11:00 p.m., long after normal business hours. Turns out it was our COO doing some late night work, but now our SOC recognizes that off-hours access from his home computer is “authorized.”

REGULARLY TEST PROGRAM EFFECTIVENESS

You cannot expect what you cannot inspect, so regular testing and evaluation of your Information Security Program is a must. Of all the safeguards the Rule mandates, this one may do the most to actually protect customer data – if it’s done right. This requirement can be satisfied by employing either continuous monitoring (often called “EDR” – endpoint detection and response) or semi-annual vulnerability assessments and an annual penetration test.

IMPLEMENT POLICIES AND PROCEDURES FOR PERSONNEL TO IMPLEMENT YOUR ISP

The greatest threat to customer data security is located between the monitor
Continued on next page

Continued from previous page

and the chair – in other words, your own employees. Therefore, all your employees must receive security awareness training. This can include basic Safeguards training, as well as phishing simulations and testing. Such training should occur at initial hiring and repeated at least annually thereafter.

In addition to this standard employee training, your QI and IT personnel (including appropriate service providers) need ongoing training to remain current on evolving threats and security developments. Because the occurrence and effectiveness of this training must be verified, archived testing should be a part of the process.

OVERSEE SERVICE PROVIDERS

There are four subparts to this requirement. First, you must take reasonable steps to select service providers that are capable of adequately protecting customer data. Second, you must obligate your service providers by written contract

to implement the safeguards necessary to protect customer data. Third, you must “periodically assess” your service providers with respect to this obligation. Fourth – and this is new – you must monitor your service providers on an ongoing basis to verify they are maintaining adequate safeguards. This does not mean “continuous” oversight, but it must be regular. This last obligation is potentially overwhelming. Fortunately, there is software that can accomplish the task relatively inexpensively. Whether you must actually audit service provider compliance is not yet clear.

DRAFT INCIDENT RESPONSE PLAN

What do you do in the aftermath of a “security event” – anything that results in unauthorized access to or misuse of an IT system and its contents? The answer to that question must be set forth in a written Incident Response Plan, and it must be accomplished before the security event occurs (and certainly before December

9, 2022). Again, NADA has a sample Incident Response Plan in its Guide. It’s an excellent starting point.

DRAFT ANNUAL REPORT

As if the foregoing is not enough, there remains one more annual task: the written annual report. The QI must prepare this for the dealership’s board of directors (if there is one) or senior management (if there isn’t). The annual report should memorialize the effectiveness of the Information Security Program, any security events and the dealership’s response, the status of service provider performance, the status of service provider agreements, the results of any testing, and any recommended changes to improve the Program.

That’s a lot, and that’s just the blueprint. But blueprints aren’t completed projects – they’re just the instructions. Once you understand the blueprint, you understand the scope of the project. Now you just need to put it out to bid! ■

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DMV ADDS NEW PARTNER LOCATION IN CHESTERFIELD FOR VEHICLE SERVICES

Customers can walk in to title and register vehicles;
auto dealers can drop off DMV work



Customers who need to title or register a vehicle through the Virginia Department of Motor Vehicles (DMV) now have another option for service in the Chesterfield County area. DMV has partnered with the Virginia Independent Automobile Dealers Association (VIADA) to offer an additional location to process vehicle transactions for both motor vehicle dealers and Virginians who need to title and register their personal vehicles.

“Providing superior service is part of our commitment to Virginians,” said Acting DMV Commissioner Linda Ford. “Partnerships with trusted organizations like VIADA enable us to provide more options and greater convenience to our customers, helping them to interact with DMV in the way that works best for them.”

VIADA will serve walk-in customers Monday through Friday from 9 a.m. to 5 p.m. and Saturday from 9 a.m. to noon at their office at 1525 Huguenot Road, Suite #202, Midlothian, VA 23113.

VIADA Executive Director Alvin Melendez said, “The VIADA looks forward to partnering with DMV to better serve Virginia dealers and the local community. We are excited to offer new services such as titles and registration and give residents the opportunity to get to know us better.” ■

Pictured L to R: Gail Davis of Davis Auto Sales II, Jasmine Walker with the VIADA Processing Center, Janet Barker with the VA DMV, and Daniel Thompson with the VIADA Processing Center.

WHY

One-Man Dealerships Need a CRM as Much as the Big Guys

By NIADA Dashboard

Independent dealers are facing tougher competition than ever before.

Franchise dealer pre-owned departments, national chains, and even ecommerce brands like Carvana are all competing for the same customers. If you don't meet a customer's needs, they will simply head to the next dealership that will.

One-man shows have an especially tough road ahead. Without the manpower of larger dealerships, critical jobs fall through the cracks: marketing, lead nurturing, sales, and even compliance.

That's why one-man shows need a CRM (Customer Relationship Management tool) as much as any other dealer.

I know what you're thinking: "We're too small. We don't need a CRM. Those are for the bigger guys."

Right? Wrong.

Every dealership—even one-man shows—need a CRM in this day and age. That's because customers don't care if you're a one-man show or part of a national dealer group. They expect the best possible service, and if you can't give it to them, someone else will.

CRM tools are like rocket fuel for your business. They allow you to organize and automate so that you can compete with the big guys.

And no, CRMs do not have to cost thousands of dollars a month. They don't even have to cost hundreds of dollars. With the right CRM, you can get the support you need for a fraction of the cost.

Before we jump into pricing, let's look at exactly why your dealership needs a CRM.

LEAD MANAGEMENT

Leads can come from a number of sources: your website contact form, word of mouth, third-party lead sites, phone calls, texts, emails, walk-ins, etc. No matter where the lead originates, dealers need to track all of these touchpoints.

CRMs help dealerships organize all of their lead information in one place so that following up on potential customers is more efficient. All that is required is entering customer data and keeping the data current.

LEAD NURTURING AND GENERATION

Inconsistent or missed follow-ups with potential leads can mean lost sales and lost dollars.

Lead nurturing can make a huge difference in your sales numbers. Inbound marketing agency, Strategic, found that lead nurturing increased sales opportunities by 20% compared to non-nurtured leads. Ask yourself: What would your business look like if you increased sales by 20%?

CRMs systemize the relationship-building activities we all know are so important, but none of us have time for. More importantly, it allows you to deliver a consistent experience for your customers.

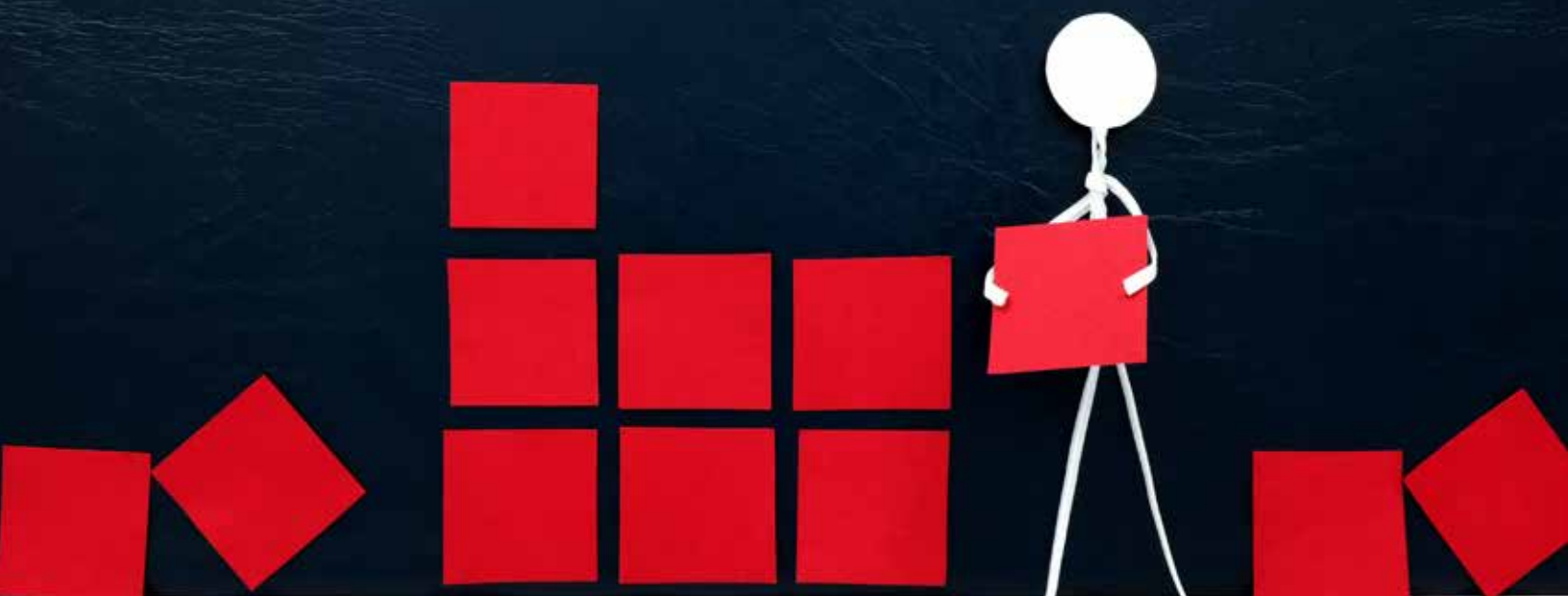
One especially effective feature of good CRMs is the auto-response function. Auto-responders help you quickly respond to every lead inquiry, even when you're not available to respond personally.

According to a Harvard Business Review study, companies that responded to a customer query within an hour were seven times more likely to qualify the lead. Companies that waited 24 hours or longer were significantly more likely to lose the sales lead. Auto-responders ensure you're the first to respond to every customer, every time.

STREAMLINED COMMUNICATION

Much of the sales process today happens before the customer arrives at the dealership. This makes customer communication more important than ever. CRMs help you keep track of all customer conversations, whether they happen via call, text, or email. Your CRM should include these features:

- Texting platform. Texting through your CRM platform ensures all customer communication stays within the company, even if a salesperson leaves the dealership. A texting platform will also keep your



business TCPA compliant.

- Call management. Phone calls are still the most effective way to connect with prospective customers. Recording calls for training and quality purposes provide a documented record should questions arise. Recorded calls are also effective training tools for new salespeople.
- Email. CRMs keep your email box organized. Each email message is connected to a customer's profile so that you have an accurate, up-to-date thread of every conversation.
- Customer Notes. Imagine getting a phone call from a number you don't recognize. It's a customer calling you back about a car they looked at earlier that week, and they want to know if the offer is still good. Do you remember that exact customer and offer? Of course not. With customer notes, if a phone number is in your CRM, all of the customer's information pops up on your phone so you can be ready.

TRACK THE ROI OF EACH MARKETING CHANNEL

If you're spending money on social media ads and sponsored listings on third-party sites, it's critical to know the Return on Investment (ROI) of each channel. But it's not enough to know which channels brought in the most leads; you want to know which channels resulted in the most sales.

One-man shows can't afford to spend thousands of dollars on advertising that yield little to no results. Choose a CRM that allows you to track the ROI of each marketing channel. This will help adjust your marketing dollars accordingly and optimize your spending.

INTEGRATION WITH YOUR DMS

Lastly, one-man shows want to choose a CRM that integrates with their dealership management system (DMS). These integrations allow dealers to streamline the sales process from start to finish. For example, some DMS-CRM integrations allow you to scan a customer's driver's license and instantly create a customer file

in the DMS. There's no need for duplicate data entry and no chance for information to fall through the cracks.

THE COST OF A GOOD CRM

More than ever, one-man shows need a CRM that makes it easier to juggle the many hats they wear. They need tools that help them track leads and manage customer communications, optimize ad spend, and remain TCPA compliant.

Most dealer CRMs on the market today cost thousands of dollars a month. At that price, you won't hear us arguing that it's worth the investment.

But CRMs don't have to cost thousands of dollars. They don't even have to cost hundreds of dollars. The key to saving money is choosing a CRM that's built for independent dealers and one-man shows like yourself.

If you're a one-man show that's ready to take control of your business, it's time to invest in a CRM. ■

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| Personal Email _____ | Date of Birth _____ |
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| Payment <input type="checkbox"/> Annual Dues (includes National, State & Local), \$325.00 <input type="checkbox"/> Auto Renew My Annual Dues | |
| <input type="checkbox"/> Voluntary VIADA Political Action Committee Contribution, \$50.00 (optional) | |
| <input type="checkbox"/> Check (payable to VIADA) <input type="checkbox"/> Cash <input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> Discover <input type="checkbox"/> Amex | |
| Total enclosed _____ | |
| Credit Card No. _____ | Sec. Code _____ |
| Expiration Date _____ | Billing Zip Code _____ |
| Billing Street Address _____ | |

Signature _____

Recommended By (Current Member) _____

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