

Company Culture

Running a Successful Business Development Center

Setting The Foundation For Great Culture

The role of culture is critical to any organization. Not only will it allow a company to attract and retain the best talent, but this will also cultivate an environment where employees will feel valued, engaged, and motivated- boosting your company reputation and overall performance. In fact, **companies with strong cultures have seen a 4x increase in revenue growth.**¹ Building a great culture across multiple locations won't happen overnight. With this guide, we will share some valuable strategies and best practices to implement a company culture that sets your dealership apart.

In order to unify your company across locations, you should first look into your leadership values. Establishing strong leadership throughout locations is instrumental in making your values known. In turn, your company values will impact the satisfaction of your employees. Research shows that employees are **115% more engaged when their organization has a well-defined set of company values.**¹



Did You Know?

94% of executives and 88% of employees believe a distinct workplace culture is important to business success.¹

Getting Started



Set Your Values

Values are the foundation for every part of your business. They are your essential principles that will help guide your business decisions, from branding to company culture. Clearly defining your values will help you seamlessly align your company and encourage your teams to work together to carry out your mission.



Come Up with a Unifying Name

When expanding your business, it's important to ensure that your additional locations are aligned with your company values. A good way to do this is to establish a unifying name that will represent all your dealerships and connect each of them to your parent company, especially as you're attracting new employees and customers.



State Your Mission

Your mission statement will be integral in shaping your company culture. Whether a small dealership or a multi-location dealership, your mission will serve as a unifying message that determines your company's position in the industry you serve. It outlines your business strategy, core values, your overall goals, and the strategic steps you take to achieve your objectives.



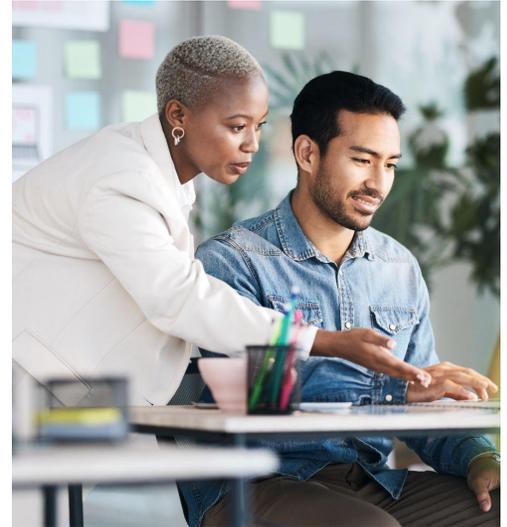
Identify the Team You Need (and who already fit those roles)

When considering your team structure, you'll want to consider which employees already exemplify your core values because they will play an integral part in integrating your culture in the workplace. Additionally, your company culture can be a great recruitment tool that'll help you attract and retain the best talent for your dealership. With a talented mix of leaders, management, engaged employees, who all share the same goal, you can sustain a strong company culture that will benefit everyone involved.

¹ <https://www.leadership.com/blogs/leadership/why-company-values-are-falling-short>

Misalignment of Goals Without a BDC

Once you have established a foundation for your company culture, you have to make sure your employees are aligned under this shared culture. With clear values, you can align your entire organization on the goals you are trying to achieve. That way, each department can understand their importance in reaching goals, which increases value and satisfaction in each employees' role. This allows for employees to align their efforts when it comes to their individual tasks which will increase value and satisfaction in their own roles. Leveraging a Business Development Center is what can help each department and employee have a focused and set goal.



How a Business Development Center Supports Culture

A BDC is a specialized department or team within an organization, typically in the context of sales and marketing, that is responsible for various tasks related to business growth and customer relationship management. The specific functions and responsibilities of a BDC can vary from one organization to another, but they generally revolve around generating and managing leads, nurturing prospects, and supporting sales and marketing efforts.

The main function of a true BDC is to maximize the effectiveness and profitability of marketing efforts. This is done by well-trained (and managed) BDRs through effective communication skills and rapport-based influence and persuasion.



Creates a Customer Centric Culture



Encourages Teamwork and Cross Functional Collaboration



Creates Consistency in Consumer Experience in Your Dealership



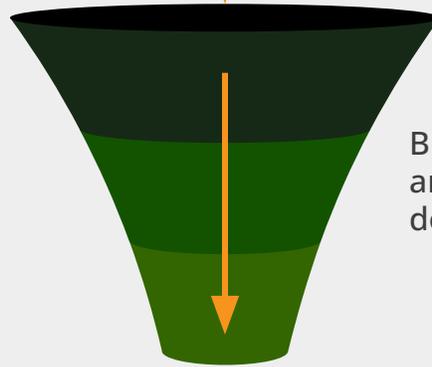
Aligns departments and Ensure Each Focuses On Doing What They Do Best

Building a Business Development Center that Integrates Into Your Culture

You can see the way a Business Development Center can bring multiple departments together, but it's important to understand exactly what a BDC can bring to your dealership. Another way that BDCs contribute is that they're experts at turning leads into appointments that show and sell. They're responsible for all floor up and phone up follow-up. Coupled with extensive reporting that clearly define the ROI on each lead and advertising source, BDCs help to more effectively bring qualified leads down the funnel to the sales team.

Business Development Centers Unify Across Departments

Marketing team attracts top of funnel customers



BDC warms these leads and sends them further down the funnel

Sales team receives a high quality lead to close the sale

BDCs Unify Across Departments

Building a BDC matters to culture because it unifies across departments. Your BDC is the glue that holds all your departments together, and the goal is simple: get more customers interested in your dealership and engaging with your products.

BDCs can unify marketing and sales teams by aligning their goals, establishing clear communication channels, facilitating lead management processes, and promoting collaboration. By working together effectively, these teams can create a seamless customer journey from initial contact to conversion, leading to improved overall business performance.

BDCs Have the Ultimate Pulse on Your Consumer

Not only do BDCs support your dealership internally across your departments, but it also enhances your business externally. Investing in a BDC ensures consistent communication with your customers. Your BDRs should be skilled professionals whose focus is to establish rapport and persuading customers to visit the showroom (or bring them back) to allow the sales department to close more deals.

Your departments will not only rely on the BDC to connect leads to sales, but also to inform them on all the details about the leads. BDCs will have extensive and detailed reporting around defining the ROI on each lead, the sales process, and the advertising source. Their reporting can improve your overall sales strategy which will ultimately lead to more sales. Knowing more information about a lead allows you to tailor your sales approach, build trust, address objections, and make more informed decisions about when and how to engage with the lead.



It's important to ensure your departments are aligned to focus on the customer. When your departments are aligned, you will start to see benefits such as improved engagement, improved relationships with prospects and current customers, and drive more consistent follow up. Aligning your departments will ensure that all interested leads are contacted to create a better buying experience. BDCs truly touch on every part of the selling process, so it's crucial to understand how they affect your business inside and out.



How to Implement a BDC that Fits Your Culture

Once you have a clear understanding of what a BDC is, you can now work to implement a BDC that fits *your* culture.

Key Elements to Build a Successful BDC

Identify Goals

In order to determine the function of your BDC, you first have to identify what you want your goals to be. Why are you bringing this in house? Are you using your BDC to generate more leads? Or is it to create a more unified culture across your departments? Some examples of BDC goals include warming up all leads, focusing on Internet leads, setting up service appointments, and focusing on re-engaging customers and prospects.

Establish Roles

With a BDC, it's also crucial to establish roles of your sales and BDC Teams to ensure all departments are aware of these roles to lessen any confusion. Ambiguity in your departments leads to contention, which makes it harder for your employees and teams to achieve a common goal. In order to clear up any misunderstandings, you can ask your departments some clarifying questions to provide transparency. Some questions you can ask include the following: How far can a BDR take a sale? To close? Appointments only? Etc.

Set Up Internal Processes

After establishing roles, you have to setup internal procedures. Internal procedures start with building training protocols. This isn't just about handing out a manual and calling it a day. Your teams need to understand the nuances between a sales rep and BDR. How are they similar, and how are they different?

Once your training is set up, you want to focus on verbiage and tone. Set clear expectations for your teams. Ask questions like: how quickly should you follow up? What's the best time to return a call? Etc.

Next in your internal process is to monitor how these BDCs are treating customers. If your state allows this, you can collect Pii information and monitor what these phone calls look like. It's not about spying; it's about ensuring we're maintaining high-quality interactions.

Lastly, have centralized Internet sites for all documents to live, including internal training. Having everything in one place keeps you organized and ensures everyone's on the same page.

Why Culture Matters in Building Your BDC: In Real Time

Culture matters in building your BDC because it emphasizes your company's values to focus on the customer. Strong values, job function descriptions, and procedures help people to feel like they can focus on their roles and the lack of overlap keeps people secure in their jobs. Shared data also matters in building your BDC. BDCs are the department that will interact with multiple customers at each stage of the funnel, helping to build tracking and reporting on how your customers are engaging with your dealership. A CRM system allows a BDC to collect all the data needed to pass that lead on to sales or your service centers. Lastly, company culture in action includes quarterly and department town halls. These meetings will help to give transparency into other departments and also highlight how everyone is working together to reach company goals. All of these factors play a part in determining the function of your BDC.

1. <https://www.gallup.com/workplace/236366/right-culture-not-employee-satisfaction.aspx>

Hire and Retain the Right Fit

When building out your BDC, it's essential to understand how to hire and retain the right people for the job.

Hiring the Right Business Development Reps

A major factor of a successful BDC is hiring the right Business Development Reps. When you're looking to hire the right Business Development Rep, keep in mind that an entry level role doesn't mean you need to compromise on values. Be open to strong employees that could have less experience, and look for diversity and different backgrounds. Ask yourself, is a degree necessary? Always remember your values when hiring any employees.

Retaining Your Business Development Reps

Once you've hired your Business Development Reps, it's just as important to understand how to retain them. Retaining your BDRs is critical because keeping current employees is essential for maintaining stability, reducing costs, fostering a positive company culture, and building long-term relationships with customers. It contributes to organizational success and sustainability while also enhancing the overall work environment for employees.

Some ways to retain employees include considering remote work or flex schedules. Treat everyone fairly, and make sure everyone knows the workplace protocol. Implement clear processes and procedures; ambiguity leads to unhappy employees – no one likes a foggy workplace.

Don't forget about training! Lunch and learns, team training, and dealing with common work issues (like sleep and stress) can make a big difference. It reminds your employees that their health and wellbeing are at the forefront of your mind. Lastly, sales bonuses or a pat on the back for your star performers can keep them motivated and loyal to your company.

These are only a few steps you can take to prioritize retention in your workforce, but they're necessary for a successful BDC.

Why Culture Matters in Hiring Your BDC: In Real Time

Culture is also pertinent when it comes to hiring in your BDC. You want to hire employees who have the same values as you, and one way to determine this is by asking STAR questions to ensure that the values of these employees align.

With your staff, create a role that functions well with other departments but clearly state the BDC's value so they know they are an important part of accomplishing goals in the dealership.

Regarding shared data, your departments need to constantly share data so that each is intimately familiar with the customer which ultimately all departments serve. With established roles, BDCs can pass a qualified lead to different departments with data on background and preferences, helping each department.

Company culture in action - Your marketing team can communicate an influx of social engagement, meaning the conversations could be with younger audiences. Your conversations will reflect that. Communication and shared data builds a unified culture within your dealership.

Determine the KPIs

Your BDC is incomplete without determining your KPIs.

Leverage Your Values When Building KPIs

When determining your KPIs, leveraging your values is essential. The first step is to establish your KPIs upfront. Don't build an entire department without establishing how it will be deemed a success. Start with small goals and look to your values to understand how the goals of your BDC tie to your overall mission. This will ensure that employees understand how the KPIs relate to the end goal.

Leveraging your values while building your KPIs helps ensure that performance measurements are not detached from the organization's core beliefs and aspirations. This alignment can lead to more meaningful and purpose-driven results, benefiting both the organization and its employees.

Determine KPIs

A major part of determining KPIs is understanding how you measure success. For example, with your sales reps, is it looking at how many set an appointment? How many sales are made? How many calls are made? How many qualified leads are sent to the sales team?

Tracking is imperative. If you're going to set up a whole new department, you have to have some metrics to keep tabs on. That's how you'll see if your KPIs are hitting the mark.

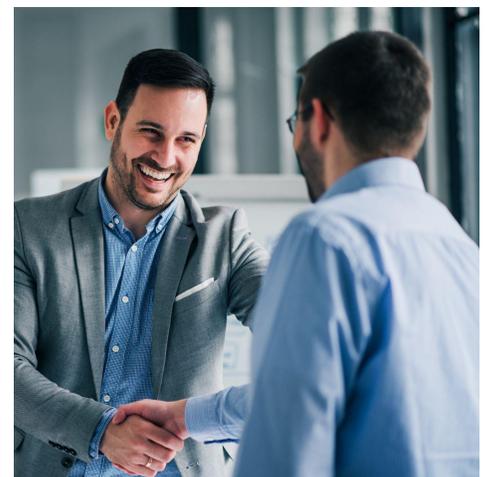
There's no need to go overboard with super tough KPIs right out the gate. Start small, see where the numbers take you, and don't be afraid to tweak things along the way.

Why Culture Matters In Measuring Success: In Real Time

Culture also plays a role when measuring success in your BDC. You want your culture to reflect a passion for the RV industry that translates at each stage of the funnel your departments serve. You also want your people to be working towards a goal; it helps employees to feel like they are in this together.

With shared data, it ensures the wins of each department can be celebrated. When each department scores a victory, you can all honor the accomplishment together.

Lastly, you have company culture in action. If during a holiday, like Labor Day, all your teams have gone above and beyond to bring in leads and close sales, you can celebrate those wins with gifted PTO for your teams.



Where To Start



Crawl



Walk



Run

Knowing where you want to be and knowing what you are able to accomplish today will be key in successfully uniting your rooftops together. Think of this in phases: crawl, walk, and run.



Crawl

In your crawl phase you are laying the foundation for what you have in front of you, and what your goals are. This is where you determine the goal of your BDC and clearly define and establish the role of your BDC. You will also work with leadership to document a process for leads within your BDC. This is also the step you will determine KPIs. Once you've mastered the crawl phase, you're ready to get up and walk.



Walk

In your walk phase you want to start executing on those plans set in your crawl phase. This includes outlining steps to achieve your goals and finding resources appropriately with the right people. You'll want to always be improving these processes. Something might work for a while but may need to change as your business changes. Don't be afraid to go back and reinvent if necessary. Your official onboarding process is a critical first step to ensure all employees are aligned.

Next, begin surveying on sentiments of your employees. Ask questions like: How do they feel about the current direction of your decisions and are they happy with how things are headed?. This doesn't have to be anything overly fancy; a simple anonymous google form is a great way to collect this feedback.



Run

The last step before the finish line is to run! The run phase involves a lot of maintaining what you've put into action in your walk phase. At this stage you can start to think bigger and more strategic around longer term goals. You will also be fine tuning and continuing implementation.

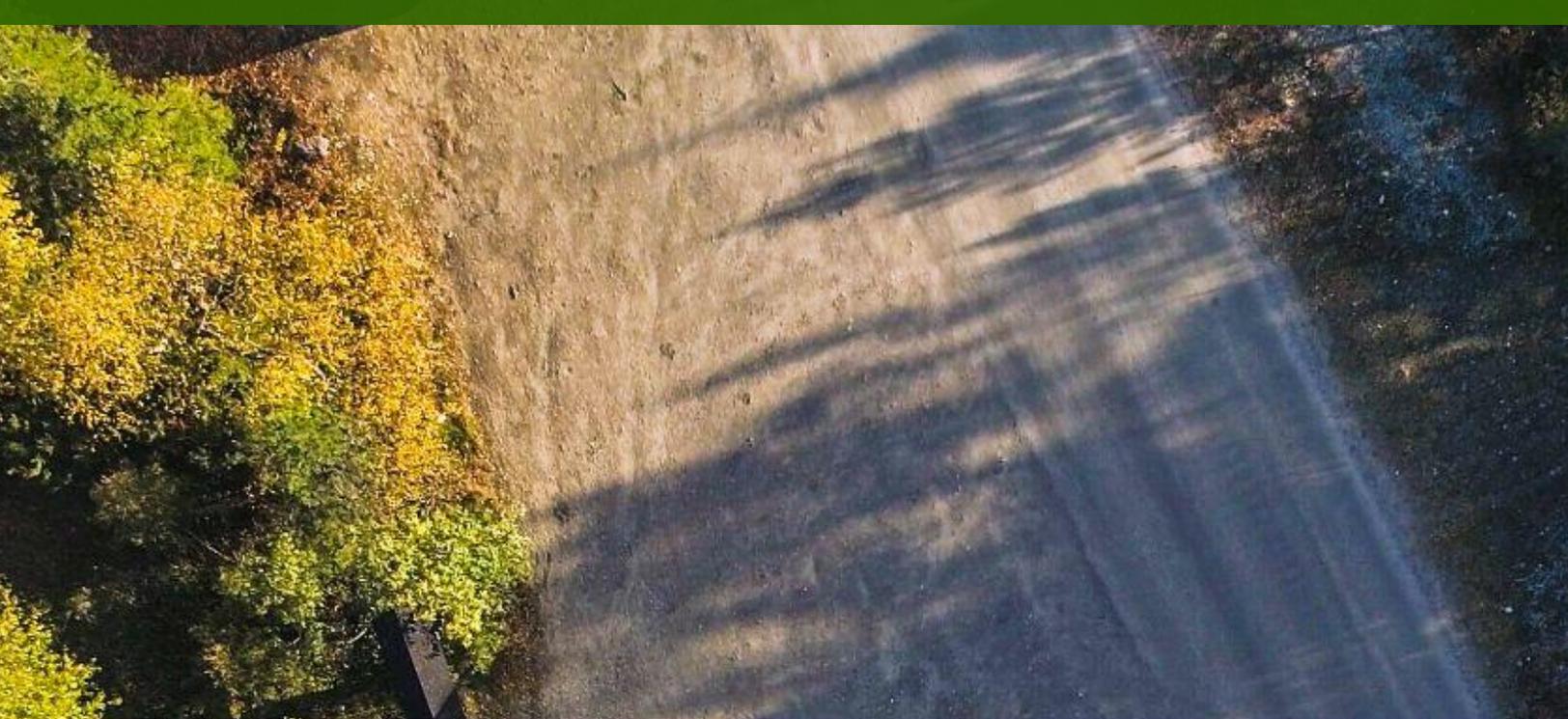
This is the stage where you become more strategic in how your BDC operates between departments and begin to add additional responsibilities in this department. Grow the department as your business needs.

Who We Are



Every month, RV Trader attracts an average of over 6.9 million buyers who come to us to browse the largest selection of listings in search of their next unit. The solutions we provide give you access to this premium marketplace of highly targeted RV buyers and deliver industry insights and consumer trends that will ultimately help you move more inventory.





Learn More

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We offer the largest audience of active and engaged in-market consumers searching for units they need for their lifestyle and livelihood - and provide the tools and solutions needed to attract, engage, influence, and convert them more effectively.

