SHOTTENKIRK AUTOMOTIVE GROUP

SEVEN-STEP SALES PROCESS

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Welcome to Our Automotive Family

We would like to officially welcome you to the Shottenkirk Automotive Group. We are excited to partner with you in creating a rewarding and fulfilling career in automotive sales. We commit to providing you with world-class training and professional development to position you for the highest possible success in sales and any other future advancement opportunities to be found within our family of dealerships.

Speaking of family, we are proud to be a family owned and operated organization. The Shottenkirk family has a rich history in the automotive space dating back to 1964 when Mr. Bob Shottenkirk opened a Chevrolet franchise in Abingdon, Illinois. After serving the western Illinois area for two decades, Mr. Shottenkirk moved the franchise to Fort Madison, Iowa in the Fall of 1984. The family legacy began in the Fall of 1989 when Mr. Shottenkirk's son Greg assumed the primary leadership role in the dealership. Under Greg's leadership and following his father's "customer first" vision, the Shottenkirk Automotive Group has grown from one location in southeast Iowa to a multi-state operation with 26 dealership locations and growing.

A Message from Mr. Shottenkirk

My name is Greg Shottenkirk, and I am the Chief Executive Officer of the Shottenkirk Automotive Group. I want to personally welcome you to our team. We believe that our success is a product of what we refer to as the "Shottenkirk Experience" which is rooted in my father's vision of putting the customer first. To continually provide our valued guests with this experience we understand that it all starts with you. We have taken the time to hire only the best and therefore we expect the best. We maintain these exacting standards of excellence in order to provide you with the very best working environment and professional experience. If you perform at a high level and embrace your dealership's culture then I can assure you that you will be rewarded, recognized, and identified for potential career advancement. We provide a variety of opportunities for you to take the next step in your career path here within our family of dealerships. To ensure that you receive a solid foundation as you begin with us, we have provided you with this training manual and guidebook to help answer basic questions about the dealership and your new role. I am pleased to have you as part of the Shottenkirk Automotive Group family, and I wish you my very best. The future is bright for our organization, and we are all glad that you have decided to come grow with us.

What to Expect

The Shottenkirk 7 Sales Process was created to give a road map to success for all of our new sales associates and also for those experienced ones that are currently in need of a push in the right direction. All of the content found in these 77 pages will be based on personal experience combined with current and relevant research. **Personal experience brings the art and research brings the science.** Blending these two elements together will equip you with skills far beyond your average competition out there in the automotive space. **If you choose to utilize all of these techniques, then you will build an incredible career.**

Organizational Mission Statement

The Shottenkirk Automotive Group family of dealerships is driven to deliver an unparalleled sales and service experience by cultivating long-term relationships with our team members, valued guests, and local communities.

Our Culture

We are committed to providing a culture grounded in the Shottenkirk Experience for each of our team members and valued guests. Here are some commitments that you can expect from us along with a few commitments that we will expect from you. We believe that our culture is what fuels morale for our team members and allows them to achieve a higher level of customer service for our guests, therefore it is respected and protected at all costs. You are expected to play your part at all times.

"Culture eats strategy for breakfast." -Peter Drucker

To our team members WE will:

- maintain a clean and state of the art facility where you will be proud to come work every day.
- keep a work environment where you feel personally appreciated and professionally challenged.
- expect you to be consistently punctual and display an appropriate professional appearance.
- provide a leadership team that knows what your goals are and encourages you to reach them.
- commit to providing you with relevant and consistent training needed to accomplish your goals.
- take the time to show you a career progression strategy within our group of dealerships.
- ensure our compensation and benefits plan is always in-line with automotive industry leaders.
- listen to your thoughts and ideas on improving the team member or customer experience.
- only hire the best of the best so that you will trust and enjoy working with your team members.
- rely on you to be looking for ways to go above and beyond for our valued guests every day.
- hold you accountable to the high standards needed to consistently be a culture ambassador.

For our valued guests YOU will:

- help maintain and clean our state of the art facility so that our guests will enjoy doing business here in a comfortable and clean environment.
- give a tour of all amenities for them to take advantage of for their comfort and convenience.
- always be courteous, professional, and highly knowledgeable in order to serve them better.
- be considerate of their time and work with a sense of appropriate urgency.
- actively listen to their needs or concerns and do your very best to address them.
- conduct yourself in a highly ethical manner at all times.
- continue to provide world-class service after the sale.
- follow up periodically to see if any assistance is currently needed.

Rules and Expectations

Below are a handful of rules and expectations for you to follow to ensure that the guest is always being taken care of in a manner worthy of the Shottenkirk experience. As you will see, most of this is simple common courtesy, which is exactly what makes it essential. Learn these. Know these. Live these.

The Golden Rule

The basis of the Golden Rule is to "treat others the way that you would like to be treated." When in doubt about any decision or action let this principle (rule) be your guide to making the correct choice. Remember that the Shottenkirk experience is about building long-term relationships and the only way to accomplish this is to conduct business with honesty and integrity at all times.

The Six-Foot Rule

If you find yourself walking within a six-foot proximity to any valued guest who is unattended to, you are to stop, smile, welcome them to Shottenkirk, and ask them if they have been assisted.

Greeting Word Track: **"Welcome to Shottenkirk. Is someone already assisting you?"**

If They Say "YES" Word Track: **"Fantastic, thank you for choosing Shottenkirk and have a great day."**

If They Say "NO" Word Track: **"I apologize for the wait, my name is _______________. I'd be happy to assist you or point you in the right direction. What brought you in today?"** *(this is to be done while extending your hand for a professional handshake with all parties present)*

Escorting the Guest

If you approach a guest or if they approach you and need to be somewhere else within the dealership, you will escort them to their destination. You are not to just point the way or explain to them directions on how to get there. While walking with them continue to engage in appropriate small talk to avoid awkward silence. Escorting them is the professional thing to do and aligns with delivering a better customer experience. If this was your customer, you would want them escorted to you so follow the Golden Rule here.

Word Track: **"I would be happy to show you the way. Please follow me."** *(create some base level small-talk while escorting them at an appropriate pace)*

Career Advancement Opportunities

We feel that it is important for our new team members to be aware of all of the career advancement opportunities to be found within each of our dealerships. Below is a breakdown of the average dealership by department. You will find under each department a list of positions in descending order of rank. Your specific dealership may have positions that are not represented on this list and may potentially not have positions that are on this list. If you prove to be a high achiever, then the sky is the limit for you with the Shottenkirk Automotive Group. Pick your path to the top!

GENERAL MANAGER

VARIABLE OPERATIONS
(SALES AND F&I DEPARTMENTS)

GENERAL SALES MANAGER

SALES
- NEW/USED DIRECTOR
- DESK MANAGER
- ASST. SALES MANAGER
- FLEET MANAGER
- SALES CONSULTANT
- DELIVERY SPECIALISTS
- PORTERS

FINANCE AND INSURANCE
- F&I DIRECTOR
- F&I ASST. DIRECTOR
- F&I MANAGER
- F&I SECRETARY

OFFICE/ACCOUNTING
(NON-REVENUE PRODUCING)

CONTROLLER
- OFFICE MANAGER
- ACCOUNTING
- HUMAN RESOURCES
- TITLE CLERKS
- BILLING DEPT.
- PAYROLL
- RECEPTIONISTS
- ETC...

FIXED OPERATIONS
(PARTS AND SERVICE AND *COLLISION)

FIXED OPS DIRECTOR

SERVICE
- SERVICE DIRECTOR
- DRIVE MANAGER
- SHOP FOREMAN
- TECHNICIANS
- SERVICE ADVISORS
- PORTERS
- MAKE READY DEPT.
- SHUTTLE DRIVER

PARTS
- PARTS DIRECTOR
- PARTS MANAGER
- INTERNAL MANAGER
- WHOLESALE MANAGER
- COUNTER PICKER
- STOCKER
- SHIPPING/RECEIVING
- DELIVERY DRIVER

Career Goals

The highest achievers in any professional or personal field all share one very specific quality and belief. They are goal setters. Most people do not set specific goals because they are de-motivated by the fear of not achieving those goals. Written goals will make it tangible to help you mentally focus so you can be better today than you were yesterday. If you mastered your fear, what positional goals would you like to achieve as outlined below. Set goals for greatness!

"Making your goal tangible is the **antidote** to the loud call of **mediocrity** and the caving in to the limiting thoughts that distract you from becoming great." -David L. Cook Ph.D

What position would you like to be in one year from today?______________________________________

What position would you like to be in five years from today?_________________________

What position would you like to eventually achieve?________________________________

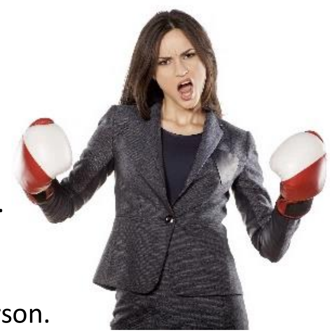
Understanding Customers

High performing sales consultants have always understood the importance of learning why customers think the way that they do in the current market. Whereas most customers are genuinely pleasant people, sometimes they can come across as defensive or on occasion even offensive.

Where does this come from? Why do they feel the need to act this way?

According to data from the National Auto Dealers Association (N.A.D.A.) it is easy to see why a large percentage of customers arrive at the dealership expecting a below average experience. This is what customers are saying.

Understanding Defensiveness



- **85%** say the salesperson did not build any rapport.
- **88%** say the salesperson did a below average or worse presentation.
- **85%** say the salesperson did not control the process.
- **90%** say they received zero follow-up whether they purchased or not.
- **50%** say that they bought because of an above average presentation.
- **71%** say that they bought because they liked or trusted their salesperson.

Overcoming Paradigms

There are very few if any businesses out there that have as negative a perception attached to them as the automotive sales business. Dealerships and salespeople over the years have earned this reputation. How do you combat this reality? How will you act or perform in a manner to change the customer's mind? If you can succeed at this, you will be successful. If you cannot, then you will not be successful. This is a fact.

What is a paradigm? A paradigm is how someone sees something.

What is a paradigm shift? A paradigm shift is when you get them to see it differently.

Finish the sentence: **Car salespeople are** ___________________________________

We must create a paradigm shift in the customer's mind because they have already decided that you are untrustworthy before they ever even arrive at the store, make a call, or send an email. As stated above, based on their previous or current experiences, they have legitimate reasons to be apprehensive. The good news is that a low expectation is very easy to exceed. You must begin to build mutual trust.

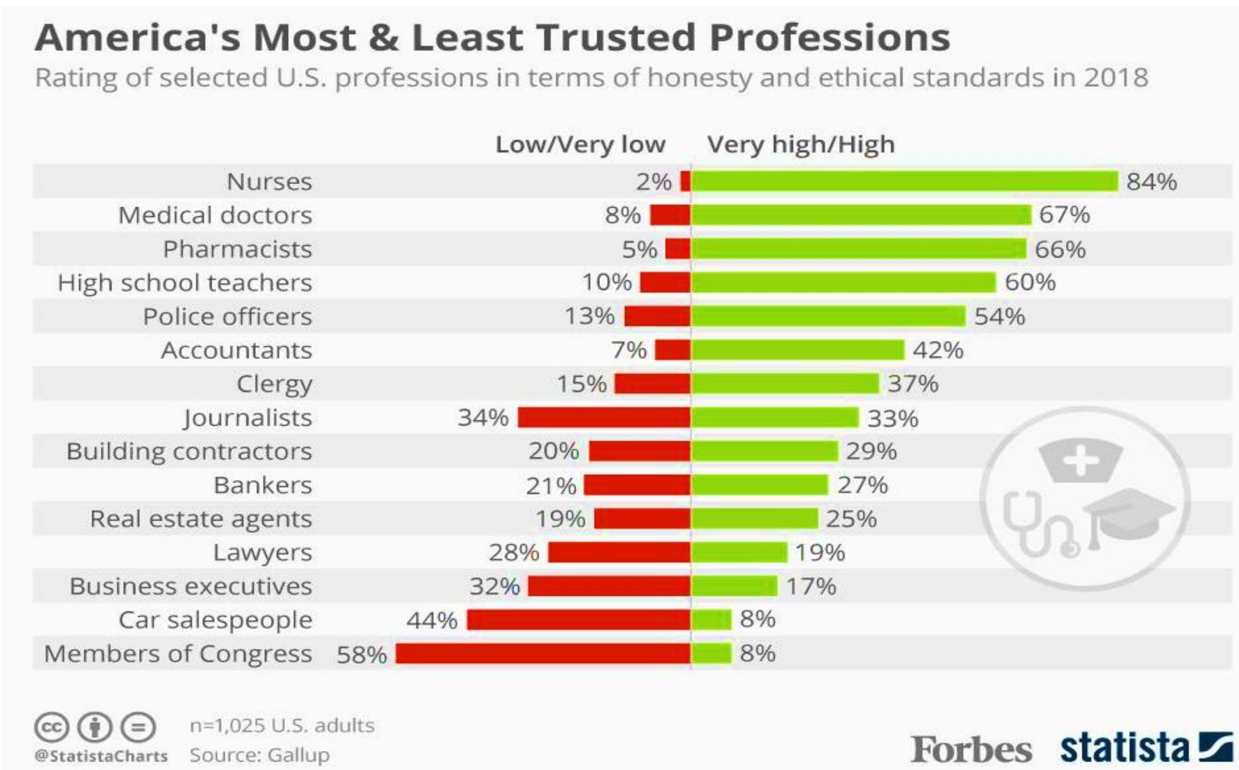
Building Trust

The only way to overcome the negative paradigm or to create a paradigm shift in the customer's mind is to begin building their trust. It is not enough to just be likeable (although that's a big plus); we must continue to deliver on what we say to begin building our trust account. The more "trust" deposits we put in, the more we can withdraw from this account later if needed.

"If people like you then they will listen to you, but if they trust you then they will do business with you." -Zig Ziglar

Forbes
GALLUP

"Car **salespeople** are also one of the **least trusted** professions in America today with only **8%** of people viewing them as **honest** and **ethical**." -Forbes



Building Trust: Core Values

Trust is the foundation for any sales-based relationship. Trust is something that takes time and effort to build but can all be lost over one bad decision. At the Shottenkirk Automotive Group, we utilize the three main core commitments of **Professionalism**, **Value**, and **Transparency** to begin building trust with our customers. **Professionalism** is how we look, how we act, and how we communicate with our customers and other team members within the dealership. **Value** is the perceived benefit to the customer of purchasing their vehicle from you and the dealership. Your personal service and the location and amenities of the dealership along with the price of the vehicle all play important roles in delivering the ultimate perceived value to the customer. **Transparency** is conducting our business in a way that creates an environment that makes the customer comfortable with the purchasing experience. The highest levels of trust cannot be obtained without a truly transparent process. Today's customers expect transparency.

Building Trust: Appearance

Whether you agree with it or not, whether you think it is fair or not, the reality is that your appearance is the first filter that a customer sees you through as it pertains to building trust. The potential customer is absolutely pre-judging you before you ever speak based on your body language and what you are wearing. Professionalism in what you wear to work has different standards based on your location and clientele but do not underestimate how important it is. It is better to over-dress than to under-dress.

"First impressions are lasting; give special thought to your dress, your grooming, and your accessories." -Brian Tracy

Harvard Business Review

Research from the Harvard Business Review says "…a customer will decide within the **first fifteen seconds of interaction** if they **do not** want to do business with you."

This customer is coming to the dealership to possibly make the second largest investment that they will ever make. They deserve to have an interaction with a sales consultant that is prepared in every way. In addition to wearing a clean work uniform, here are some other basic dos and don'ts to make sure that you are representing yourself and the dealership at your very best when first meeting the customer.

- **Do** get proper rest.
- **Do** take showers often.
- **Do** manage your breath.
- **Do** manage body odor.
- **Do** use cologne or perfume.

- **Don't** smoke or vape.
- **Don't** wear sunglasses.
- **Don't** have pocket hands.
- **Don't** be on the phone.
- **Don't** be chewing gum.

You may be thinking that some of these things seem insignificant. And for some customers, they would be. But for others, these small details will be the determining factor on whether they choose to trust you or not to trust you. That decision on their part will be the difference between selling a vehicle today and not selling one. The great part is that all of these suggestions are things you can control with just focus and effort. The best salespeople nail their appearance every day and they also understand that every detail matters!

Sales Psychology

Sales is psychology. People have a set psychological disposition to react and respond in similar ways based on certain spoken words and physical actions. Let's look at some things that appear very insignificant but can make a big difference when saying hello to someone all the way to negotiating with them. Let's talk about rapport, which is possibly the most important thing in sales as it can be the gateway to establishing trust in the sales relationship. We will also cover how to deal with rejection and properly recognize the type of customer that you have and how to best deal with their negotiator type.

Rapport – A friendly harmonious relationship: especially a relationship characterized by agreement, mutual understanding, or empathy that makes communication possible or easy.

Q- "What is the most **commonly made mistake** when attempting to **build rapport**?"

A- "Trying to be **too friendly too quickly**. This makes it seem as if you're just a phony trying to make a sale. Instead, you should **hold back on the friendliness** and **increase your level of curiosity**."

From the Book: *It's Not All About "Me"* by Robin Dreeke (Head of the FBI's Counterintelligence Behavioral Analysis Program)

Organic Rapport

Rapport only works if it feels natural. You cannot fake it. Too many salespeople jump right in and try to force rapport building through untimely questions. We need to slow down and be more tactful with our approach. When you force it, you will begin to violate the trust that you are working so hard to build. Organic rapport will use a line of questioning that leads towards the customer revealing the information that we are looking for but without them feeling like we are getting too personal too quickly. For example:

Forced rapport: **"Do you have a family?"**

Organic rapport: **"Up to how many people might be riding in the vehicle?"** *(they say maybe five)*

"Who would the other four typically be?" *(they say my family)*

"Ok, great. Tell me about them, are car seats still needed, etc…?" *(they say yes…)*

Forced rapport: **"What do you do for a living?"**

Organic rapport: **"How far is your daily commute?"** *(they say about 30 miles round trip)*

"Where are you commuting to each day?" *(they say Rockwell Collins)*

"What do you do there? Like it? How long?" *(they say engineer, etc…)*

The ability to build organic rapport needs to be practiced so that it comes out as a natural conversation flow. If you practice and master this technique you will be vastly more professional and effective than any of your counterparts at a competing dealership.

Passive Rapport

How can you build a rapport with someone without even being there in front of them? When we can do this, it is called passive rapport. One way to accomplish this is to create a **Customer Confidence Book**. This is a book about yourself that is on your desk that the customer can look at while you're not in front of them. Here are some examples of the content you want to include in your book:

- Pictures of you and your family and pets with captions
- Pictures of places that you have visited with descriptive captions
- What your hobbies are
- Favorite sports teams, bands, movies, etc…
- Any certifications or diplomas
- Copies of your perfect surveys and positive letters from customers
- Positive information about your dealership and brand

This reminds the customer that you are a **person** who **sells cars**, not just a **salesperson**!

Mental Toughness – Handling Rejection

Because of the paradigms involved you must be mentally tough to survive and thrive in this business. Your ability to take and handle rejection well will play a large part in determining your overall success. Do not underestimate the importance of this topic. The book ***Rejection Proof*** by Jia Jiang chronicles the author's journey to overcome his personal fear of rejection. The book is full of great techniques and supporting data to help you handle rejection.

"It's as if becoming a master of a craft requires not just great skills, but also the **ability to weather rejections** to get to an acceptance – not to mention an unfailing belief in themselves and their work." -Jia Jiang

Honestly evaluate your own ability to handle rejection in a business environment from 1 to 10 (highest).

1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10

What are some situations in sales that you anticipate that will require you to display mental toughness?

____

____

____

____

____

____

Mental Toughness - Managing Stress

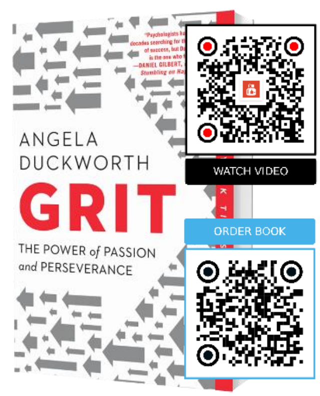
All sales positions have a certain amount of stress attached to them. You will experience stress from customers, fellow team members and even your own self-expectations. This is not-to-mention anything going on in your personal life as well. Part of remaining mentally tough is your ability to manage stress. A survey by TalentSmart revealed some habits by Top Performers that help them deal with stress.

1. **Practice gratitude** - Expressing gratitude releases dopamine. This is good.
2. **Stay positive** - Focus on positive thoughts turning into positive actions.
3. **Progress not perfection** - Just be better today than you were yesterday.
4. **Practice self-care** - Physical and mental exercises are a game-changer.
5. **Rely on routines** - Write down a healthy daily routine to focus on.
6. **Keep a big picture view** – Have specifically written goals to work toward.

Source: How Successful People Deal with Stress by TalentSmart

Mental Toughness - Perseverance

The most distinguishable characteristic that I have noticed among the top performers in sales is a person's ability to persevere. This business will be easy at times, difficult at times, and very difficult at other times. If you are going to make it, you must have a never-quit mentality also known as grit. Mental toughness does not reside between the ears of someone who gives up at the first sign of adversity. Ask yourself what this new sales opportunity really means to you, and how you answer that question will reveal your level of determination.



"Three bricklayers are asked: "What are you doing?" The first says, "I am laying bricks." The second says, "I am building a church." And the third says, "I am building the house of God." The first bricklayer has a **job**. The second has a **career**. The third has a **calling**."

- Angela Duckworth from Grit: The Power of Passion and Perseverance

What was a specific situation in your life that required you to show perseverance?___________________

____

What lesson did you learn from that experience?____

____

How will that lesson help you be a better salesperson?________________________________

____

____

Mental Toughness - Reading Commitment

To remain mentally tough, you must feed your head daily with positivity. Get a book that motivates you or helps you become better at your craft and commit to reading (or listening) from it for at least 10 minutes a day for 30 days. Write down one thing that you read or a thought that struck you from days one through thirty below. Forming a habit of reading will have a positive impact professionally and personally. Audiobooks are also a very effective way to accomplish the same results.

"The man who **chooses not to read** has no advantage over the man who **cannot read**." -Mark Twain

What book are you committing to read from:____

1. ____
2. ____
3. ____
4. ____
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8. ____
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28. ____
29. ____
30. ____

What Matters Most - Customer Service

Each of the tactics that have been covered or that will be covered in this manual is individually very important but ultimately the thing that matters most is customer service. Yes, there is a small percentage of customers that do not care about the level of service as they are only motivated by the very lowest dollar amount they can get, but the vast majority of your customers are expecting a high level of service.

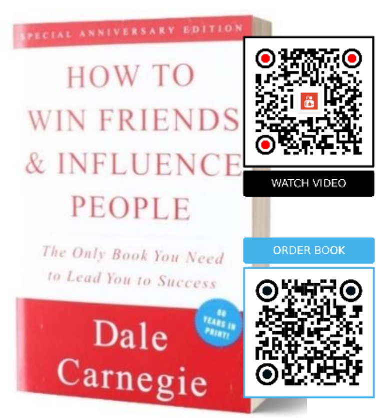
At Shottenkirk Automotive Group we strive to provide a world-class customer service experience in all aspects of our dealership operations. This experience starts with you. Your new position in sales is equal to running your own business under the larger umbrella of the dealership. If you were building a business from the ground up, how much effort would you put into delivering the best possible experience to your clientele?

In the past the saying was that a happy customer will tell 10 people and an unhappy customer will tell 50. The creation and rise of social media has given the modern customer the ability to tell thousands of others about their experience with ease. This can be very good for you or very bad for you.

"Social media has transformed our world into one great big **small town**, dominated, as all vibrant town use to be, by the strength of relationships, the currency of caring, and the **power of word of mouth**. In order to succeed now and in the future, it's going to be imperative that we remember what worked in the past." - Gary Vaynerchuk

10 Ways to Become a More Friendly Person from Dale Carnegie

1. "Never criticize, condemn or complain."
2. "Give honest, sincere appreciation."
3. "Arouse in the other person an eager want."
4. "Become genuinely interested in other people."
5. "Always smile."
6. "A name is the sweetest sound to anyone in any language."
7. "Be a good listener. Encourage others to talk about themselves."
8. "Talk in terms of the other person's interest."
9. "Make the other person feel important – and do so sincerely."
10. "The only way to get the best of an argument is to avoid it."



Which two of the above come the easiest to you? #___________ and #___________

Which two of the above do you need to work on? #___________ and #___________

Objective

Our primary sales objective at the Shottenkirk Automotive Group is to provide the customer with a sales experience that exceeds their expectations in all areas. To do this, we must display consistent excellence in our people, state of the art facilities, products, and processes. As you continue through this training guide, remember that the vehicle itself represents only a portion of what the consumer is buying. What they are actually looking for is a value combination made up of three parts: the vehicle, the sales consultant, and the dealership itself. If we fail to provide a world-class experience in any of these areas then we can expect a reduced chance of selling the customer a vehicle. We expect excellence from you!

Shottenkirk Seven-Step Sales Process

It is vitally important to have a process in place that will serve as a roadmap for the perfect deal flow. We utilize a simple seven-step method to create our ideal vehicle purchase process. When done correctly, each step adds its own unique value to the deal and to the customer experience that will ultimately result in higher closing percentages and gross profits.

Step 1: INTRODUCTION

This step will cover how to make an impactful first impression with the customer whether they initiated contact through a phone call, email sent, or an in-person visit to the dealership.

Step 2: INFORMATION

This step will cover how to gain control of the customer by utilizing the Visit Planning Sheet in a way that creates conversation based around the customer's needs and what they hope to accomplish today.

Step 3: EVALUATION

This step will cover how to utilize a set of questions combined with a physical walk around of the trade vehicle to get the customer to consider a more realistic expectation of its current market value.

Step 4: PRESENTATION

This step will cover how to utilize a value formula to get the customer to begin developing emotional attachments to the vehicle that will increase the vehicle's value in their mind.

Step 5: PREPARATION

This step will cover how to make sure that all necessary information has been properly prepared and input into the appropriate systems so that a purchase offer can be generated from the manager.

Step 6: NEGOTIATION

This step will cover how to engage with the customer once the offer has been presented in a way that will obtain their highest written and signed commitment to buy the vehicle right now.

Step 7: FINALIZATION

This step will cover how to efficiently get the customer back to the F&I department or it will cover how to professionally let them go and schedule follow-up if we could not reach an agreement.

Shottenkirk Seven-Step 1: Introduction

The very first step in our interaction with the customer is the introduction. We all know that you never get a second chance to make a great first impression, so it is imperative that we nail the introduction. There are three types of introductions that we will cover. You will either have an initial engagement with the customer **online**, on the **phone**, or **in-person**. They are all equally important. Before we begin to break these down we need to discuss some foundational information on effective communication.

Communication Dynamics

A communications professor at the University of Iowa would always ask his students to "define ***effective communication*** by using only one word? What do you think they would say?

Communication is vital to any successful sales environment. The better we understand how others receive the communication that we are giving over the phone, over the internet, or face to face will enable us to reach them more effectively. This will help eliminate the common miscommunications that bring a pre-mature end to so many appointment opportunities or sales. When having an information exchange, people receive communication in three basic ways. They hear (or read) the actual words being said, they notice the body language (or lack thereof online), and they are listening to the tone of voice. By the way, the correct one-word answer to the professor's question was **understanding**. Did you get it right?

Research from Dr. Albert Mehrabian from U.C.L.A. says that people receive given communication as such:

55% of all received communication is from the person's **body language.**

38% of all received communication is from the person's **tone of voice.**

7% of all received communication is from the person's **actual words.**

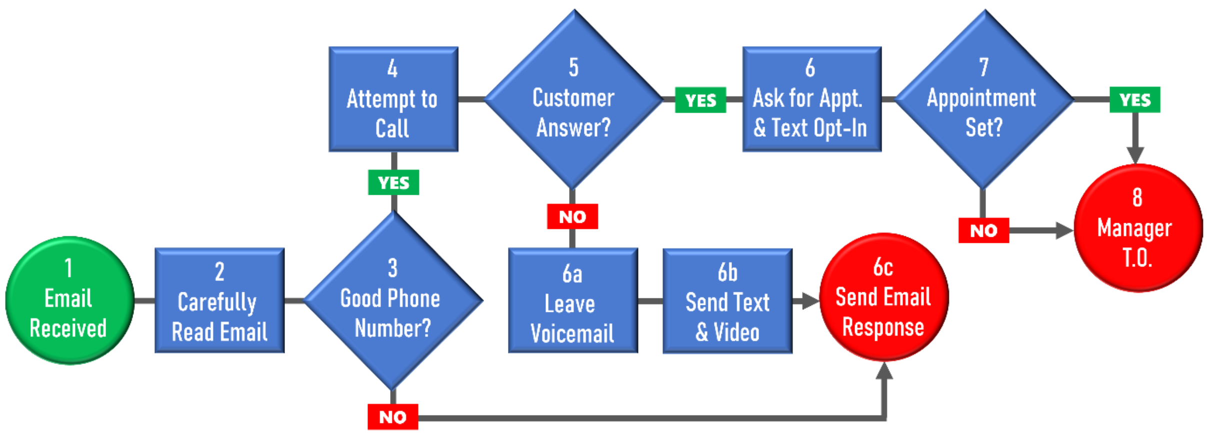
Communicate Differently

We must always remember that there is a very high probability that whichever way a customer chooses to initiate contact, they have probably done the same with at least one other dealership. We need to understand that to make a difference we need to be different. In a good way. Research on the human brain talks about heuristics which are basically shortcuts in the brain that will cause the customer to subconsciously ignore you if you sound just like everybody else. If we want to truly engage in a meaningful way with the customer, we must violate their heuristic. We must do things differently. We need to communicate and do things in a way that is different from what they have experienced elsewhere. Being different makes a difference in a sales environment. The worst thing that you can be is forgettable.

Online Introduction Basics

Online communication has surpassed the phone, now becoming the most prevalent form of initial contact to the dealership. We must be realistic enough to know that the customer will be pre-judging us based on how we respond to their internet inquiry. The judgement created by how we responded to their email will dictate whether they will be willing to set an appointment to come visit yourself and the dealership.

When the internet first became a viable tool for the automotive space it was all about response time. Whoever replied to the customer first won. In today's modern sales environment, response time is still important, but it is 100% secondary to the quality of the initial response. Here is the basic flow.



1. You have been assigned a customer email inquiry.

2. You should carefully read the email in its entirety to make sure that you do not miss anything.

3. Identify if there is a good contact phone number attached to the inquiry.

4. Attempt to call customer.

5. Did the customer answer the call?

6. If yes, then begin conversation and end with asking for an appointment and opt-in for text.

   6a. If not answered, then leave a voicemail. Only leave the voicemail on the second attempt.

   6b. Send initial text along with video if applicable. Video increases chances of engagement.

   6c. Send your custom crafted response that answers questions and offers appointment options.

7. Was an appointment set?
8. Get a manager T.O. to either help set or to confirm the appointment.

PRO TIP

Utilize spellcheck before sending any email communication. Spelling and grammar matter.

Too many sales consultants will send an auto-generated first response just to reply and stop the clock. You will almost always have a higher win percentage if you take the time to prepare a high-quality response. This creates an impactful online introduction.

Phone Introduction Basics

The phone represents the next level of customer commitment. When someone takes the time to make a call into a dealership, they are accepting that they are going to have to speak to another actual human being. In today's world where most people try to avoid any verbal conversations, just making the call does reveal a deeper sense of urgency on the customer's part. In fact, according to Forrester Research, callers convert at a 30% higher rate than email leads. Most inbound phone calls are made to see if a specific vehicle they saw online is in stock. If you get them on the phone, they are ready to buy.

Just as the customer pre-judges you on your spelling and grammar in an email, on the phone they are initially judging you on what you sound like. Remember that your biggest means of communication is your body language which you do not have at your disposal over the phone, so it massively elevates the importance of your tone of voice and the words that you say. A good question to ask yourself is this, do I sound like the kind of person that I would like to come and spend hours with?

1. You receive the inbound phone call.

2. You must deliver a world-class professional greeting to create a great first impression.

3. You must listen closely to the customer's stated need(s).

4. Take control of the call by asking strategic closed-end questions.

5. Make the appointment ask by offering the customer an alternate of choice appointment time.

PRO TIP

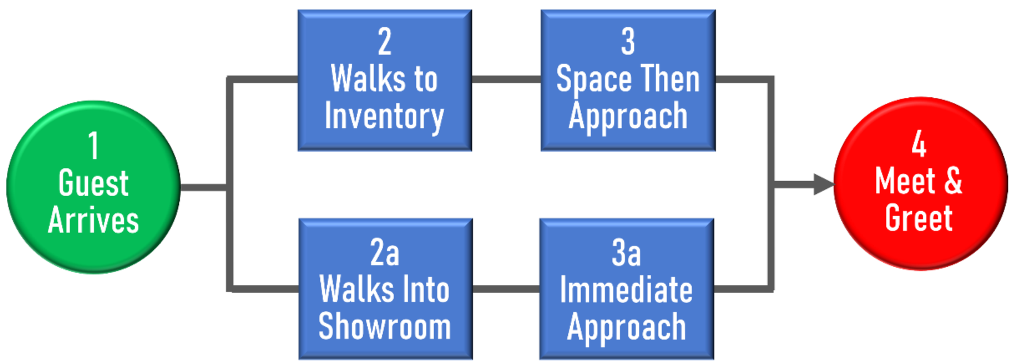
Find effective phone call word tracks at shottenkirktraining.com on the Sales Training assets page.

Your three main focus points when taking a call are to create a positive first impression, listen and gather the proper information, and to offer them an invitation into the dealership also known as an appointment. Where most salespeople fail is that they fall into the trap of trying to sell the car over the phone instead of simply focusing on asking for the appointment. THE MOST IMPORTANT THING IS TO NOT GET OFF OF THE PHONE WITHOUT ASKING FOR AN APPOINTMENT AT LEAST ONCE. According to Dealix, dealership salespeople do not offer an appointment to the caller 72% of the time. The phone ringing = opportunity!

Silence is not golden on the phone! To avoid awkward silence on the phone you must practice taking an effective phone call with other salespeople. If you allow silence, the customer will fill the silence with a question you don't want to have to answer.

In-Person Introduction Basics

The highest level of customer commitment is revealed when a customer arrives at the dealership. Twenty years ago, the average customer visited 8.2 dealerships on average before making a purchase. Today the average customer visits 1.2 dealerships before finalizing a purchase. The things a customer had to do in the past at a dealership, they are now able to do almost all of it online. The statistics today say that if they are on your showroom floor, they are NOT shopping, they are buying. Most customers are primarily looking for someone that they are comfortable with to buy from. Let's look at all of the things that you can control to create this level of customer comfort. This step is commonly known as the **Meet and Greet**.



1. The guest(s) arrives at the dealership.

2. The guest(s) gets out of their vehicle and then walks directly out to the vehicle inventory.

    2a. The guest(s) get out of their vehicle and walk directly into the showroom.

3. Do not approach the customer directly at their vehicle, give them a moment and then approach them.

    3a. Approach the guest(s) immediately with a friendly smile and positive body language.

4. Deliver the world-class Meet and Greet.

Meet and Greet Word Track

When the customer arrives at the dealership it is imperative that we approach and greet the customer in a non-aggressive and professional manner. One of the ways that we will attempt to put the customer at ease is to master the non-verbal communication as we approach them. Professional attire, upright and confident posture, and a genuine smile are all key components to how they receive what you will say.

"Good afternoon (time appropriate). **Welcome to Shottenkirk __________________** (dealership name).**"**
"Were you here for sales or service today?"
(if they say sales) **"Great, I would love to help you. My name is __________, and you are?"** *(Joe)*
(if they say service) **"I would be happy to show you the way. Please follow me."** (end)
(if they say a person) **"I would be happy to show you to them. Please follow me."** (end)
"It's nice to meet you Joe. Please follow me." (turn, motion, and start walking)

PRO TIP **Maintain eye contact and offer an appropriate handshake to all parties present.**

Meet and Greet Focus Points

The most important step in the process will always be the step that you are on. The better you can do at the introduction (meet and greet) will help you do a better job on the next step and so on. Some key focus points to remember while delivering the meet and greet word track are:

- Portray confidence with upright posture while approaching the customer. Keep your head up!
- Keep your hands out of your pockets. (refer back to the checklist from page 10)
- Speak loud enough to be heard by all and focus on speaking clearly without using slang.
- While saying “please follow me” start turning and motion with your hand for them to follow.

Forbes “Seven Seconds to Make a Great First Impression”

According to Forbes Magazine you have “seven seconds to make a great first impression.” Here are seven tips to help you knock it out of the park when meeting someone for the first time. Your appearance and non-verbal communication determine how well your verbal communication is received. Do not underestimate the importance of this in-person introduction at the Meet and Greet. It all starts here.

1. **Adjust your attitude.** People pick up your attitude instantly. Before you turn to greet someone, or enter the boardroom, or step onstage to make a presentation, think about the situation and make a conscious choice about the attitude you want to embody.

2. **Straighten your posture.** Status and power are nonverbally conveyed by height and space. Standing tall, pulling your shoulders back, and holding your head straight are all signals of confidence and competence.

3. **Smile.** A smile is an invitation, a sign of welcome. It says, “I’m friendly and approachable.”

4. **Make eye contact.** Looking at someone’s eyes transmits energy and indicates interest and openness. (To improve your eye contact, make a practice of noticing the eye color of everyone you meet.)

5. **Raise your eyebrows.** Open your eyes slightly more than normal to simulate the “eyebrow flash” that is the universal signal of recognition and acknowledgement.

6. **Shake hands**. This is the quickest way to establish rapport. It’s also the most effective. Research shows it takes an average of three hours of continuous interaction to develop the same level of rapport that you can get with a single handshake.

7. **Lean in slightly.** Leaning forward shows you’re engaged and interested. But be respectful of the other person’s space. That means, in most business situations, staying about two feet away.

Common Objections at the Meet & Greet

Sometimes when you are attempting your meet & greet or even after you finished your greeting, they will object to following your lead. Keep your cool and do not get upset at the customer. Remember that a lot of the customers have already had one or more bad experiences at other dealerships. Don't take this personal.

"*I'm just looking*." - **"No problem sir. As you can see our vehicles are pretty spread out. I can help save you time and point you in the right direction. What vehicle were you looking for?"**

"*This is my first stop*." **- "No problem sir. I know there are a lot of choices. Thanks for choosing us first. What can I help you with today?"**

"*I'm not buying today*." **- "Perfect! So today is just an information day, is that right? Great, my name is ___________. What information can I help you get today?"**

"*My spouse isn't here*." **- "No problem sir. I wouldn't expect you to make any decisions without their input. What information did we need to get you today for the two of you to discuss?"**

"*I don't have much time*." - **"No problem sir. I want to make sure we make the best use of the time you do have. Exactly how much time do we have right now? What would you like to do with that time?"**

"*Leave me alone*!" - **"No problem sir. I'll let you look around. My name is __________ take my card and show it to anyone who approaches you and they will leave you alone. I'll be right over there if you have any questions."**

"*How much can you discount this*?" - **"Let me ask first, is this the exact car you want? Well, the only price I'm authorized to give as the salesperson is the M.S.R.P. right here. Anything other than that has to come from a manager?"**

Remember that we do not want to fight the customer or create discomfort. Our goal is to try to keep control of the customer throughout the process but ultimately, the customer could care less about **our process**. At times they may want to do something different, and we need to be able to adapt. Be aware of what I refer to as "friction" in a car deal. When you get enough friction then you get fire. There is no need to create any friction with the customer at this point. Just roll with it and let your relationship and rapport continue to grow.

Shottenkirk Seven-Step 2: Information

The objective of the Information step is to reveal the customer's true buying motivations along with vehicle and budget requirements to find the best vehicle for them in stock. An effective information gathering will require you to ask strategic questions and most importantly be a great listener. The best place to start with any sales situation is to attempt to uncover the customer's true buying motivations. Consider these two questions. Why do they need my product? Why do they need it now? To be the most effective at getting the answers that you need you must identify what type of negotiator you are dealing with. The more you can align your questions with their personality type will lead to yielding a better result.

1. After a successful introduction, you and the customer(s) have now been seated in your office.
2. Make sure that you have offered the customer(s) any available refreshments.
3. Begin your strategic questioning based on the negotiator type you have identified.
4. Actively listen to their responses with non-verbals and take appropriate notes as they speak.
5. The Early Management Introduction (EMI) should take place at some point during the questioning.
6. Input all updated information into the appropriate CRM and other system tools.
7. Move on to the next step of current vehicle evaluation if applicable.

PRO TIP **Always be looking for opportunities to add to your rapport building throughout the entire car deal.**

Rapport Building Questions (R.B.Q.'s)

Rapport is the single most important factor in getting someone to trust you enough to purchase from you. If you lack the ability to identify rapport building opportunities with people, then you simply should not be in any sort of sales as a career. You must find some common ground to talk about to get people to remember that you are a person first and a salesperson second. If you can spend more time talking about other things than the car deal…that is a great thing. In fact, a healthy split would be 60% of the conversation time being rapport based and the other 40% of the conversation being vehicle based.

"Rapport is a **lubricant** for information flow – in all cases." -Chris Voss

Three Negotiator Types

We need to dive in and learn how to differentiate between the types of customers that we will encounter. While there are many different research documents we could look at, it is best to keep things simple when possible. This is why we want to focus on the **Three Negotiator Types**. This information comes from The Black Swan Group which was founded by the F.B.I.'s retired head of Counter-Terrorism Hostage Negotiations. Learning to recognize which negotiator type is in front of you and how to utilize the correct tactical empathy makes you a much more effective salesperson.

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THE BLACK SWAN GROUP Source: The Three Negotiator Types	ANALYSTS	ACCOMMODATORS	ASSERTIVES
See Themselves:	Realistic, Prepared, Smart	Personable, Conversational, Relationship Focused	Honest, Logical, Direct
Others See Them:	Cold, Standoffish	Friendly, Too Talkative	Emotional, Aggressive, Harsh
Cares About:	Acquiring facts and info.	Building relationships	Being heard
Negotiation Mindset:	➢ Time = preparation ➢ Silence = time to think	➢ Time = build relationship ➢ Silence = indicates anger	➢ Time = money ➢ Silence = speak more

Rapport building with an Analyst: Analysts are usually the most difficult to build rapport with since they are the least emotionally driven type. Numbers and data are their language. When you find yourself with an analyst you want to keep your opinions out of the information exchange. You need to provide documents and online facts that you can show to build credibility. They are very prepared, and nothing will build rapport with them more than if you can show them something they didn't discover in their own research. You must be a product knowledge expert to succeed with them. Just the facts, no guessing!

Rapport building with an Accommodator: Accommodators are the most common type of customer, and they just happen to also be the easiest to build a rapport with. Focus on having a relaxed demeanor and ask lots of questions as they will answer and elaborate on almost anything. The more talking they do, the more likely they are to bring up something that will uncover a rapport building opportunity. Tell stories and share personal experiences with accommodators, they will reciprocate, and rapport will develop.

Rapport building with an Assertive: Most salespeople consider the assertive to be the most difficult. They are not if you handle them correctly. Assertives are used to giving orders and everyone doing exactly what they say. Time and control are their hot buttons. End your questions with "*is that right?*" or "*did I understand correctly?*", this way they get to give their approval to what you said. When they get to approve things, they feel in control and comfortable.

Question Types

When most people think of a great salesperson, they think of someone that has great responses and always knows what to say. That is wrong. **The highest performing salespeople are not the ones that have the smoothest objection handling lines, they are the ones that ask the best questions.** The most powerful skill that a salesperson can develop is the confidence to ask the right question at the right time. Recognizing the "right" question means that you know the different types of questions to utilize based on the moment that you are in.

"There is a clear statistical association between the use of questions and the success of the interaction. The more you ask questions, the more successful the interaction is likely to be. And some types of questions are more powerful than others." - Neil Rackham

Open Ended – These require an **explanation** or more in-depth response.

Example: What made you decide that right now was the right time to look for a new vehicle?

Closed Ended – These questions offer a **choice** to be selected such as "yes" or "no" etc...

Example: As far as the exterior of the vehicle is concerned, do you prefer lighter or darker shades?

Probing – These are used to get a **more** detailed response and additional insight.

Example: Would you share with me more about exactly what you will be towing with the truck?

Clarification – These questions are used to **clarify or summarize** what has been said.

Example: I want to make sure we are on the same page; you are looking for _______ is that right?

Listening Skills

Asking good questions only matters if you are dedicated to being a good listener. Customers need to know they are being heard. Practice these active listening skills to not only help you understand your customer better but to show your customer that you are hearing them correctly. These techniques will help the customer feel at ease as they will be able to tell that you are genuinely listening to their concerns.

- **Give Undivided Attention** – do not be multi-tasking and keep eye contact unless writing notes.
- **Write Things Down** – taking notes shows them that you value what they are saying.
- **Repeat Things** – strategically repeating certain things they say keeps engagement.
- **Use Small Verbals** – occasionally using "ok" or "uh-huh" or "I understand" shows understanding.
- **Use Non-verbals** – displaying good body language and head nods show understanding.
- **Do Not Interrupt** – you want them talking so give them the opportunity to.
- **Summarize at the End** – this final verbal summary creates customer comfort.

"Most people do not listen with the **intent to understand**. They listen with **the intent to reply**." -Steven Covey

Isopraxism

If you recall from the communication dynamics section, we established that 55% of all communication is based on body language. We must be aware of ours while also observing the customers. We can create customer comfort by utilizing isopraxism. Also known as "mirroring" (and "limbic synchrony" when in reference to body movements), isopraxism is when **two individuals unconsciously match each other's body language and movements**. This is frequently done without the first person realizing they are replicating the movements of another.

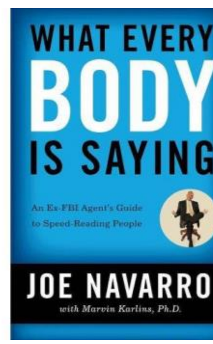
Establish Their Baseline Body Language

Be careful not to make assumptions at first. Just because their arms are crossed doesn't mean that they are upset or standoffish. It's not the initial body language that reveals mood, it's the changes in body language that we need to be aware of. **Changes usually mean that something has changed!** Watch for changes in their body language such as arms crossed and then uncrossed, relaxed posture suddenly going to a rigid posture, etc...

Influence Their Body Language

Use isopraxism to influence or adjust their body language. You must be subtle with this and it **will not work on all customers**, but it can be a great tool. If you want them to lean in, then you lean in. If you want them to lean back, then you lean back. Use this technique to mirror what they are doing or to get them to follow what you are doing. If isopraxism occurs, then comfort levels increase.

"Just as careful **listening** is critical to **understanding** our verbal pronouncements, so **careful observation** is vital to **comprehending** our body language." – Joe Navarro



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PRO TIP **Understanding body language and other physical tells will help you be an elite sales professional.**

Visit Planning Sheet

This is the most important document in your car deal. That is the reason we have taken so much time establishing the skills needed to be successful at this step. Any mistakes made during this step will absolutely be amplified later in the process. You **must keep control** of the customer throughout the completion of the Visit Planning Sheet by utilizing all of your newly established skills. How well you do at gathering this information will 100% determine how successful you will be in closing the deal later.

You absolutely must **slow down** and do a great job when sitting down with the customer and having the conversation to identify what is important to them on the vehicle they intend to purchase. Do not shortcut or rush this step or you will end up showing the customer either the wrong car or more car than they need for their budget. This is also where you will let the customer "plan the visit" with you by letting them have input in ordering things in the Shottenkirk Your Way process. Good information here will result in a good result when it's time to close. **Pros do a great job with this document, average salespeople rush through it.**

The Visit Planning Sheet is a more **modern version of the traditional Guest Sheet**. The psychology behind the updated sheet is to create a sense of participation in the planning process for the customer. Our willingness to let them participate in the planning process will lead to an increased sense of control in their eyes. When they feel more in control then they will feel more comfortable. When a customer is comfortable, they make buying decisions. **This is also a great competitive advantage for us** as it pertains to creating and delivering a **better customer experience**. Your competition is not doing this.

Shottenkirk VISIT PLANNING SHEET

Guest Name: Visit Date: Visit Time:

How did you hear about us? Sales Associate:

PLANNING

1 Vehicle Selection
2 Trade Evaluation
3 Vehicle Presentation
4 Vehicle Demonstration
5 Credit Verification
6 Present Purchase Options
7 Finalize Paperwork 7

*customizations in step order may result in additional time required to complete transaction

VEHICLE SELECTION

❑ New ❑ Pre-Owned ❑ Best Value

Year Make Model

Stock # (If from website)

Mileage Parameters (If considering pre-owned)

Equipment Preference #1

Equipment Preference #2

Optional

VEHICLE EXTERIOR SHADE

❑ Lighter ❑ Darker ❑ No Preference

Other:

VEHICLE DESIRED BUDGET

Desired monthly payment?

Maximum down payment?

CURRENT VEHICLE INFORMATION

Are you trading this vehicle? ❑ Yes ❑ No ❑ Maybe

Year Make Model

Trim Level Color Mileage

Is this vehicle? ❑ Financed ❑ Leased ❑ Owned

What is/was the monthly payment?

If financed, what is the exact payoff?

If leased, how many payments remain?

Which lender financed/leased the vehicle?

If owned, do you have the clean title? ❑ Yes ❑ No

CURRENT VEHICLE QUALITY QUESTIONS

YES NO

- ❑ ❑ Are you the vehicle's original owner?
- ❑ ❑ Do you have the original keys? How many?
- ❑ ❑ Did you regularly service the vehicle?
- ❑ ❑ Do you have all of the service records?
- ❑ ❑ Has the vehicle ever been in an accident/collision?
- ❑ ❑ Has the vehicle ever had hail damage?
- ❑ ❑ Has the vehicle ever had flood damage?
- ❑ ❑ Has the vehicle ever been repainted?
- ❑ ❑ Has the vehicle ever been smoked in?
- ❑ ❑ Have the tires been replaced in the last 6 months?
- ❑ ❑ Was an extended service contract purchased?
- ❑ ❑ Has the vehicle experienced any mechanical issues?

GUEST CONTACT INFORMATION

Primary contact number:

Primary email address:

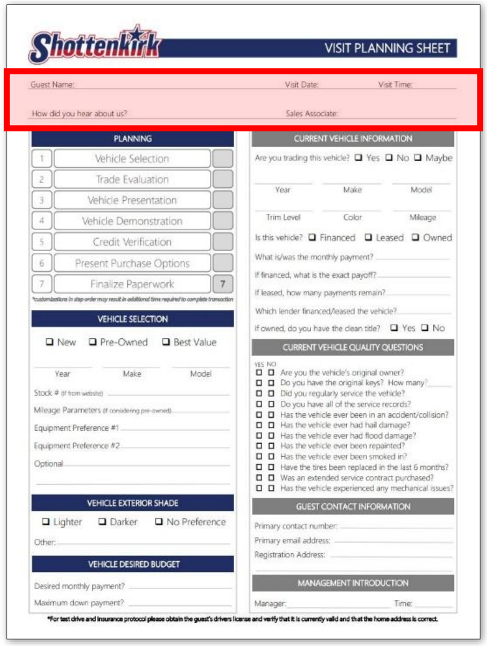
Registration Address:

MANAGEMENT INTRODUCTION

Manager: Time:

*For test drive and insurance protocol please obtain the guest's drivers license and verify that it is currently valid and that the home address is correct.

Visit Planning Sheet: Section 1 Basic Information


Shottenkirk VISIT PLANNING SHEET

Guest Name: Visit Date: Visit Time:

How did you hear about us? Sales Associate:

PLANNING

1 Vehicle Selection
2 Trade Evaluation
3 Vehicle Presentation
4 Vehicle Demonstration
5 Credit Verification
6 Present Purchase Options
7 Finalize Paperwork 7

*customizations in step order may result in additional time required to complete transaction

VEHICLE SELECTION

❑ New ❑ Pre-Owned ❑ Best Value

Year Make Model

Stock # (If from website)

Mileage Parameters (If considering pre-owned)

Equipment Preference #1

Equipment Preference #2

Optional

VEHICLE EXTERIOR SHADE

❑ Lighter ❑ Darker ❑ No Preference

Other:

VEHICLE DESIRED BUDGET

Desired monthly payment?

Maximum down payment?

CURRENT VEHICLE INFORMATION

Are you trading this vehicle? ❑ Yes ❑ No ❑ Maybe

Year Make Model

Trim Level Color Mileage

Is this vehicle? ❑ Financed ❑ Leased ❑ Owned

What is/was the monthly payment?

If financed, what is the exact payoff?

If leased, how many payments remain?

Which lender financed/leased the vehicle?

If owned, do you have the clean title? ❑ Yes ❑ No

CURRENT VEHICLE QUALITY QUESTIONS

YES NO

❑ ❑ Are you the vehicle's original owner?
❑ ❑ Do you have the original keys? How many?
❑ ❑ Did you regularly service the vehicle?
❑ ❑ Do you have all of the service records?
❑ ❑ Has the vehicle ever been in an accident/collision?
❑ ❑ Has the vehicle ever had hail damage?
❑ ❑ Has the vehicle ever had flood damage?
❑ ❑ Has the vehicle ever been repainted?
❑ ❑ Has the vehicle ever been smoked in?
❑ ❑ Have the tires been replaced in the last 6 months?
❑ ❑ Was an extended service contract purchased?
❑ ❑ Has the vehicle experienced any mechanical issues?

GUEST CONTACT INFORMATION

Primary contact number:

Primary email address:

Registration Address:

MANAGEMENT INTRODUCTION

Manager: Time:

*For test drive and insurance protocol please obtain the guest's drivers license and verify that it is currently valid and that the home address is correct.

You have already gotten the customer's first name during the introduction, so now you just need to make sure it's spelled correctly. Names are important, get it right!

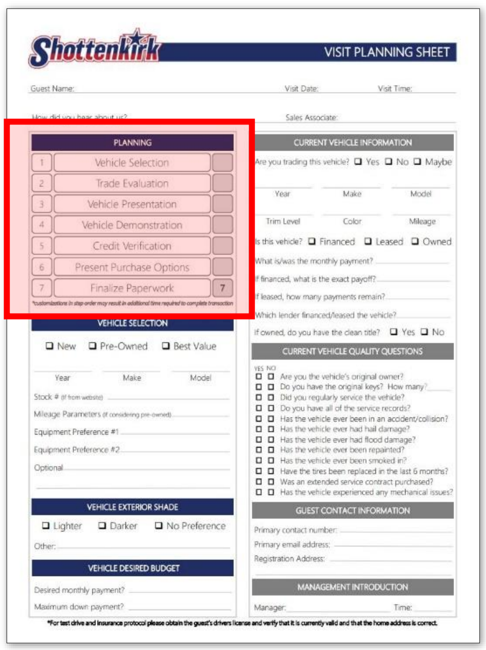
"John, do me a favor and go ahead and spell your first and last name for me. I want to make sure that I get it correct?"

Next you will fill in the current date and time. After that you will find out how the customer heard about the dealership. It's very important that we identify the specific source they used that brought them to the dealership. Finding out this information will ultimately help you because we can better spend our advertising budget leading to a higher quality lead.

"John, how did you hear about us? Did you see us on a specific website, did you hear us on the radio, see us on t.v., etc...?"

"Internet" is not an appropriate response. You need to identify if it was your store's website, cars.com, car gurus, autotrader, etc... Lastly, you will fill in your name on the Sales Associate line.

Visit Planning Sheet: Section 2 Planning


Shottenkirk VISIT PLANNING SHEET

Guest Name: Visit Date: Visit Time:

How did you hear about us? Sales Associate:

PLANNING

1 Vehicle Selection
2 Trade Evaluation
3 Vehicle Presentation
4 Vehicle Demonstration
5 Credit Verification
6 Present Purchase Options
7 Finalize Paperwork 7

*customizations in step order may result in additional time required to complete transaction

VEHICLE SELECTION

❑ New ❑ Pre-Owned ❑ Best Value

Year Make Model

Stock # (If from website)

Mileage Parameters (If considering pre-owned)

Equipment Preference #1

Equipment Preference #2

Optional

VEHICLE EXTERIOR SHADE

❑ Lighter ❑ Darker ❑ No Preference

Other:

VEHICLE DESIRED BUDGET

Desired monthly payment?

Maximum down payment?

CURRENT VEHICLE INFORMATION

Are you trading this vehicle? ❑ Yes ❑ No ❑ Maybe

Year Make Model

Trim Level Color Mileage

Is this vehicle? ❑ Financed ❑ Leased ❑ Owned

What is/was the monthly payment?

If financed, what is the exact payoff?

If leased, how many payments remain?

Which lender financed/leased the vehicle?

If owned, do you have the clean title? ❑ Yes ❑ No

CURRENT VEHICLE QUALITY QUESTIONS

YES NO

❑ ❑ Are you the vehicle's original owner?
❑ ❑ Do you have the original keys? How many?
❑ ❑ Did you regularly service the vehicle?
❑ ❑ Do you have all of the service records?
❑ ❑ Has the vehicle ever been in an accident/collision?
❑ ❑ Has the vehicle ever had hail damage?
❑ ❑ Has the vehicle ever had flood damage?
❑ ❑ Has the vehicle ever been repainted?
❑ ❑ Has the vehicle ever been smoked in?
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❑ ❑ Was an extended service contract purchased?
❑ ❑ Has the vehicle experienced any mechanical issues?

GUEST CONTACT INFORMATION

Primary contact number:

Primary email address:

Registration Address:

MANAGEMENT INTRODUCTION

Manager: Time:

*For test drive and insurance protocol please obtain the guest's drivers license and verify that it is currently valid and that the home address is correct.

This is where you can begin to separate yourself from your competition. Inviting them to plan the order of things will help the rapport process by keeping them engaged. It also walks them through planning the process all the way through finalizing paperwork. Most customers will subconsciously give you a soft commitment to purchase without even realizing it.

"__________ (customer name), these are the steps that it takes to complete a purchase, and this is the traditional order in which they go in."

"If you are wanting the process to go as fast as possible then this is the order that we would recommend."

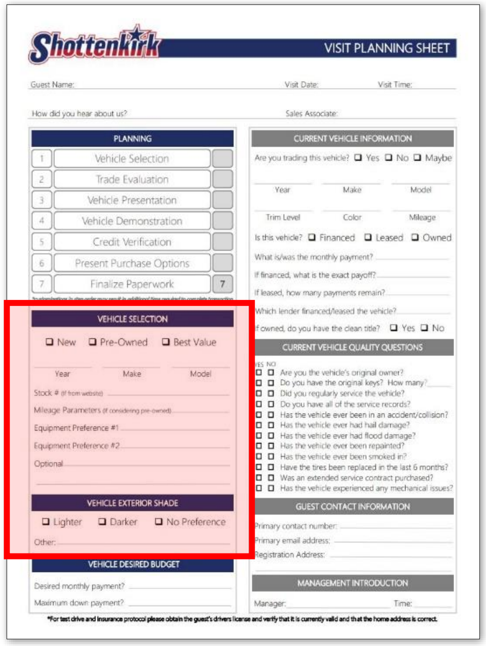
"However, we want you to be comfortable with every step of the process so if there are any of these steps that you would like to do in a different order, we are totally fine with that."

"We want you to have the best experience possible."

"Do you want to stay with the traditional order, or do you prefer to move any of the steps around?"

If they want to move steps around, show them the disclaimer about time below the steps.

Visit Planning Sheet: Section 3 Vehicle Selection


Shottenkirk VISIT PLANNING SHEET

Guest Name: Visit Date: Visit Time:

How did you hear about us? Sales Associate:

PLANNING
1 Vehicle Selection
2 Trade Evaluation
3 Vehicle Presentation
4 Vehicle Demonstration
5 Credit Verification
6 Present Purchase Options
7 Finalize Paperwork

VEHICLE SELECTION
☐ New ☐ Pre-Owned ☐ Best Value
Year Make Model
Stock # (If from website)
Mileage Parameters (If considering pre-owned)
Equipment Preference #1
Equipment Preference #2
Optional

VEHICLE EXTERIOR SHADE
☐ Lighter ☐ Darker ☐ No Preference
Other:

VEHICLE DESIRED BUDGET
Desired monthly payment?
Maximum down payment?

CURRENT VEHICLE INFORMATION
Are you trading this vehicle? ☐ Yes ☐ No ☐ Maybe
Year Make Model
Trim Level Color Mileage
Is this vehicle? ☐ Financed ☐ Leased ☐ Owned
What is/was the monthly payment?
If financed, what is the exact payoff?
If leased, how many payments remain?
Which lender financed/leased the vehicle?
If owned, do you have the clean title? ☐ Yes ☐ No

CURRENT VEHICLE QUALITY QUESTIONS
YES NO
☐ ☐ Are you the vehicle's original owner?
☐ ☐ Do you have the original keys? How many?
☐ ☐ Did you regularly service the vehicle?
☐ ☐ Do you have all of the service records?
☐ ☐ Has the vehicle ever been in an accident/collision?
☐ ☐ Has the vehicle ever had hail damage?
☐ ☐ Has the vehicle ever had flood damage?
☐ ☐ Has the vehicle ever been repainted?
☐ ☐ Has the vehicle ever been smoked in?
☐ ☐ Have the tires been replaced in the last 6 months?
☐ ☐ Was an extended service contract purchased?
☐ ☐ Has the vehicle experienced any mechanical issues?

GUEST CONTACT INFORMATION
Primary contact number:
Primary email address:
Registration Address:

MANAGEMENT INTRODUCTION
Manager: Time:

*For test drive and insurance protocol please obtain the guest's drivers license and verify that it is currently valid and that the home address is correct.

It may seem like a large portion of today's customers arrive with a specific vehicle they have found on an online source to see. However, current data from Cox Automotive says that only 1 in 3 customers know the exact vehicle that they want. Do not assume that a customer will not be willing to look at alternative choices. We create options when we discover what their **minimum vehicle needs are**. Top producing salespeople focus on what the customer **needs** instead of what they **want** on the vehicle. Focusing on the customer's needs leaves you an opportunity to make gross profit! This is what showing them the "right" car means.

If they have **NOT** brought up a specific stock number:

"What model were you most interested in seeing today?" (they say an *F-150*)

"Great, are you considering new, pre-owned, or are you just looking for the best overall value?" (they say *pre-owned*)

If they **DO** bring up a specific stock number:

"I would be happy to show you that vehicle. I'm curious, was it the styling or the pricing that made you choose that vehicle?" (it really doesn't matter which answer they give you)

"If I have other similar vehicles, do you like the idea of being able to choose which one you want?" (any logical customer will answer this with a *yes*) **"Great, I'll keep that in mind and let my manager know."**

This is where you would pick up from either start choices above:

Now you want to follow up with an open-ended question to get them talking. Start by asking them what "**attracted**" them to the specific model. This can begin to uncover emotional hot buttons.

"Let me ask you something. What attracted you to the F-150?" (they say *I really like the new body style*)

"That new body style is great. I especially like the __________." (agree and elaborate with what they say)

It's time to find out what they need (not want) to have on the vehicle. How you word this question is imperative. Do not ask an open-ended question like "what equipment did you want." Instead create a closed ended question by limiting their responses. The more options they get to tell you what they want will decrease your chances of having a matching vehicle in stock. **You want to always sell from stock!**

"I've found that almost all of my customers typically have one, or sometimes two options that they have to have on the vehicle. What would those one or two things be for you?"

Listen to what they say and write it down while using your non-verbals to show that you are listening. After you write their answers down, lean back and ask them:

"Why are those options important to you?"

PRO TIP **Lean back when having a conversation or asking questions and only lean in when writing things down.**

Visit Planning Sheet: Section 3 (continued)

Conversation Not Interrogation

The Pro-Tip from the previous page is based on the science that the average person perceives a leaned back and relaxed posture as **non-confrontational**. That being said, the average person feels that a leaned forward posture is **aggressive**, and they will consciously or unconsciously **elevate their defensiveness**. Don't mistake information for the **right information**. Remember that a comfortable conversation will help get us the information that we need. Here are some other questions to mix in during this segment.

"Will this be your first __________ (brand name)**?"** This can reveal a possible strong brand loyalty or reveal why they may be considering a new brand.

"Are you going to be the primary driver of the vehicle? Most will be but if not, find out who will be.

"Who else may be driving it?" If they are not present, ask if they will be part of the decision making.

"How will you be using the vehicle?" If they say towing then find out what they will be towing, where they will be towing it, etc...**listen closely so that you can plug in an R.B.Q.** (**R**apport **B**uilding **Q**uestion)

"How far is you daily commute?" This can help **organically** lead to where they work.

"Where do you commute to?" Finding out where they work can open up the **opportunity for an R.B.Q.**

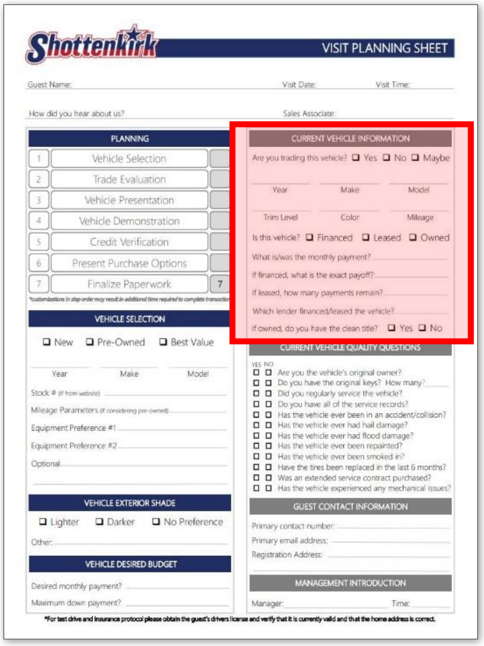
"Up to how many people might be riding in the vehicle with you?" This is a way of getting them to bring up family members without us having to ask, which can be seen as too personal by some. If they do bring up kids, then ask **"Will there be car seats needed in the vehicle? How many?"** This is a better way than just asking how old their kids are. **Remember from sales psychology that we are focusing on curiosity instead of friendliness at this point.**

"As far as the exterior of the vehicle, do you prefer lighter or darker shades?" Stay away from using the word "**color**." The moment you say the word "color", their brain will instinctively think of a color and that is what they will tell you. Lighter or darker shades will give you a better chance of having something in stock by not being too specific. Some will answer this question with a specific color anyways. If they do then say: **"That is a nice color. And your second choice would be?"** Don't ask if they have a second color choice, just ask them what it is...see the difference? Then ask **"and your third choice?"**

PRO TIP **Always be listening for an R.B.Q. because you never know when the customer will open that door.**

This image is what isopraxis looks like. Notice how both parties have a leaned in posture. As we stated above this **typically** contributes toward defensiveness, but not always. In this scenario, look closely at how he is **physically influencing** the situation. Even though he is leaned in, it appears that he just wrote something down. He is also **smiling** while keeping good **eye-contact** and has a **hand out in front of him exposed**. All of these actions used together will help to diffuse any natural defensiveness that may be there. Also, never forget this, if you are in sales then your job is to smile! **A genuine smile used at the appropriate time can be a salesperson's best friend.** Don't forget to use it! And use it often!

Visit Planning Sheet: Section 4 Current Vehicle


Shottenkirk VISIT PLANNING SHEET

Guest Name: Visit Date: Visit Time:

How did you hear about us? Sales Associate:

PLANNING

1 Vehicle Selection
2 Trade Evaluation
3 Vehicle Presentation
4 Vehicle Demonstration
5 Credit Verification
6 Present Purchase Options
7 Finalize Paperwork 7

*customizations in step order may result in additional time required to complete transaction

VEHICLE SELECTION

❑ New ❑ Pre-Owned ❑ Best Value

Year Make Model

Stock # (If from website)

Mileage Parameters (If considering pre-owned)

Equipment Preference #1

Equipment Preference #2

Optional

VEHICLE EXTERIOR SHADE

❑ Lighter ❑ Darker ❑ No Preference

Other:

VEHICLE DESIRED BUDGET

Desired monthly payment?

Maximum down payment?

CURRENT VEHICLE INFORMATION

Are you trading this vehicle? ❑ Yes ❑ No ❑ Maybe

Year Make Model

Trim Level Color Mileage

Is this vehicle? ❑ Financed ❑ Leased ❑ Owned

What is/was the monthly payment?

If financed, what is the exact payoff?

If leased, how many payments remain?

Which lender financed/leased the vehicle?

If owned, do you have the clean title? ❑ Yes ❑ No

CURRENT VEHICLE QUALITY QUESTIONS

YES	NO	
❑	❑	Are you the vehicle's original owner?
❑	❑	Do you have the original keys? How many?
❑	❑	Did you regularly service the vehicle?
❑	❑	Do you have all of the service records?
❑	❑	Has the vehicle ever been in an accident/collision?
❑	❑	Has the vehicle ever had hail damage?
❑	❑	Has the vehicle ever had flood damage?
❑	❑	Has the vehicle ever been repainted?
❑	❑	Has the vehicle ever been smoked in?
❑	❑	Have the tires been replaced in the last 6 months?
❑	❑	Was an extended service contract purchased?
❑	❑	Has the vehicle experienced any mechanical issues?

GUEST CONTACT INFORMATION

Primary contact number:

Primary email address:

Registration Address:

MANAGEMENT INTRODUCTION

Manager: Time:

*For test drive and insurance protocol please obtain the guest's drivers license and verify that it is currently valid and that the home address is correct.

Now we will talk to the customer about what they are currently driving and find out if they are intending to trade this vehicle in on their purchase today. How they answer these questions will help reveal past purchasing habits and also help shape how we sell to them moving forward throughout the process.

"John, will you be trading in a vehicle today?"

"Great, what is the year, make, and model?" Make another comment about how well we do with vehicles like that on our pre-owned lot.

"What trim level is that ________? (XLE, LX, King Ranch, etc...)

"What made you choose that trim level?" This will get them to reveal hot-buttons from the past which are usually still one of their current buying motivations.

"What color is the vehicle?" Make a subtle comment about that being a good color on that particular model.

"Exactly how many miles are on the vehicle?"

"Did you put all of those miles on there or did you buy it pre-owned?" If they say "**new**," then do the math on how many miles per year and ask: **"It looks like you drive around 15,000 miles per year, is that right? Is that what you are expecting to do with the new vehicle as well**?" If they say "pre-owned," find out when and how many miles were on it when they purchased it and then do the math and ask the questions above. How they answer the mileage question will serve as a pre-filter for revealing if they may be a good candidate for a lease.

"Are you making traditional loan payments to the bank, lease payments to the bank, or do you have the title?" Most will be making some type of payment. If they answer with a payment then ask: **"What is the current monthly payment that you're making?" As an optional response you can pause and look at the payment you wrote down and ask: "How did you get your payment that low?"** At times this question will get them to reveal useful information or at the very least it plants the mental seed that the payments we show them today will most likely be higher since most customers are upgrading in some way.

If it was financed ask: **"What is the exact payoff?" "Which lender do you have it financed with?"**

Ask for exact answers! Customers who give exact answers are revealing a higher readiness level.

If it was leased ask: **"What is the exact payoff and how many payments are left?" "Which lender do you have it leased with?"**

If they answer that they own it, immediately say: **"So, you have the clean title with you?"** This will also reveal readiness level. If they do not have it with them then make sure they know where to find it.

Here are some additional questions to mix in during this segment.

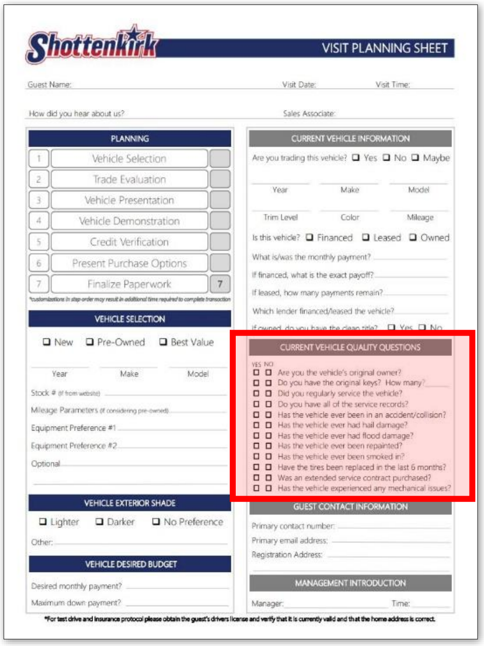
"Where did you purchase/lease this vehicle from?" "Have you enjoyed driving this vehicle?"

"What did you like the most about this vehicle?" "Was there anything you disliked?"

"Were there any upgraded options that you wish you had gotten on this vehicle?"

Listen! Listen! Listen! Listen! Listen! Listen! Listen! Listen! Listen! Listen! Listen! Listen! Listen

Visit Planning Sheet: Section 5 Quality Questions


Shottenkirk VISIT PLANNING SHEET

Guest Name: Visit Date: Visit Time:

How did you hear about us? Sales Associate:

PLANNING

1 Vehicle Selection
2 Trade Evaluation
3 Vehicle Presentation
4 Vehicle Demonstration
5 Credit Verification
6 Present Purchase Options
7 Finalize Paperwork 7

*customizations in step order may result in additional time required to complete transaction

VEHICLE SELECTION

☐ New ☐ Pre-Owned ☐ Best Value

Year Make Model

Stock # (if from website)

Mileage Parameters (if considering pre-owned)

Equipment Preference #1

Equipment Preference #2

Optional

VEHICLE EXTERIOR SHADE

☐ Lighter ☐ Darker ☐ No Preference

Other:

VEHICLE DESIRED BUDGET

Desired monthly payment?

Maximum down payment?

CURRENT VEHICLE INFORMATION

Are you trading this vehicle? ☐ Yes ☐ No ☐ Maybe

Year Make Model

Trim Level Color Mileage

Is this vehicle? ☐ Financed ☐ Leased ☐ Owned

What is/was the monthly payment?

If financed, what is the exact payoff?

If leased, how many payments remain?

Which lender financed/leased the vehicle?

If owned, do you have the clean title? ☐ Yes ☐ No

CURRENT VEHICLE QUALITY QUESTIONS

YES	NO	
☐	☐	Are you the vehicle's original owner?
☐	☐	Do you have the original keys? How many?
☐	☐	Did you regularly service the vehicle?
☐	☐	Do you have all of the service records?
☐	☐	Has the vehicle ever been in an accident/collision?
☐	☐	Has the vehicle ever had hail damage?
☐	☐	Has the vehicle ever had flood damage?
☐	☐	Has the vehicle ever been repainted?
☐	☐	Has the vehicle ever been smoked in?
☐	☐	Have the tires been replaced in the last 6 months?
☐	☐	Was an extended service contract purchased?
☐	☐	Has the vehicle experienced any mechanical issues?

GUEST CONTACT INFORMATION

Primary contact number:

Primary email address:

Registration Address:

MANAGEMENT INTRODUCTION

Manager: Time:

*For test drive and insurance protocol please obtain the guest's drivers license and verify that it is currently valid and that the home address is correct.

We now want to walk the customer through a line of questions about the vehicle being traded in to begin planting seeds about the vehicles condition. **You are not doing a Step 3 Evaluation right now.** You are simply setting yourself up for success at the next step if you effectively ask these quality questions.

"John, I'm quickly going to ask you some yes or no questions about your trade-in."

"Are you the vehicle's original owner?" If they say "*yes*", say "*great*" and if "*no*" ask if they know how many previous owners there were. They will probably not know but we have begun the process of showing them that the vehicle is not perfect.

"Do you have the original keys?" "How many?" If they have all of the original keys say "*fantastic, that's going to help us*." If they don't, you need to stop and put down the pen and with a seriously concerned look on your face say: **"Do you have any idea of where the missing keys might be?"** Keys are very expensive these days and a vehicle on your pre-owned lot with all keys is absolutely worth more than a like vehicle with just one key. This is only a big deal if you make it a big deal. Whether they know where the extra keys are or not say: **"I need you to do me and you a favor. Make sure that you keep track of all the keys I give you today for the new vehicle so that when you come back to see me in the future to trade this one in I can get you as much as possible for it."** The seed has been planted. If you end up showing them a pre-owned vehicle with only one key and they bring this up, all you have to say is: **"John, if this vehicle had all of the original keys it would have been priced hundreds of dollars more to start."**

"Did you regularly service the vehicle?" If so, ask where? If not, ask why?

"Do you have all of the service records?" If they do, say: **"Fantastic, do you have them with you so I can show my appraiser?"** If they do not then say: **"Again, do us a favor. Keep all of them for the new vehicle so I can assure you the best trade-in value when you come back to see me in a few years. Records help it sell."**

"Has the vehicle ever been in an accident or collision?" If not, move on. If so you should find out the details. What happened, was it professionally repaired, where, etc...

Visit Planning Sheet: Section 5 (continued)

"Has the vehicle ever had hail damage?" If not, move on. If so, you should find out the details. Was it professionally repaired, where was it repaired, do they have documentation, etc...

"Has the vehicle ever had flood damage?" If not, move on. If so, you should find out the details. What happened, was it professionally repaired, where was it repaired, do they have documentation, etc...

"Has the vehicle ever been repainted?" If not, move on. If so, you should find out the details. What happened, was it professionally done, where was the work done, do they have documentation, etc...

"Has the vehicle ever been smoked in?" If not, say **"Perfect"** and move on. If so, you should say: **"That's all right, we have a company that can try to professionally remove the smell and repair any smoke damage before we try to sell it."** This again plants the seed that a smoker's car is worth less than a non-smoker's car. This is why we utilize the word "**professionally**," when talking about removing the smell. People know that professionals do not work for free and the cost will be represented in their trade value.

"Have the tires been replaced in the last six months?" If so, say **"Great"** and move on. If not, ask them: **"How many miles are on the current set of tires?" "How long has a set been lasting you on this vehicle?" "Where do you typically buy new tires?" "What did it cost you last time you replaced them?"** Again, we are just reminding them that the tires are not perfect while being **curiously conversational**. Tires are a **BIG** deal to people when trading in. in fact, you will at some point get a customer that their entire buying motivation for getting a new vehicle is so that they don't have to buy a new set of tires for their current vehicle. It happens more often than you think.

"Was an extended service contract purchased on this vehicle?" If they say "*yes*" then say: **"Great, is it still in effect or has it expired?"** and find out additional details. If they say "*no*" then just move on.

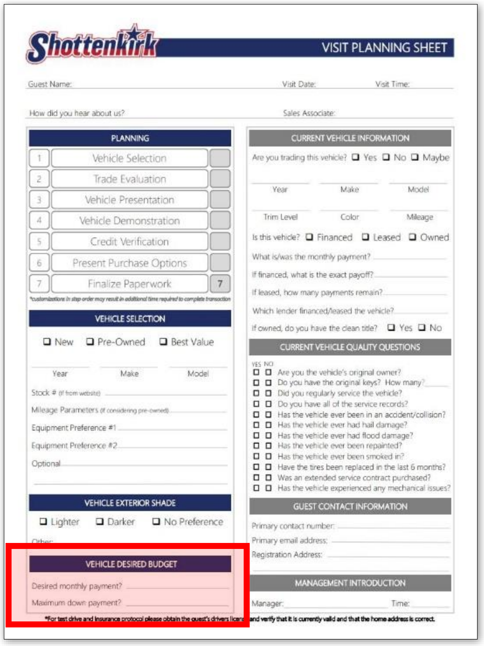
"Has the vehicle experienced any mechanical issues?" If not, move on. If so, you should list all issues and find out the details. What issues have occurred, were they fixed, how recently was it professionally repaired, where was the work done, do they have documentation, etc...

If they ask why you need all of this information just say: **"More information helps them get a more accurate value for your vehicle."**

PRO TIP **This segment is all about planting seeds. Be subtle but strong enough to make your point.**

Most salespeople spend very little effort when it comes to gathering good information on a customer's trade vehicle. With online pricing and near total transparency it can be difficult to create gross opportunities. The trade is one of the only places left in the car deal that has some variance in it. Don't have the weak mindset of a below average salesperson who looks at a trade as an obstacle to overcome. Choose the strong mindset of a high performing salesperson that looks at a trade as an opportunity to increase gross profit and ultimately your commission. Remember being brave enough to ask good questions will get you good answers. And good answers create the intel we need to formulate a winning game plan for your car deal. You get nothing if you don't ask for it. "Timid salespeople have skinny kids." - Zig Ziglar

Visit Planning Sheet: Section 6 Desired Budget



Shottenkirk VISIT PLANNING SHEET

Guest Name: Visit Date: Visit Time:

How did you hear about us? Sales Associate:

PLANNING

1 Vehicle Selection
2 Trade Evaluation
3 Vehicle Presentation
4 Vehicle Demonstration
5 Credit Verification
6 Present Purchase Options
7 Finalize Paperwork

VEHICLE SELECTION

☐ New ☐ Pre-Owned ☐ Best Value

Year Make Model

Stock #

Mileage Parameters

Equipment Preference #1

Equipment Preference #2

Optional

VEHICLE EXTERIOR SHADE

☐ Lighter ☐ Darker ☐ No Preference

Other:

VEHICLE DESIRED BUDGET

Desired monthly payment?

Maximum down payment?

CURRENT VEHICLE INFORMATION

Are you trading this vehicle? ☐ Yes ☐ No ☐ Maybe

Year Make Model

Trim Level Color Mileage

Is this vehicle? ☐ Financed ☐ Leased ☐ Owned

What is/was the monthly payment?

If financed, what is the exact payoff?

If leased, how many payments remain?

Which lender financed/leased the vehicle?

If owned, do you have the clean title? ☐ Yes ☐ No

CURRENT VEHICLE QUALITY QUESTIONS

YES NO

☐ ☐ Are you the vehicle's original owner?
☐ ☐ Do you have the original keys? How many?
☐ ☐ Did you regularly service the vehicle?
☐ ☐ Do you have all of the service records?
☐ ☐ Has the vehicle ever been in an accident/collision?
☐ ☐ Has the vehicle ever had hail damage?
☐ ☐ Has the vehicle ever had flood damage?
☐ ☐ Has the vehicle ever been repainted?
☐ ☐ Has the vehicle ever been smoked in?
☐ ☐ Have the tires been replaced in the last 6 months?
☐ ☐ Was an extended service contract purchased?
☐ ☐ Has the vehicle experienced any mechanical issues?

GUEST CONTACT INFORMATION

Primary contact number:

Primary email address:

Registration Address:

MANAGEMENT INTRODUCTION

Manager: Time:

This is the first area of the sheet where two schools of thought are represented. Some dealerships prefer to not ask the customer where they are trying to be budget-wise. These dealerships do not want to find out at this point so that they cannot have anything held against them later when they disclose payment options on the first pencil. The danger is that you may end up showing the customer way more car than they can afford, therefore wasting a lot of time. The other school of thought is to ask the customer what their desired budget range is in order to make sure that we show them a vehicle they can afford from the beginning. The danger with this way is that **most customers will initially lie to you when telling you their desired budget**. Ultimately you need to trust in whichever style your management team has chosen to go with. They know what works best for your specific dealership location, products, and clientele. If you are at a dealership that prefers to not establish a desired budget then simply skip this section and move on to the next. If your store wants to identify a desired budget then follow these questions.

"John, I know that almost all of my customers have put a lot of thought into where they want their monthly payments to be. That being said, where were you hoping to keep yours?" (they say *$600*) As you are writing this down, slightly nod your head and take a second before speaking and then say: **"Now when you say $600, that would be $600 up to...?"** (they say *maybe up to $650*) Don't ask for this bump too quickly or it sounds very rehearsed and fake. Now for the final bump say: **"If the bank came back and said it would take a little more payment to get you into the perfect vehicle is that something you would consider?"** Keep an eye on their body language to see if you are pushing too hard and creating friction. If you feel like you're approaching the line, then back away. It **IS NOT** the time to close right now. No friction!

PRO TIP **Watch the nostrils. Almost everyone's nostrils will flare when they become agitated or stressed.**

"In order to get your payments all the way down to the ______ (range they already said)**, how much cash were you able to put down on the vehicle?"** (they say $2,000)

"O.K. great. Has anyone ever gone over with you the benefits of putting cash down on a vehicle?" Almost everyone will say no. This is always the area that salespeople give up the easiest on. Don't give up so quickly, state your case for cash down. The customer wins and you win because you get to sell them another car. Cash is king and it helps today's car deal and the next one!

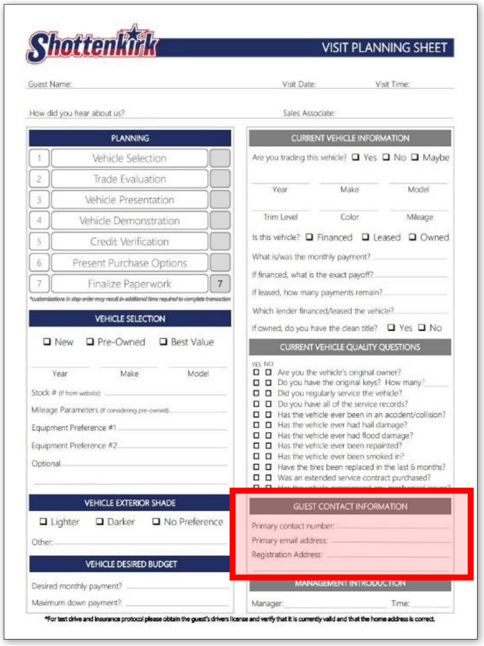
"First of all, you will owe less on the vehicle which helps offset depreciation so you can trade out sooner if you would like to. Down payment also shows a deeper commitment level to the lender which can result in a better financial package. You will also pay less in overall interest and your monthly payments will go down."

Visit Planning Sheet: Section 6 (continued)

"Could you do any more than the ________ if you had to?" Be curious, not pushy.

"If flexibility was needed, would you be more comfortable being a little more flexible with the monthly payment or down payment?" We are just trying to create some mental flexibility in their minds to help us later when we present numbers.

Visit Planning Sheet: Section 7 Contact Information


Shottenkirk VISIT PLANNING SHEET

Guest Name: Visit Date: Visit Time:

How did you hear about us? Sales Associate:

PLANNING

1 Vehicle Selection
2 Trade Evaluation
3 Vehicle Presentation
4 Vehicle Demonstration
5 Credit Verification
6 Present Purchase Options
7 Finalize Paperwork 7

*customizations in step order may result in additional time required to complete transaction

VEHICLE SELECTION

❑ New ❑ Pre-Owned ❑ Best Value

Year Make Model

Stock # (If from website)

Mileage Parameters (if considering pre-owned)

Equipment Preference #1

Equipment Preference #2

Optional

VEHICLE EXTERIOR SHADE

❑ Lighter ❑ Darker ❑ No Preference

Other:

VEHICLE DESIRED BUDGET

Desired monthly payment?

Maximum down payment?

CURRENT VEHICLE INFORMATION

Are you trading this vehicle? ❑ Yes ❑ No ❑ Maybe

Year Make Model

Trim Level Color Mileage

Is this vehicle? ❑ Financed ❑ Leased ❑ Owned

What is/was the monthly payment?

If financed, what is the exact payoff?

If leased, how many payments remain?

Which lender financed/leased the vehicle?

If owned, do you have the clean title? ❑ Yes ❑ No

CURRENT VEHICLE QUALITY QUESTIONS

YES NO

❑ ❑ Are you the vehicle's original owner?
❑ ❑ Do you have the original keys? How many?
❑ ❑ Did you regularly service the vehicle?
❑ ❑ Do you have all of the service records?
❑ ❑ Has the vehicle ever been in an accident/collision?
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❑ ❑ Has the vehicle ever had flood damage?
❑ ❑ Has the vehicle ever been repainted?
❑ ❑ Has the vehicle ever been smoked in?
❑ ❑ Have the tires been replaced in the last 6 months?
❑ ❑ Was an extended service contract purchased?

GUEST CONTACT INFORMATION

Primary contact number:

Primary email address:

Registration Address:

MANAGEMENT INTRODUCTION

Manager: Time:

*For test drive and insurance protocol please obtain the guest's drivers license and verify that it is currently valid and that the home address is correct.

Notice how we are strategically ending with the customer's contact information. Many salespeople struggle to get good contact information because they lead with it. Certain customers are reluctant to give out any info that they feel is personal, such as how to get in touch with them. If you ask for this at the beginning, you haven't given a proper chance for trust to develop yet. Start with talking about what they came to talk about (the vehicle) first and listen for your R.B.Q.'s and let trust begin to be established. If you have done a good job with this then you should have no issues getting their correct contact information. End with this.

"The last thing I need before going to get keys is to make a copy of your driver's license." They will hand it over to you and the **very first thing you should do is quickly look at the picture and verify that it is the actual person in front of you. This is for your safety and should be done every time. You are not to go on any demonstration drive with a customer without having a copy of their current and valid driver's license.** Once you quickly verify the identity then say:

"Thank you, is this still the correct address?" This is important to ask. It's surprising how many drivers licenses don't have the current address.

"If I needed to get in touch with you during business hours, what would be the best number to call?"

"Also, if I needed to send you something or if the manufacturer needed to get you any product updates, what would be the best email address?"

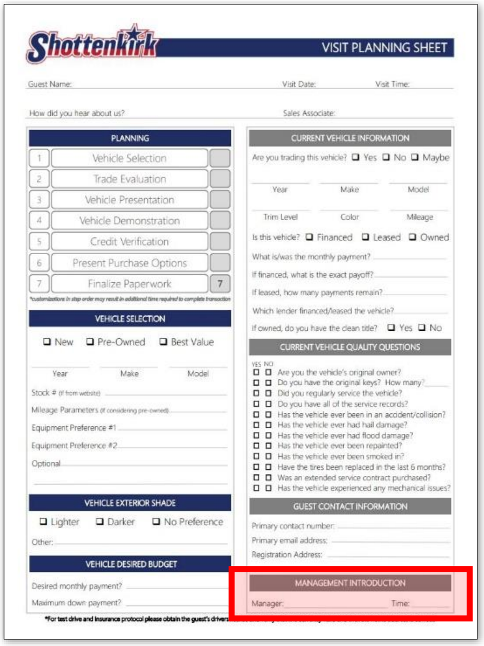
"Perfect, thank you John." "By the way, do you prefer to be called, texted, or emailed?"

PRO TIP True professionals end conversations with a restatement to show clarity and put the customer at ease.

"O.K. John, I just want to make sure that we are on the same page. You're looking for _____________ (do a quick recap of the information gathered)**, is all of that correct?**

"Great, now I'm going to put this information into the system then I will quickly talk with my sales manager and grab some keys."

Visit Planning Sheet: Early Manager Introduction


Shottenkirk VISIT PLANNING SHEET

Guest Name: Visit Date: Visit Time:

How did you hear about us? Sales Associate:

PLANNING

1 Vehicle Selection
2 Trade Evaluation
3 Vehicle Presentation
4 Vehicle Demonstration
5 Credit Verification
6 Present Purchase Options
7 Finalize Paperwork 7

*customizations in step order may result in additional time required to complete transaction

VEHICLE SELECTION

❑ New ❑ Pre-Owned ❑ Best Value

Year Make Model

Stock # (if from website)

Mileage Parameters (if considering pre-owned)

Equipment Preference #1

Equipment Preference #2

Optional

VEHICLE EXTERIOR SHADE

❑ Lighter ❑ Darker ❑ No Preference

Other:

VEHICLE DESIRED BUDGET

Desired monthly payment?

Maximum down payment?

CURRENT VEHICLE INFORMATION

Are you trading this vehicle? ❑ Yes ❑ No ❑ Maybe

Year Make Model

Trim Level Color Mileage

Is this vehicle? ❑ Financed ❑ Leased ❑ Owned

What is/was the monthly payment?

If financed, what is the exact payoff?

If leased, how many payments remain?

Which lender financed/leased the vehicle?

If owned, do you have the clean title? ❑ Yes ❑ No

CURRENT VEHICLE QUALITY QUESTIONS

YES NO
❑ ❑ Are you the vehicle's original owner?
❑ ❑ Do you have the original keys? How many?
❑ ❑ Did you regularly service the vehicle?
❑ ❑ Do you have all of the service records?
❑ ❑ Has the vehicle ever been in an accident/collision?
❑ ❑ Has the vehicle ever had hail damage?
❑ ❑ Has the vehicle ever had flood damage?
❑ ❑ Has the vehicle ever been repainted?
❑ ❑ Has the vehicle ever been smoked in?
❑ ❑ Have the tires been replaced in the last 6 months?
❑ ❑ Was an extended service contract purchased?
❑ ❑ Has the vehicle experienced any mechanical issues?

GUEST CONTACT INFORMATION

Primary contact number:

Primary email address:

Registration Address:

MANAGEMENT INTRODUCTION

Manager: Time:

*For test drive and insurance protocol please obtain the guest's drivers

This is a vital step in the process that needs to happen every time. The Early Manager Introduction (E.M.I.) will give the manager a chance to insert themselves early on in the process to position themselves to be able to help you throughout the entire car deal. Doing this with every customer will help put the customer at ease by informing them of what to expect by creating a clear role-distinction for the salesperson (show the car) and the manager (work the numbers). When people know what to expect it increases their overall comfort level. If the first time a customer meets the manager is at the very end to try to save the deal, we will have a reduced win percentage. The manager should be involved early and often if possible.

When should the introduction happen?

I'm sure you noticed that this segment was labeled with a question mark. That is because **this introduction can be done at any point during your Visit Planning Sheet**. We have a goal of getting the introduction done within the first five minutes of you and your customer(s) sitting down together in your office. Timing is everything with this and the sooner the better!

What do you do during the introduction?

When the manager comes into the office to introduce themselves you should stay seated and just find a place to pause your conversation and the manager will begin their introduction. As the manager engages with the customer(s) you are to inconspicuously write down the manager's name and the current time.

Why do the introduction?

The manager gets a chance to start building rapport as well as the customer will now have two contacts here at the store. The manager will also answer any questions so far and make sure that everything is going well. Maybe the biggest benefit is it gives the manager a chance to build you up a bit in the eyes of the customer and also explains how he/she will take care of all the numbers therefore taking any pricing pressure off of you. Lastly, the manager will set the stage on the next steps and what the customer can expect.

Optional Closing: This is where the Customer Confidence Book from page 12 comes into play. This is strategic as it not only helps build passive rapport but it also keeps the customer(s) occupied looking at your book instead of doing more research to use against you. This also helps to fill the time gap while your gone. This is the best way to end this step.

"John, while I'm up there getting the keys, here is a book with some information about myself, the dealership, and _______ (the brand). Please feel free to look through this while I'm away and I'll be back as soon as I can. Thanks for your patience."

Shottenkirk Seven-Step 3: Evaluation

When it comes to people's trade-in's they will have very strong opinions about the dollar amount they **think** that they should get. Obviously, they know that their job is to get the highest value possible for the trade to better their overall financial position in the deal. **Our job at this point is not to negotiate or discuss any values.** We are simply looking at and recording the condition of the vehicle with the customer so that they can get a visual of what will realistically contribute to determining their vehicle's actual market value. Obviously if the customer does not have a vehicle to trade in then move on to the next step.

1. After inputting info from step 2 and informing the manager, return to your office to get the customer(s).
2. You and the customer(s) should now both go outside and walk around the vehicle together.
3. Start with turning the vehicle on and verifying the correct current milage. Make sure it's on ODO.
4. Begin walking around the vehicle looking at the condition and asking the customer questions.
5. Make notations of any mechanical or cosmetic issues that the vehicle has.
6. Input all updated vehicle information into V-Auto.
7. Give the trade keys and any condition report to the appraisal manager and move on to step 4.

Use caution when performing this step. Many refer to this as a trade "de-valuation" and in a sense that is what it is happening. However, if the customer feels like you are purposely trying to beat up their car they will know you are just trying to position yourself to show them a low value for the vehicle later. **If this happens, you will lose any rapport that you have built up to that point.** You will have to start the rapport building process all over again and they will be even more guarded. You need to make this feel like you are trying to find out information about their vehicle so that you can help them get the highest possible value for it. You must create an environment where the customer feels like you are on their team and not working against them. **Do not allow this step in the process to turn into a confrontation. This is still information gathering time, not closing time.** You must do this effectively right now if you want to create a gross opportunity for later.

"Don't be **upset** with the **results you didn't get** with the **work you didn't do**." -Unknown

What They Feel vs. How They Act

Research shows that at any given point, 2% of customers hate their vehicles, 47% only view their vehicle as necessary transportation or just a way to get from A to B, and 51% of customers consider their vehicle to be their pride and joy. It doesn't matter which of these customers you have in front of you, when it comes time to trade their vehicle, **they all turn into salespeople** and attempt to only tell you all of the great things about the car. Don't hate on them for this as most of you do the exact same thing. What does all of this mean? It means that **some customers will treat this part of the process as the beginning of negotiations,** and they will try to get you to bring up values or tell them what it's worth. Do not fall into this trap. If they do ask you what it is worth, you can say:

"John, I have no idea what the market is going to say that your vehicle is worth. I'm simply getting the initial condition information from the vehicle. Our *appraisal manager* will input the current condition and combine it with the current market data to determine its actual current value."

Optional: "Don't worry, they will do all of that while we are gone test driving the vehicle you selected. Doing it this way knocks out two birds with one stone and saves you a lot of time."

Notice what happened above when you used the term "appraisal manager." What has taken place is that you have **created a powerful role-distinction**. The appraisal manager will know what it's worth and not you (which is the truth by the way). Do not in any way try to give them an idea or even a ballpark of what it's worth. If you appear to have any knowledge about this then they will continue to press and expect you to have answers. It's very simple. It's not your job, it is the "appraisal manager's" job.

Trade Walk Best Practices

As mentioned above, one of the most powerful things you can do throughout the entire process is to create proper role-distinctions. When you create a role-distinction you take away their ability to force you to answer certain things by utilizing logic. It's the same logic used in the early manager introduction when the manager tells the customer to let you show them the vehicle (your job) and that they will take care of the numbers (their job). Clear role-distinction has been established just like the one you just created to separate you from the "appraisal manager." **There is one more role-distinction that belongs right here and that is the distinction of "the market" versus "us" or "the dealership."** Any time you are discussing anything about the trade you always want to refer to "the market." Do your best not to say things like "we" or "the dealership." When we say us, we, the dealership, etc…it sounds like we are giving our opinion on something which will naturally create a counteroffer or negotiation. When we say "the market" it sounds like something outside of our control and therefore less likely to invite an objection.

- Utilize "**the market**" while having conversations about the trade.
- Always be focusing on the **condition** and never the **value**. Value is not your job.
- Don't be **negative** about their vehicle or you are gambling with **losing rapport**.
- **Maintain small talk** as you walk around the vehicle. **Silence is awkward**.
- Touch **all** of the dents, scratches, damage, etc… and **get stories** on damage.
- Be **thorough** and don't rush this now or **it will cost you later**, guaranteed!

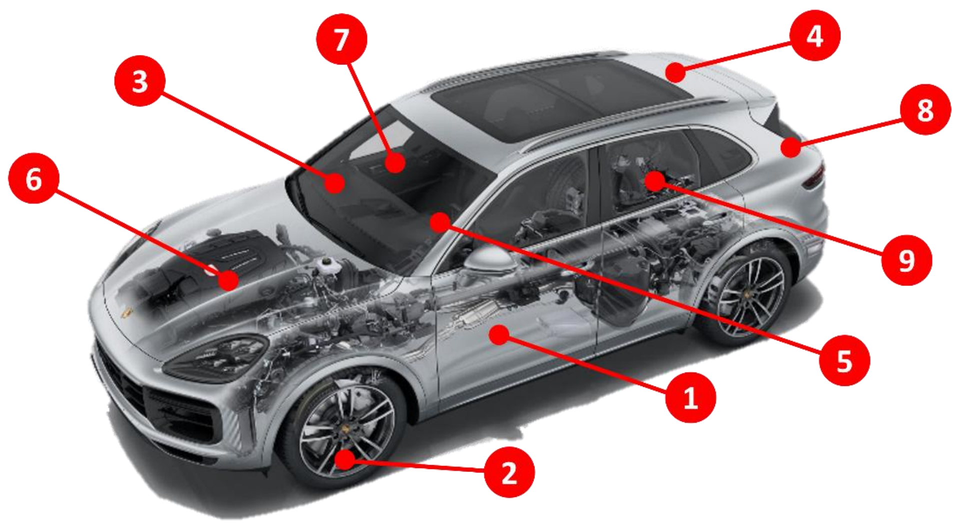
Trade Walk Flow

To maximize the effectiveness of this step you should have a flow to the order in which you do things. You want to start with the outside of the vehicle and work your way in. Don't get too caught up in the order of each small part, just focus on being as thorough as you can be. **Take good notes either on paper or whatever digital asset you're using.** There will also be two magical questions that you will use to begin and end your walkaround of the customer's vehicle. As you and the customer are approaching the vehicle you should start with magic question number one.

Magic Question #1:

"John, let me ask you something. If for some reason you were to end up keeping the car and not trade it in today, what's the next thing you would need to do to it?"

This is to be done as you and the customer are approaching the vehicle. It's a great question to get some natural conversation going but more importantly, it requires a specific response. Two things happen when they respond. First, they are now involved in the process. Second, they subconsciously attach a dollar amount in their head based on whatever they say. For example, if they say "replace tires" then in their mind they think that by trading the car in today they will be saving that money instead of future-spending.



1. Go around the entire outside of the vehicle and touch any dents, scratches, or any other blemishes.
2. Check the condition of all tires and rims. See if the tires match, tread depth, and any rim damage.
3. Check all of the glass for any chips, stars, or cracks. This is important, glass is very expensive.
4. Check the roof in the light to see if there has been any hail damage.
5. Now move to the interior and get the mileage. Make sure it is reading Odometer and not Trip Meter!
6. Pop the hood and make sure they see you looking. You are just looking because it's usually very dirty.
7. Check all the electronics. Try the switches, buttons, power seats, navigation, air conditioner, etc…
8. Look in the trunk or rear hatch area. If it's been cleaned out, it's a very good thing.
9. Check for any stains, tears, or other damage to the interior.

How to Respond

Remember that the Old School method was to just touch anything wrong and then supposedly the customer will tell you what happened. Today's customers are too savvy for this, and you will start losing your rapport. Talk to them. For example, here are a couple of responses for if there is a scratch:

Rapport losing response: "What happened here (while pointing at the scratch)**?"**

Rapport keeping response: "…this scratch doesn't look that deep. Don't worry, we've got some paint pros that can get that taken care of (while gently attempting to rub the scratch off in front of them)**."**

Choosing the rapport keeping response of pointing out what's wrong with the car will help them feel like you are still on their side. This is vital if you want to keep whatever rapport you have established up to this point. You have still accomplished the main goal which was to point out to the customer that the vehicle is not perfect and has some issues.

PRO TIP **A real pro doesn't lose rapport during the trade walkaround, a real pro actually builds more rapport.**

Plant Seeds

While walking around the vehicle you should be looking for a chance to plant seeds of value for any dealership added packages that you will be showing them on the new vehicle or any packages they may hear about from the business manager later. As you look at their trade make sure to touch and talk about the things that could have been repaired with the proper aftermarket product purchases. For example:

"Mr. customer, obviously this dent back here is something that the market considers when determining the overall value of your vehicle. You know as well as I do, if there's no dent then it's worth more money. Make sure when you get back to the business office that you let them explain the different protection packages. I know they have a Paintless Dent Repair (PDR) option that could have taken care of this making your car worth more today."

Magic Question #2:

"John, let me ask you one final thing. If you were going to sell this vehicle to a close friend or family member, what would you want them to know about it?"

This is to be done as you are wrapping up the walkaround. You should establish direct eye-contact and slow your speech down when asking this question because it needs to be coming from a place of genuine curiosity and concern instead of just a salesman asking another question. If you get really good at asking this, and you have built good rapport then you will be surprised what they will reveal.

Shottenkirk Seven-Step 4: Presentation

The primary objective of the vehicle presentation is to build value and an emotional attachment between the customer and the vehicle. This is the step where the real professionals separate themselves from the average to below average salespeople. **A great salesperson always WOW's the client with their level of product knowledge and showmanship.** If you have put them on the right car (the least amount of car for their needs) and take advantage of value-based selling, then you will have set the stage for a successful negotiation to come in the next step. This is where you "sell" what you will be asking them to pay for.

1. You and the customer arrive at the vehicle that you are going to show.
2. Begin to go over the key options that were requested by the customer along with other basic features.
3. Utilize the **I.D.R.B. Value Formula** method for building value in the individual vehicle options.
4. Let the customer experience a demonstration drive of the vehicle on an approved demo route.
5. Ask the customer if they are ready to proceed with the purchase and respond accordingly.
6. Do a quick walk through the service area to build dealership added value prior to negotiations.
7. Arrive back at the office and make preparations for negotiations.

Value Based Selling

Value based selling begins with your ability to identify what the customer sees value in, not what you see value in. Identify the customer's needs or "hot buttons" by asking the right questions and actively listening. Showing them how you can help fill that need will create value and value is what the customer is willing to pay for. If what I'm talking about aligns with what the customer thinks is important, then I'm increasing overall value. This is called having an effective Communication Overlap. **When what they want overlaps with what you say…then they pay!** There are three main areas of value to be aware of and the more value that you can build in each area will directly impact your win-percentage during negotiations.

1. You – build value in yourself as their sales professional

2. Product – build value in how the vehicle will fill their need

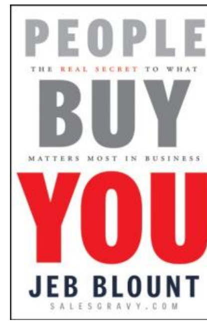
3. Dealership – build value in all departments and the amenities

You-Based Value Selling

The first value center that we will cover is you. Every one of us either is viewed by the customer as a positive addition to the sales experience or as a negative one. The great part is that this is the one value area that you can always control. **How you choose to treat people combined with your ability to help them (professionally) will be your brand.** This is where you build your business. The success level of the business you build will be based on how you can answer these questions below. Slow down and think about each one and remember that most customers are willing to pay a premium for world-class anything.

- Am I world-class at **building rapport**? Do people like me?
- Am I world-class at **customer service**? Do I go the extra mile?
- Am I world-class at **asking and listening**? Do I genuinely care?
- Am I world-class at **product presentations**? Do I put on a show?
- Am I world-class at **negotiating**? Do I handle objections well?
- Am I world-class at **service after the sale**? Do I earn repeat business?

"Personal branding is the act of distinguishing oneself from others in the same industry or field by creating differentiation in the mind of the customer, prospect, peer, or manager…Your personal brand is the perception of others based on how they perceive you on the surface and their actual experience with you." – Jeb Blount



WATCH VIDEO

ORDER BOOK

Stanford University did a study to identify what top sales earners would say they feel is the secret to their success. They defined top earners as only those who earned over $100,000 per year in commissions. The participants were given only two categories to assign percentages to as they felt it related to their accomplishments. Their responses said that **85% of their success is due to "Enthusiasm and Attitude"** and only **15% of their success did they say was due to "Knowledge and Skill."**

PRO TIP

You don't get a chance to show your knowledge until your enthusiasm and attitude open the door.

Product-Based Value Selling

Now that you have begun building value in yourself you can begin to focus on building as much product value (2^{nd} value center) as possible. Just like in walking around their trade, there is also a strategic order in which we will perform the presentation of the vehicle to maximize effectiveness. We will have goals of identifying what to focus on, creating emotional attachments, and building value with the I.D.R.B. Value Formula all while keeping the customer verbally and physically involved in the presentation.

Many salespeople struggle with rushing through the presentation because they are in a hurry to get to negotiations. **If you rush this, then you are adding little to no value and will be creating future obstacles. Do not rush this.** This is what they came for and it's now your job to deliver for them in a big way. Build reasons upon reasons for why they should buy this vehicle from you!

"Why should I give you my **big stack of money** for your **little stack or reasons**." -Zig Ziglar

The Ideal Flow

As we mentioned, if we are wanting to maximize effectiveness then there is a certain order that we should go in. This is not to say that you cannot make adjustments but typically this order yields the best results.

1. Two walking questions. (the Value Focus Question and the Visual Engagement Question)
2. Review of the Monroney (Window) Sticker and any dealership added packages.
3. You drive to a vehicle turnover location and begin the product presentation.
4. End the presentation with the customer in the driver's seat to begin the demonstration drive.
5. Ask the customer a trial close question at the end of the demo drive to reveal readiness level.

Now that we know the strategic order let's begin to walk through what each step should look like.

Walking Questions - The Value Focus Question

The data shows that the average customer will **only remember 6 to 8 things that you say** (or value points) while presenting the vehicle. In order to increase our chances of conversing in the "communication overlap" where these value points reside, we want to identify what areas are the most important to the customer. Some choose to ask this during step 2, but I've found it to be a great question to bring up while walking to the vehicle. Doing it as outlined below shows concern for their wants and increases your chances of hitting on value points. Ask this while approaching the vehicle.

"John, I'm very familiar with this vehicle and could go on forever about the features but I sure don't want to bore you with things that you don't really care about. So, when I'm going over the vehicle, what would you like me to focus on most? Safety? Performance? Technology…?" *"Technology."*

"Great, and what would be the second most important area?" *"Safety."*

"Perfect. I'll go over some key features of other areas, but I'll focus most on technology and safety."

What is key here is that we have created a moment where the customer feels listened to. **When they feel listened to, then they feel valued.** They are now in the right frame of mind for you to begin your vehicle presentation. 80% of your presentation should be focused on what they told you was important to them with the other 20% focused on other key features. Average salespeople have a cookie-cutter presentation that they give to all of their customers while top-performers adjust based on what their customer wants.

Walking Questions – Visual Engagement

Here is where the presentation really begins. Now that we've identified what's most important to them, we want to begin the process of building emotional attachments. We build emotional attachments by appealing to their senses. And the first sense we will engage them with is their sense of sight. People care (sometimes too much) about what things look like and what it says about their social standing. Looking cool or successful is a strong buying motivator.

"Appearance rules the world." – Friedrich Schiller

Walking Questions – Visual Engagement (continued)

To get someone to engage with their sense of sight is as easy as telling them to look at something and asking for a response. As you and the customer(s) are approaching the vehicle you should stop about 15 feet away, point at the front of the vehicle and ask:

"John, let me ask you something. When you take a look at the front of the vehicle, what stands out to you? What do you like the most?" *"I really like the grill."* (whatever they say you should elaborate a bit)

"Yeah, that's new for this year. Everyone seems to love it. What else do you like?" *"I like the way the headlights wrap around."* (keep asking as many times as they comfortably give you a response)

You see where we are going with this. If you can get them visually engaged by telling you what they like about the front of the vehicle then you have set the stage for them to be looking over the whole vehicle for what they like. But that's not even the most important thing that's happening here. What the customer doesn't realize is that you've just pulled a role-reversal with them. They are now the ones selling to themselves. You're not telling them what they like, they are telling you. They are doing the selling.

Vehicle Approval

Now that they are visually engaged with the process let's take them to the vehicle's Monroney Sticker to get their approval that the vehicle does have their minimum requirements. This is also a great time to point out any dealership added packages that may be on the vehicle. It's best to confirm that it's the right vehicle now before doing the entire presentation and demo.

"John, as you can see right here, this vehicle does have the ____ and ____ options that you said you had to have on the vehicle. And the black is also a darker shade like you said you wanted. Before we drive it, I just wanted to make sure that this is a vehicle that would work for you. Would this one work?"

It makes sense to get their soft approval that this is the right vehicle prior to driving it. Time is a key factor with all customers, and we don't want to have time run out on us because we show them the wrong car.

PRO TIP **This is the time to bring up and review your dealership added value package. Don't wait until the end.**

Once they have approved the vehicle then it's time to start your product presentation. If you want to **enhance the customer's experience and get them more focused** during your presentation, then you should drive the vehicle to a turn-over spot before starting. A turn-over spot is a quiet location near the dealership but not on your lot where you can isolate the customer and the vehicle. The best locations are quiet parking lots with good shade. Here are some of the benefits of doing the presentation off-site.

- The turn-over spot will be more peaceful and less hectic than your lot.
- No other salespeople or customers are around to potentially cause any issues.
- The vehicle feels unique and special when it's not next to 10 others just like it.
- They are always more comfortable when you drive it off the lot.

Showtime

Now that you have arrived at the turn-over location it is showtime. You must display professional excitement during your presentation. That means that you know what you are doing and are excited about the vehicle without acting like a bad salesman cliché. **You must keep them verbally and physically engaged throughout the presentation or you will lose them.** Your product knowledge and attempts to build value mean nothing if you have a boring delivery or are yourself disengaged. You are on stage, it's time to perform!

One of the largest contributors to success here is your ability to create a **transfer of mental ownership**. You don't want them to feel like this is the dealership's vehicle, you want them to feel like it is their vehicle. To accomplish this, you should use "**your**" when referring to things like **"John, open <u>your</u> door, raise <u>your</u> hood, close <u>your</u> trunk, etc…"** Another area to focus on is keeping their physical attention while building mental ownership by asking them to do everything! Don't open the door for them, ask them to open their door. Don't raise the hood for them (unless a physical need is present), show them where the hood release is and have them raise it. **Many salespeople fail because they do everything for the customer and do not allow the customer to fully experience the vehicle.** The more that they touch it, the more they own it. I know that doing it for them seems like better customer service but fight the urge. Don't take their experience away from them.

Five-Point Walkaround

As you begin to walk around the vehicle with the customer, there are some focus points to remember as you move from position to position. Remember to focus on what they told you was important and continue to engage their senses throughout.

1. Front and engine compartment
2. Passenger seating area
3. Rear hatch or trunk area
4. Rear seating area
5. Driver's seat

Always end at the driver's seat so that the next logical step is for them to drive it.

PRO TIP **Use language that the customer knows. Stay away from dealership or industry lingo.**

Lead With the Need

Remember that people will pay for the value they can see that will help them fill a need. Prior to explaining any piece of equipment on the vehicle, **build the case (or the need) for them to want it**. Ask questions in a pattern that creates a memory recall for the customer of a time where this particular vehicle option could have helped them. Average salespeople just tell the customer what the option is. **Top performing salespeople make the customer understand that they want the option before talking about it.** For example, when showing the customer the Lane Departure Alert (or whatever your brand calls it) option:

Average Salesperson: "This vehicle has Lane Departure Alert."

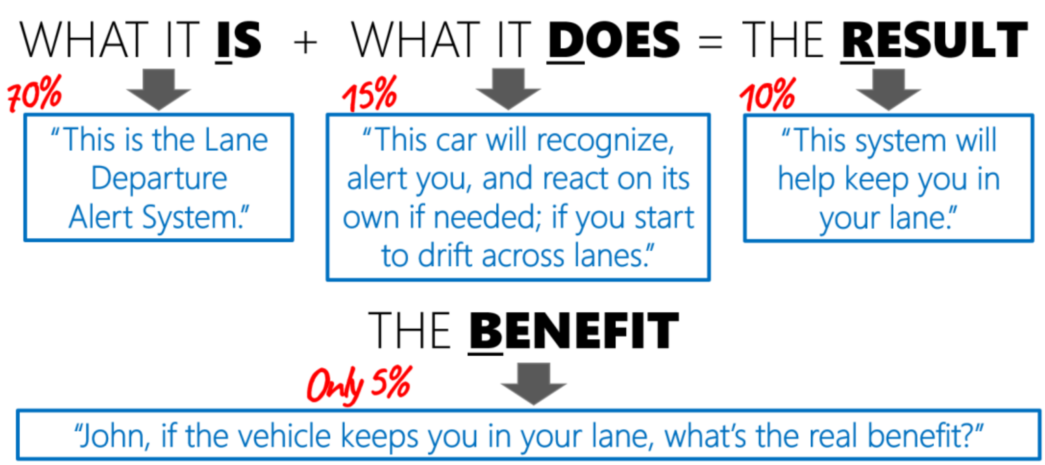
Top Performing Salesperson: "John, let me ask you, have you ever been driving down the road and for whatever reason you drifted into the other lane?" *"Yes…"*

"It's happened to me too. Let me show you something that this car has for the next time that happens."

You have now got the customer to think about and acknowledge that they have a personal experience where they could have used this option. There is now value created. You have created the need.

I.D.R.B. Value Formula

If you learn to use the following technique when showing any piece of equipment or option on the vehicle you will begin to build true value in your product presentation. It is called **The I.D.R.B. Value Formula**. 70% of salespeople just tell the customer what's on the vehicle, only another 15% take it to the next step of telling the customer what it does, another 10% explain the result, but **only about 5% of salespeople do a great job connecting all of these to the actual benefit for the customer**.



The key to this is to **ask them what the benefit is**. If you tell them then you are just "**selling**" them but if you get them to think about it and say it, then **they truly embrace the value of the benefit**. Real benefits will typically have something to do with safety, comfort, convenience, or a financial advantage. **Do not answer for them**. Be patient while they think, and they will begin to come up with their own answers. You are also keeping mental engagement alive by asking them these types of questions. **They stay involved and you create a win-win**.

Building Emotional Attachments

The more that you can appeal to the customer's senses during the presentation and demonstration drive will help them to begin to make emotional attachments to the vehicle. The more that they are involved during this process means the more mental ownership they are taking. Engagement equals attachment.

Come up with a list of more questions or actions that you can utilize based on each of the five senses.

(sense of taste has been replaced with wonder or imagination)

How would you appeal to their sense of SIGHT?

"When you look at the dash, what's your favorite thing about it?"

How would you appeal to their sense of TOUCH?

"John, reach your hand up under right there and slide your fingers to the left and you'll feel the hood release. Go ahead and push that and raise the hood."

How would you appeal to their sense of SMELL?

"Do you notice that? There's nothing like the new car smell."

How would you appeal to their sense of HEARING?

"Look at that, we are going 70 miles an hour, and do you notice how quiet the ride is?"

How would you appeal to their sense of WONDER?

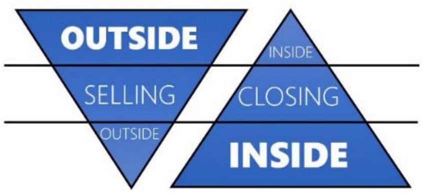
"Can you imagine how nice this will be on a long road trip?"

Presentation Tips

- Remember to **lead with the need**.
- Be professionally **creative** and **engaging**.
- Try to **avoid** using industry **lingo**.
- Focus on the **Communication Overlap**.
- Work on transferring **mental ownership**.
- Keep **everyone** involved.

The Triangle Principle

Remember to **be engaging** and gear everything toward the **customer's needs and interests**. We will say it again, do not rush this step of the process. This is where you earn the right to ask for all the money. Don't forget that the NADA data we looked at earlier said that **88%** of customers said they got a below average vehicle presentation and **50%** said they did buy because of a great product presentation. This is your opportunity to WOW them, don't miss it. **The Triangle Principle** says that the more time you spend outside (selling) the less you will spend inside (closing) and vice versa. **The real work is done outside**.



Vehicle Demonstration

"The **feel** of the **wheel** seals the **deal**." -Unknown

This is where the customer will get a chance to feel and experience everything that we have just been showing them and talking about. This is where you will see the emotional attachments that you have been trying to make come to life. Keep an eye on your customers' reactions and body language as they drive. Before allowing the customer to drive any vehicle you need make sure that:

- You know your dealership approved demo route and follow it.
- You know and obey your local traffic laws. Police officers will not care that you are on a test-drive.
- You have a copy of the customer's valid driver's license and looked at the picture to verify identity.
- If you have any bad feelings or feel strange in any way about being alone with the customer in the vehicle that you communicate that with management.

Set the Expectation

There are a couple of different schools of thought when it comes to the test drive. Some managers think that you should be quiet and just let the customer experience the vehicle without your input and others think that you should always continue to talk and sell. We believe that there is merit for both, so we do both. What is key is to communicate to the customer what they should expect once the drive begins.

"Mr. customer, I want you to get a chance to fully experience the vehicle so I'm going to be quiet for the first few minutes. After that I'll start to talk again and tell you more about the vehicle but feel free to ask me anything at any time. Is that all right?"

During the Drive

- Let the customer(s) **choose where they would like to sit** to experience everything.
- Make sure that **all of the decision makers** get an opportunity to drive the vehicle.
- Continue **watching** and **active listening** the entire time on the drive to identify additional needs.
- Remember to **continue selling** by using the value formula every time you hear a need.
- Let them take as long as they want (within reason). A **long test drive** is almost always a great sign!

Reveal Their Readiness Level

Now that the customer has had the opportunity to listen to us sell and experience the way the vehicle handles, it's time to see where we stand. This is where you will ask what is known as a **trial close** question. The purpose of the question is to see if the customer is ready to do business and take the vehicle home today. There are multiple versions of a good **trial close** question but here is one example.

"Mr. customer, it seems like you really enjoyed driving the vehicle. Let me ask you, if ________ (manager that they already met) **is able to get the numbers where you're comfortable, you're ready to take it home today…right?"** (this will be answered in 1 of 3 ways)

"No, not today, I still need to go home and think about it."

Isolate the objection using the **3-Ms** before getting your managers involved.

"I want to see some numbers but I'm not buying today."

Do not be discouraged by this response, most of the time it is just a smokescreen.

"Yes, I'm ready to take it home today."

Say, **"Great, I'll do my best to make this finish up as fast as possible."**

When you do get a customer that gives you the red light answer form above saying that they are not ready for whatever reason we want to identify the reason that they want to leave. It's very important to know why someone wants to leave prior to letting your manager know they want to go. **Utilize the 3M's.**

"I understand, a purchase this size is a big decision. Let me ask you something though, are you comfortable with me as your salesperson?" (ME)

"It seemed like you really enjoyed the vehicle. It was the right color and had all the options you wanted, right?" (MACHINE)

"The reason I ask is because usually when somebody is comfortable with me and the vehicle the only thing really left to consider is the financial part. Is that what you still needed to think about?" (MONEY)

"Great, let me quickly get you some initial figures so that you have everything you need to think about. Does that sound fair enough?" This is not closing time yet.

Service Introduction

This is something that many salespeople and dealerships do not think about. Remember that your customer is most likely also considering your location because of the service possibilities as well. We should **take a moment before negotiating** to quickly show the customer the highlights of our parts and service operations. **This will build total dealership value** (3rd value center) that separates us from our competitors and increases closing rates and customer retention.

Why Bother?

NADA

93% of customers **never** get a service walk prior to negotiations. If we do this, it is a **competitive advantage** increasing your potential win-percentage at closing.

87% likelihood of **customer returning** to the same dealership for next purchase after **visiting service at least 3 times**. Retention and **repeat business**!

What to Do

This is a brief walk through (not an introduction) the service department to just quickly show them where the service drive is for when they come in for their first service. You are planting a seed for them to take ownership. Point out the amenities, deliver the service value statement, and briefly explain the benefits of servicing the vehicle at the dealership. **This should take no longer than 3 to 4 minutes.**

Service Value Statement

This is just an example of what to say. **You should have a formalized Service Value Statement specifically created for your dealership with all of the proper statistics**. Again, below is just an example.

"John, we are proud to have a highly decorated and recognized service and parts operation. Regarding customer satisfaction, we are ranked 1st in the local market, 3rd in the state, and 6th in our region."

"We have 32 service bays, 6 of which are dedicated to our 30 minute or less oil changes."

"In addition, we also provide complimentary alignment checks and 27-point inspections at your request and a carwash at any time."

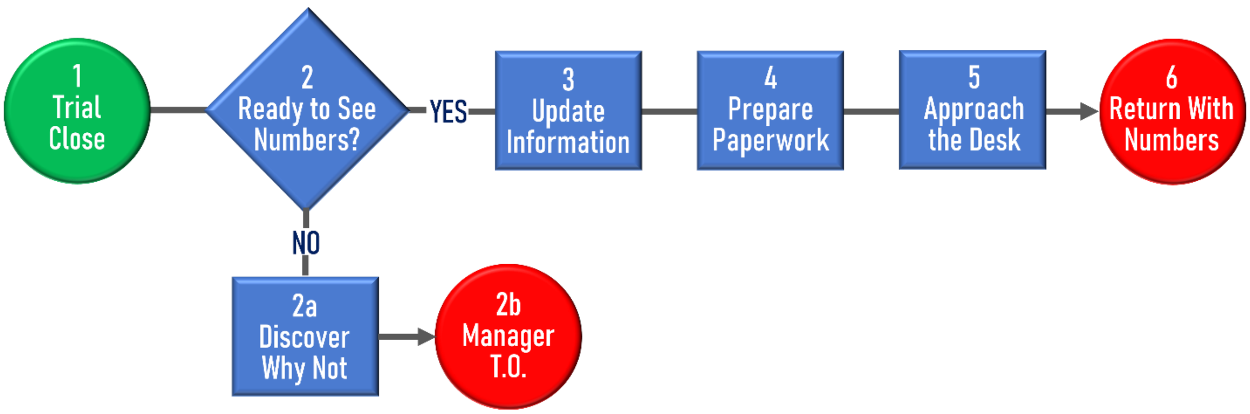
Benefits of Servicing at the Dealership

- We have access to all of your service records, which will help future trade-in value.
- We have factory trained and certified technicians with access to specialized tools.
- We can look for and perform any warranty work needed by the manufacturer.
- We will be aware and ready to address any current recalls from the manufacturer.

Shottenkirk Seven-Step 5: Preparation

"It's **not the will to win** that matters, everyone has that. It's the will **to prepare to win** that matters." -Bear Bryant

Preparation has one of two meanings dependent upon how they answered your trial close question. If they **are not ready to move forward** and see numbers, we need to prepare for the manager to come and get involved before they leave. However, if they **are ready to move forward** then we need to prepare to present them their purchase options.



1. Ask the Trial Close question at the end of the demonstration drive.

2. If the guest is ready to see numbers, then move to step 3, if they are not then move to step 2a.

    2a. Ask questions to discover why they are not ready to move forward.

    2b. Share the answers with your manager so that they can come take an informed T.O.

3. Update all personal and vehicle related information in the appropriate systems.

4. Prepare any dealership required paperwork that is needed before coming to the desk.

5. Approach the desk and update the manager on where your deal is at and form a deal strategy.

6. Return with the numbers to present to the customer.

Prepping for Success

I know it seems like we have covered a thousand things up to this point but everything that we have covered was done to prepare you for success at negotiations. It all matters. **If you chose to rush the process or skip steps, then here is where it will catch up to you and present obstacles.** In order to begin negotiations on a good foundation, we need to make sure things are in order. The first part of preparation is to make sure that the customer(s) are comfortable. Have them seated in an office and **offer them new refreshments**.

Pre-Numbers Checklist

In addition to making sure the customer(s) are comfortable, these are the other things that need to be in line prior to getting the numbers from the manager. Ask yourself if you can check all of these boxes. **If you cannot check a box, then do what it takes to get it checked** before you show numbers.

- ❑ Do I have **great rapport** with the customer?
- ❑ Have I driven this **exact vehicle** with them?
- ❑ Are they **excited** about this vehicle?
- ❑ Have I **updated** all necessary information?
- ❑ Do I have **answers ready** for the manager?
- ❑ Am I **mentally ready** for negotiations?

Approach the Desk

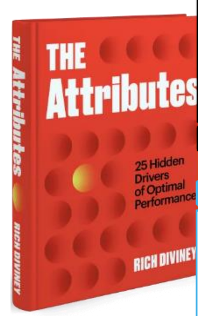
Now it's time to approach the sales desk and either know exactly why the customer is ready to leave and not work a deal or have all the proper paperwork filled out and everything accurately entered into the computer system(s) so that you can start the deal.

- Have a discussion to update the desk manager about the current state of your deal.
- The desk manager will configure all the numbers and give you a worksheet. (pencil)
- An average manager will just hand you a pencil and move on to something else.
- A good manager will "**load your lips**" or walk you through exactly what to tell the customer.
- Take a deep breath and return to the customer to present the numbers with confidence.

Mental Preparation

Now that all of the groundwork has been laid and everything has been prepared to move forward into negotiations it only leaves one more thing to prepare, **your mind**. You must enter into this next step with absolute confidence. Especially when you are new to sales, it is very common to let fear play a large role in shaping your mindset when it comes to asking a customer for their financial commitments. This is pressure time, and you **must show courage if you are going to become an effective closer**. Timid salespeople are never high performing closers. They may make sales, but they will never consistently make gross (the profit on the deal). **Here's the good news, you get to choose what kind of closer you will be**. Are you going to be motivated by courage or de-motivated by fear.

"Anxiety and uncertainty, when they are combined, create fear…Courage is not an absence of fear but rather an ability to function despite being afraid." -Rich Diviney



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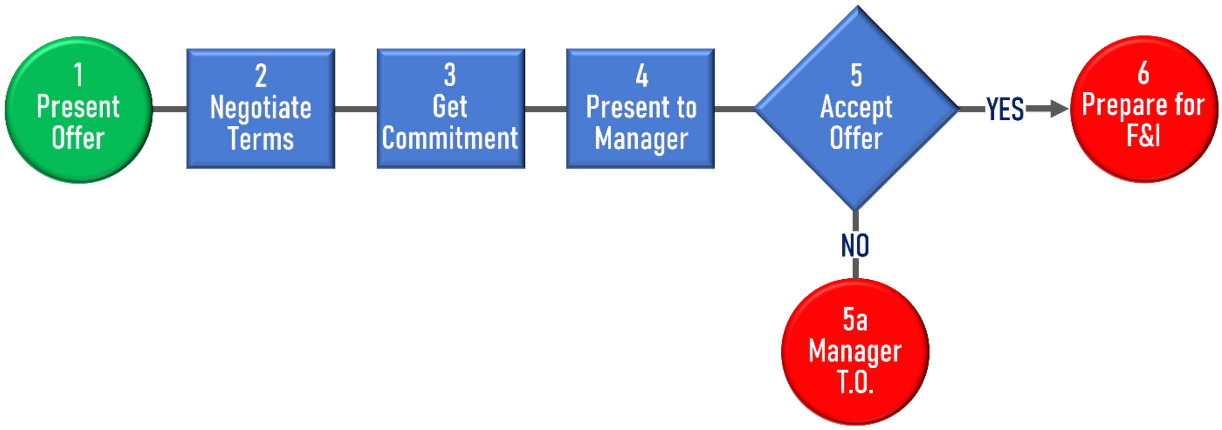
"Confidence comes from preparation." -Kobe Bryant

Shottenkirk Seven-Step 6: Negotiation

Your number one goal during negotiations is to get the customer's written and signed commitment to do business today. **That is your job, get the commitment!** It is not your job to determine if their offer will be accepted by the manager, it is your job to take their offer to the manager for his/her approval.



1. Present the offer (pencil) to the customer while they are seated in an office.

2. Negotiate for the highest possible terms that you can get from the customer(s).

3. When you and the customer arrive at an agreement you should write it down and have them sign it.

4. Take their written and signed offer to the manager that is working on your deal.

5. The manager reviews their commitment and either accepts it or sends back a counter-offer (2nd pencil).

    5a. If an agreement cannot be reached the manager will get involved.

6. If the offer is accepted you will now quickly and efficiently prepare all the paperwork for F&I.

Numbers Presentation

The primary objective of presenting the numbers is to successfully secure the most profit for yourself and the dealership while keeping the customer completely satisfied. **This step more than any other needs to be as non-confrontational as possible.** This is the point in the deal where emotions run high, and tempers can easily flare up. You must always remain cool and professional and not take anything personally. When you are talking about people's money it is a very big deal and should be treated as such. **Here are four foundational questions that will determine how successful your negotiations will be.**

1. Did I **qualify** them correctly? (are they on the right vehicle based on their needs and budget)

2. Did I do an **effective** trade walk? (was I able to subtly show the customer their trade faults)

3. Did I deliver a **world-class** product presentation? (did I create emotional attachments)

4. Did I continuously **build** and **retain rapport**? (do they like me creating obligation reciprocity)

Numbers Presentation (continued)

Part of an effective presentation of numbers is to show the customer **all of their available options**. Basic human psychology suggests that the more options that you give someone to choose from will lead to decreasing their likelihood of looking for an alternative outside of the choices provided. **The more options we show them, the more likely they are to pick one.** Here are three main ways that someone can obtain a vehicle. Each option has positives and negatives based on the customers' buying and driving habits.

1. Cash – This is for people who do not want to pay any interest or to make any monthly payments. They consider the car an asset even though it's a rapidly depreciating asset. The **customer holds the title**.

2. Lease – This is for people who like lower monthly payments, lower down payments, and who do not want to worry about depreciation. Leasing customers agree to drive a pre-set number of miles for a certain amount of time and then return the vehicle in good condition. The **leasing bank holds the title**.

3. Purchase – This is for people who do what they've always done. The payments are typically higher than a lease (unless it is a highly extended term) but there are no mileage limitations. The **bank holds the title until completely paid off**.

Leasing Basics

Leasing can be a great option for people who drive an **average amount of mileage per year** and who only want to **keep their vehicles for an average of three years** and then **get a new one**. Basically, leasing allows you to only pay for the portion of the vehicle that you intend to use.

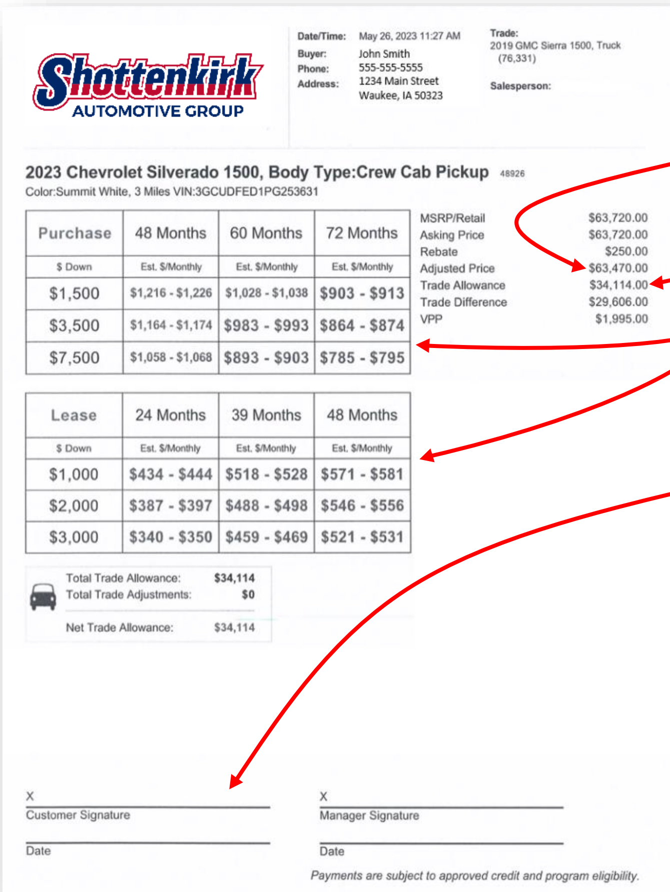
Example: You get a $70,000 vehicle today, drive it for 3 years, then get it appraised, if the current market says the vehicle is only worth $35,000 then it would have **depreciated by half**. In a lease your payments are calculated on the predicted depreciation (which is set on the leasing contract) plus a rent charge (equivalent to an interest rate) which is why your monthly payments will **potentially** be lower than a conventional loan. Where most salespeople and sometimes managers fail with leasing is that they "sell" the program only as a way to get a lower payment. People who truly understand leasing know that it's about being in a better position. Leasing gives the customer more options (not less), protection against depreciation, and a more predictable and frequent trade cycle always keeping them in a late model vehicle.

"Leasing is very similar to a purchase except leasing gives you more options. You like options, right?"

- The customer can purchase the vehicle from the leasing bank at any point.
- The customer can create an option to sell it at any point.
- The customer can get it appraised and trade it in at any point.
- The customer has online options to transfer their contract and swap out early.
- The customer has the option to purchase at the end or return it to the bank.

The Delivery

When it comes to presenting the customer with their purchase options you want this to be short and sweet. Do not complicate this by going over every number on the paper. They can see the figures. **A successful negotiation will almost always revolve around negotiating the monthly payment and down payment**. You want to avoid negotiating price and trade value if possible. **There is specific psychology in the word track for the delivery to help with this.** After going over the numbers, let them respond first and remember to deliver this with confidence!



SHOTTENKIRK AUTOMOTIVE GROUP

Date/Time:	May 26, 2023 11:27 AM
Buyer:	John Smith
Phone:	555-555-5555
Address:	1234 Main Street Waukee, IA 50323
Trade:	2019 GMC Sierra 1500, Truck (76,331)
Salesperson:	

2023 Chevrolet Silverado 1500, Body Type:Crew Cab Pickup 48926
Color:Summit White, 3 Miles VIN:3GCUDFED1PG253631

Purchase	48 Months	60 Months	72 Months
$ Down	Est. $/Monthly	Est. $/Monthly	Est. $/Monthly
$1,500	$1,216 - $1,226	$1,028 - $1,038	$903 - $913
$3,500	$1,164 - $1,174	$983 - $993	$864 - $874
$7,500	$1,058 - $1,068	$893 - $903	$785 - $795

MSRP/Retail	$63,720.00
Asking Price	$63,720.00
Rebate	$250.00
Adjusted Price	$63,470.00
Trade Allowance	$34,114.00
Trade Difference	$29,606.00
VPP	$1,995.00

Lease	24 Months	39 Months	48 Months
$ Down	Est. $/Monthly	Est. $/Monthly	Est. $/Monthly
$1,000	$434 - $444	$518 - $528	$571 - $581
$2,000	$387 - $397	$488 - $498	$546 - $556
$3,000	$340 - $350	$459 - $469	$521 - $531

Total Trade Allowance:	$34,114
Total Trade Adjustments:	$0
Net Trade Allowance:	$34,114

X
Customer Signature

Date

X
Manager Signature

Date

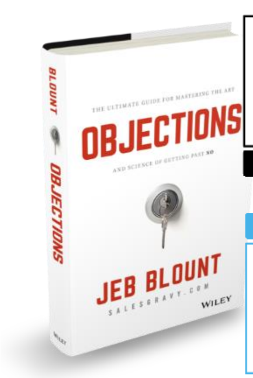
Payments are subject to approved credit and program eligibility.

1. **"I've got great news John, I checked and the vehicle that you drove is still available."**
2. **"This is for your new vehicle."** (point)
3. **"This is what the market showed for your old vehicle."** (point)
4. **"These are your conventional payment options, or these are your shorter-term leasing payment options. Just circle the payment that you like the best."** (point)
5. **"Give us your signature here, and we will wrap this up as quickly as possible."**

NOW STOP TALKING!

Make sure you have a **functioning pen** in front of them and have your eyes looking right where you want them to sign. **Do not be looking at them**. During the initial time of silence, you should be mentally preparing yourself for any upcoming objections.

THE ONE TO SPEAK FIRST LOSES!



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"When you sound and look afraid, when you give off an insecure vibe, **you transfer that fear to your prospect and create resistance** where it didn't previously exist…When asking for what you want, **confidence and enthusiasm** are the two **most persuasive** nonverbal messages." -Jeb Blount

"The **hardest part** of asking is learning to ask and **shut up**…In this moment of weakness, you start **talking**, and **talking**, and **talking**-your **brain deluded into believing** that as long as you keep talking, the prospect **can't reject you**." -Jeb Blount

The Negotiation

Once they respond to the numbers that you just presented, the push-pull of negotiations has finally started. It's important that we make the customer(s) feel like they are winning the negotiation. Show them they are winning by writing it down every time an offer is made from our side. **Never make a verbal offer that you do not give them a chance to sign.** Write down every offer we make them with a place for them to initial. **Think in Ink.** This also shows your sales desk that you are working the customer.

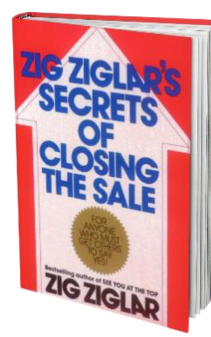
- Understanding which **negotiator type** you are dealing with will be key.
- Be **prepared** for any objections. You should not be caught off guard at this point.
- Always **justify your numbers position** before discounting or increasing.
- Remember your **#1 job** is to get their written and signed **commitment** to buy.

3 Main Objections

It's easy to get overwhelmed in the world of overcoming objections. **Do not be afraid of objections**. Objections are proof that the customer wants the product. We are going to simplify it and just focus on the **3 most common objections** that you will get during negotiations. If you can **master these**, you will be a well above average salesperson. Becoming proficient in these will also give you the framework required to address any other objections that may come up along the way.

- **Objection #1:** *"That **price** is too high."*
- **Objection #2:** *"That's not enough for my **trade**."*
- **Objection #3:** *"Those **payments** are too high."*

"The very word **objection strikes fear** in the heart of **insecure and/or beginning** salespeople. In reality it should **create excitement** because, as I will repeat a little later, **the indication of an objection in an expression of interest** and that's the first thing a salesperson should be looking for." -Zig Ziglar



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Tools: Words

As we begin to walk through addressing these objections you will begin to see how impactful the **words you choose to use** can be. Every buyer is a human being and because of that there are certain unchanging psychological reactions that we can utilize. **The highest performing salespeople understand that sales is psychology**. For example, when we delivered the initial numbers, we never said the words "*price*" or "*trade*." Why not? **We didn't say them because the moment we say the word the brain instinctively thinks about and focuses on it.** We don't want to negotiate "*price*" or "*trade*", so we never audibly say the words. What do we want to negotiate? Payments, right? Go back and count how many times the word "payment" was said during the delivery. That's right, 3 times. You do this because when you say the **same word three times** in a short period of time the human brain subconsciously **elevates its importance and focuses more deeply on it**. If you understand and utilize the power of words you can become a world-class closer!

Tools: Alignment Process

Any time a customer gives an objection or concern about something the best thing that we can do prior to addressing the objection is to respond in a way that shows understanding. Sometimes it's as simple as saying "*I understand.*" Sometimes more is required, if so, utilize the **Feel**, **Felt**, **Found** process for this.

- **"I understand…many customers FEEL the same way you do."**
- **"In fact, I've FELT the same way before too when trying to trade in my car."**
- **"But I've also FOUND that the convenience of getting it done was worth it compared to the hassle of trying to sell it myself."**

Tools: Adjustment Words

An adjustment word is a strategic word or phrase used immediately in front of a number. When discussing any numbers, a properly placed adjustment word can **influence the customer feeling like a number is high or low**. This may seem insignificant but little things like this matter because they add up over the course of your car deal. **The most used adjustment words are "only, just, as little as, and as high as."**

REGULAR DELIVERY	**ADJUSTED** DELIVERY
"The payments are $487 a month?"	"The payments are **only** $487 a month?"
"We can get you into that vehicle for $42,500."	"We can get you into that vehicle for **just** $42,500."
"We can add that option for $1,200."	"We can add that option for **as little as** $1,200."
"Your trade is worth $25,000."	"Your trade is worth **as high as** $25,000."

Tools: Labeling

Asking labels applied to questions will put extra pressure on the customer to provide the initial response while showing active listening on your part. Instead of just sounding like all you care about is the answer, **labeling the scenario will show tactical empathy** and show you care about why they feel that way.

CALIBRATED QUESTIONS	**ASKING LABELS**
"What do you have in mind?"	"**Looks like** you've got something in mind."
"What's stopping us from doing business?"	"**Seems like** you have an idea of what's stopping us."
"What numbers were you expecting?"	"**Feels like** you were expecting something different."
"How can I help you?"	"**Sounds like** you have an idea of how I can help you."

After asking one of these questions, you need to sit back and be silent and have a look of genuine curiosity on your face while you wait for them to answer.

"The final rule in labeling is silence." -Chris Voss

Objections Formula

So now that we've added tools to your toolbox, let's walk through the formula you will follow to use them. The Objections Formula will be effective for getting the customer to allow us to either get a higher payment commitment or get any other objection redirected to the area that we want to negotiate. When this technique gets mastered, you will easily be able to get the customers to begin negotiating payments with you as opposed to only vehicle price, trade, rate, etc… When you are able to work payments, you will close more deals, close them faster, and most importantly you will make more commission.

The 4 key elements of the formula are **Align**, **Justify**, **Hope**, and **Redirect**. Here is what each of them mean.

1. Align: This is your attempt to show tactical empathy to the customer by revealing that you have had the same feelings or emotions that they are experiencing based on their stated objection.

2. Justify: Before offering any flexibility, we want to ask the customer to justify their thinking. What research have they done that made them think that our offer was off base?

3. Hope: Hope is the key to getting the customer to allow you to shift their focus to another area. The key to hope is triangulation (bringing someone or something else into the decision-making process).

4. Redirect: This is the point where if you have done the others effectively, you will now be able to redirect the customer's stated objection and shift their focus and attention onto your desired negotiation area.

Main Objection #1

Customer says: "That price is way too high!"

An **average** salesperson would say: **"What price do we need to do to earn your business?"**

A **high performing** salesperson would say:

ALIGN

"John, it **sounds like** you're concerned about the price. **I can understand** where you're coming from, I like to make sure I'm getting a good value when I buy things too."

JUSTIFY

"If you don't mind me asking, **why do you think** that the price is too high? **Please tell me what research** you're basing that off so I can tell ______ (manager met earlier)."

HOPE

"**Thanks for sharing** that (their answer) with me John, **let me do this**. Let me talk to ______ (manager met earlier). I'll see what he/she **might be able to do** to help."

REDIRECT

"**But first**, on these **payments over here** (motion and point at all of the available payments), which is the **closest** to where you want to be?"

Here are points to focus on when delivering this. Your face, body language, and tone of voice should be **displaying concern and empathy**. Use **their name often** and take advantage of **triangulation** by referring to the manager they spoke to earlier.

Main Objection #2

Customer says: "That's not enough for my trade!"

An **average** salesperson would say: **"What were you expecting?"**

A **high performing** salesperson would say:

ALIGN

"John, it **seems like** trade value is very important to you. **I get it**, when I trade in my **personal vehicles**, I want to make sure that I get top dollar for it too."

JUSTIFY

"Help me understand, **why do you think** that our number is low? **Please tell me what research** you're basing that off of so I can tell ______ (manager met earlier)."

HOPE

"**Thanks for sharing** that (their answer) with me John, **let me do this**. Let me talk to ______ (manager met earlier). I'll see what he/she **might be able to do** to help."

REDIRECT

"**But first**, on these **payments over here** (motion and point at all of the available payments), which is the **closest** to where you want to be?"

More focus points are they must feel like you are going to speak to the manager on their behalf if the hope transition is going to be effective. And the key to the redirect at the end is not to ask them "***what payment they will do***," but to ask them "***which is the closest***." The **closest** feels much more flexible therefore many more customers **will allow themselves** to begin looking at the **payment options**.

Most Common Justification

On this objection when you ask them "what research" the vast majority of customers will bring up Kelly Blue Book as their source. **If you try to discredit KBB then you will fail.** This will only serve to make the customer become more apprehensive of anything you say from this point forward. **Put yourself in the customer's shoes**. KBB is made to protect them from the dealership. What do you think they think when you try to put down KBB? Instead, try this between the "justify" and "hope" boxes.

"John, first of all let me say that KBB is a fantastic resource for you as a consumer." In fact, I've used it before myself. When you built it, do you remember if you used fair, good, very good, or excellent?"

"Did you happen to bring that print out with you?" most will say "no" **"That's no problem."**

"Like I said, it's a great resource for you as the consumer since it gives you a decent ballpark of what to expect. The difference between our systems and KBB is that KBB is based off of their best guess of what the value should be."

"When we put your actual VIN in our systems along with the condition, remember earlier we (revisit the issues from the trade walk-around from earlier) **we are able to see in real-time what vehicles just like yours are actually selling for at the auction. That's where the real trade value comes from."** (now move on to the hope)

Main Objection #3

Customer says: "Those payments are too high!"

Since this customer is already focused on the one area that we want them to focus on and we do not need to redirect, then we don't need to be quite as tactical with how we handle this. With this customer we will simply align and then obtain the highest possible payment commitment.

An **average** salesperson would say: **"What payment do we need to do?"**

A **high performing** salesperson would say:

ALIGN

"John, it **feels like** you're definitely concerned about the payment. **I understand** where you're coming from, **monthly payments** have to make sense to me and my budget too."

ASK

"Let me ask you this, which of these **payments** is the **closest** to where you want to be?

OPTIONS

If they point and say, "**this one**."

"Great, how **close to that payment** are you able to do?"

If they say, "**none**" and say a different number.

"How much **more down payment** can you come up with to help you get there?"

Now just move into getting whatever payment commitment that you can get. Average salespeople will just ask the customer what they will do, or what it takes to "**earn their business**." When you do this, you are subconsciously telling the customer that the numbers on the sheet don't matter anyways. You are inviting them to negotiate with leverage. Instead, always come back to what is on the paper. "*How close to these payments*," "*this shows $4,000 down, how much more than that can you do*," etc... At the end of the day the car deal is just a math equation. **Make them get mad at math, not at you or the dealership.**

Bumps: U-turn

Now that you have gotten the written and signed commitment from the customer and you are headed back to the sales desk, you should stop and use the **U-Turn** technique to create a little bit more numbers flexibility. **This is a "soft" bump meaning that you do not write this one down**, You just want them thinking about it. **If this feels like you are trying to close them again, it will not work**. You're just asking.

For Example:

The customer gave you a commitment on the vehicle at $3,000 cash down and $750 a month.

As you are leaving the office you should really be looking at the paper like you're trying to figure something out. Remember that sometimes you must use your acting skills. When you get a few paces away from the customer you will stop, pivot, and walk back to them (u-turn). Stay standing and say:

"John, I'm going to do my best to get them all the way down to the $750 a month."

"If I can't get them all the way there, but I still get them close, like let's say it's in the $780's is that something you would at least want to see?"

Bumps: The Bank Triangle

The U-turn should always be used after getting your initial commitment from the customer. Now you have returned and negotiated the second pencil and gotten whatever commitment that you could. Before returning to the desk you should now utilize the Bank Triangle. Again, you have already written down their second pencil commitment. Follow this example commitment pattern:

1st pencil signed commitment from the customer was **$3,000 down and $750 a month**.

2nd pencil signed commitment from the customer was **$3,500 down and $770 a month**. (now triangle)

"John, first of all thanks for the extra twenty dollars a month, we are definitely getting closer."

"It still seems like we are a ways away." (while intensely looking at the figures that the desk sent back)

"Would it be ok if I pulled the curtain back to help speed this up?" (they will be curious and say yes)

"At the end of the day the bank is the one that has to approve the deal. There are three main areas that the bank looks at." (start drawing the triangle and add to it with each sentence)

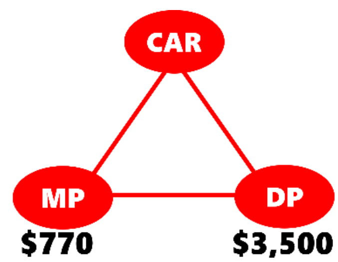
"The 1st area is the vehicle, and you chose this beautiful black F-150."

"The 2nd area is the monthy payment and you just want to be at $770."

"The 3rd area is the down payment and you only want to do $3,500."

"Now hear is the great news."

The bank will let you control any two of the areas that you want."



"However, they will always control the one area that you didn't choose."

"For instance, if you're stuck on this car and this monthly payment, then the bank will say that you need this much money down."

"Or if you say that this is the perfect car but all you can do is the $3,500 down, then the bank will say how much more you will need to do on the monthly payment."

"That being said, if you had to have some flexibility in one of these areas, which would it be?"

Most customers will give you a bump in at least one of the categories. If they choose the car then you need to invest the time to go back and show them less vehicle. This shows that you didn't do a great job of qualifying them earlier but it will be well worth it to go back out and find a less expensive vehicle now. If they choose flexibility in the payment you should get as muuch as you can and then still ask if they can do a little more on the down payment as well. And vice versa if they chose down payment to start.

Bump Order

The U-turn works at a very high rate when used after the first pencil because **the customer didn't really give you their best offer anyways the first time**. Most people do not expect their first offer to be accepted. Using the Bank Triangle after the second pencil commitment will **make you more gross and speed up your deal**. These next bumps can be used whenever.

Bumps: Re-sell

There will be times during negotiation where it feels like both sides are stuck and getting nowhere. Any time that emotion has left the office it benefits you to attempt to get the customer to remember the emotional attachments that were created earlier. **Sometimes they just need to fall in love with the car again. Don't tell them what you are doing or ask them if they want to go back outside.** Just say:

"John, I've got an idea. Follow me." (go back and begin to re-sell)

Bumps: Take Away

Sometimes when you just can't seem to reach an agreement on the vehicle that you originally showed them the best thing to do is to **take it away by giving them an alternative**. Again, as in the "re-sell" don't tell them what you're doing. Just ask them to excuse you for a moment and go to the sales desk and ask them to get you the **key to a vehicle that fits the budget the customer is stuck on**. Now return and say:

"John, I've got some good news. I spoke to ______ (manager met earlier) **and he/she found a vehicle that fits where you're trying to be on the payment."**

"Let's go take a look." (say this with a positive attitude like you've just helped them by finding a solution)

Most customers will say no to this but the point has been made and should help you get a bump on the original vehicle. If they are willing to look at the less expensive option then **that's a win too**.

Bumps: Next Payment

When you have a customer that has a vehicle they are currently making payments on you should **find out when they make their payments**. This is important to find out so that you ask them to **use it for or add it to** the down payment they said they can do..

"John, I know that you've got another payment of $550 coming up on the 20th for the car your trading in. Since you're trading it in today that obviously won't be needed."

"It would be best to go ahead and add that $550 to your down payment."

"Remember that every dollar you put down means that you owe less on the car, pay less in interest, are in a better equity position, and will enjoy a lower monthly payment."

Bumps: Get the Scraps

Getting the scraps is all about reminding us that there are dollars that we leave all over the car deal. **We have a tendency to move in incriments of $500's and $1,000's.** An extra $6 on monthly payments plus another $173 of down payment combined with getting them to take $10,320 instead of $10,500 for their trade all adds up to gross. **Stay away from round numbers. Round numbers mean you're costing yourself commission!** Get the scraps.

Bumps: Puppy Dog

This bump can be used anytime but is more effective toward the end. Again, your acting is required here.

Almost every customer will make you a payment offer that ends in a 0 or a 5. They never offer you $653 a month, there offer would be $650 or $655. When the customer makes their offer to you, as you are writing it down you should stop before the last digit of the payment offer, look at them with puppy dog eyes and ask for a little more. Like these examples below:

They offered $650 you should write down the 6 and 5 and instead of writing down the 0, say **"Five?"**

They offered $655 you should write down the 6 and 5 and instead of writing down the 5, say **"Nine?"**

If you have good rapport you will be shocked how often this will work. The reason you only bump $4 if their offer ended in a 5 is because it's much easier to accept if they don't feel it went into the next 10's.

Bumps: Referral Check

This should be the last shot at getting a bump but can be very effective as this is tied to "found money" or money that doesn't come directly from the customers' pocket. Obviously make sure that your dealership offers a referal program and for how much before using the bump. There are three things at the beginning that you need to verify before moving forward. **Example is based on a $100 referral fee.**

"Let me ask you something John, are you o.k. with me as your salesperson?" "*Sure*"

"And you like what the dealership has to offer, right?" "*Yes*"

"Let me ask you this, am I the type of salesperson that you would be comfortable to send friends and family to for their vehicle needs?" "*Sure*"

"Great, I can tell you're the type of person that knows a lot of people."

"Do you think it would be safe to say that over the course of a year that you could send me just 3 people that buy from me? That's just 1 every four months." most people will say "*Probably*"

"Perfect, here's why I ask. Every person that you send to me that buys means I will send you a $100 referral check for each one."

"So if you can send me just 1 buyer every four month that breaks down to $25 per month. That's how far we are away from your payment right now so let's go ahead and wrap it up." (extend your hand)

Bumps: Fuel Economy

You can also utilize fuel savings as a bump. It's important to **have something printed** for a customer from a 3rd party source for **validation**. You can utilize the fuel economy comparison tool on **www.fueleconomy.gov** to compare up to 4 vehicles at a time. Use when appropriate.

PRO TIP **There are many more bumps and top performers utilize as many as they can master!**

Bring the Commitment

Once you've utilized all of your new tools and maximized the customer's commitment you will return to the sales desk and update them on the customer's final commitment. The manager that is working your deal will determine the next steps based on the result.

- ✓ **If your offer is accepted you will now begin to put together the final paperwork.**
- ✗ **If the offer is countered then you will go back for another try or the manager will take over.**

Bonus Objection

Customer says: "I'm not paying for this $895 dealer added care package!"

An **average** salesperson would say: **"That's already on all of our vehicles and we can't take it off."**

A **high performing** salesperson would say:

ALIGN

"John, it **sounds like** you're concerned about the **value** that you're getting for the **package**. **I understand** where you're coming from, I want my money to equal value too."

JUSTIFY

"**Remember** we went over the package **earlier at the vehicle**. **Please explain** to me, **which part** of the package are you **not seeing value in**?

HOPE

"**Thanks for sharing** that (their answer) with me John, **let me do this**. Let me talk to ______ (manager met earlier). I'll see what he/she **might be able to do** to help."

REDIRECT

"**But first**, on these **payments over here** (motion and point at all of the available payments), which is the **closest** to where you want to be?"

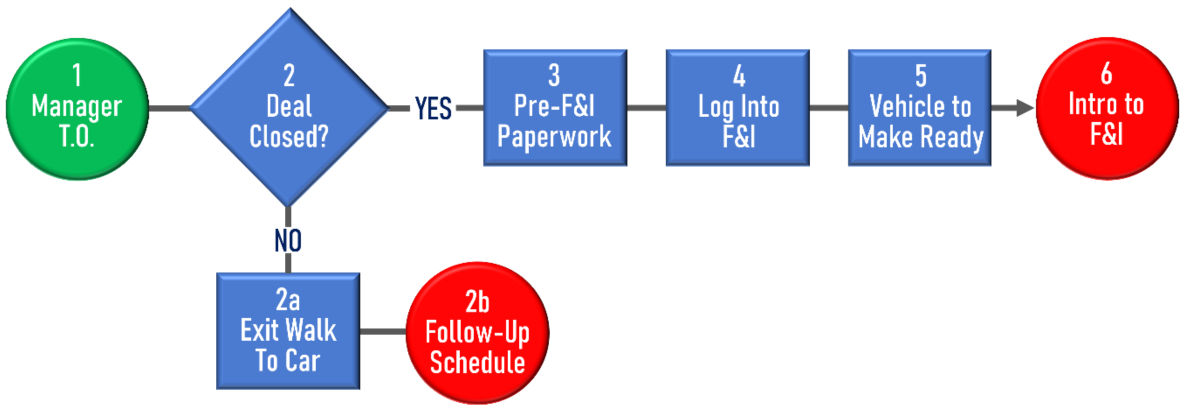
Each of our dealerships will have their own version of a customer care package. You must become very familiar with yours. **You must sell this package outside during the presentation.** Don't be afraid of it as almost all of your competitors have their version of a package as well. If you first bring it up during negotiations then nobody will want to pay for it. They will think you are trying to slip it in. Say this:

"John, there are a certain set of benefits that many of our customer's were requesting, so what we did was we went ahead and put them all into a discounted package called ________ (your dealership's name for the package). **Here are the benefits, _________** (now sell the benefits using the I.D.R.B. value formula).

"In **sales**, when you **out-learn**, you **out-earn**." - Jeb Blount

Shottenkirk Seven-Step 7: Finalization

You have now reached the final step which will take you one of two ways. They have either agreed to terms and we will transition them to the business office, or they did not agree to terms, and we will transition them to a follow-up schedule.



1. If you are unable to close the deal on your own then the manager will come and take a T.O.

2. Did the customer agree to initial terms?

    2a. If not closed, you will walk the customer back to their vehicle and try the "final" ask.

    2b. If they are still leaving, then you will get them set up on a follow-up schedule.

3. If closed then you will quickly compile and complete any paperwork necessary to get them into F&I.

4. You and the manager will follow your store's process to get the customer logged into the F&I rotation.

5. When pre-F&I paperwork is completed you will get the vehicle in line to be made ready (cleaned).

6. The customer will be introduced to their specific business manager.

Customer Service Either Way

It doesn't matter if they chose to buy or not, your customer service must continue. Too many salespeople mentally check out on the customer and abandon any level of customer service the moment they think that the customer isn't going to buy. **A very important lesson to learn and remember is this, just because you don't sell them today doesn't mean you won't sell them at all.** It simply means you didn't sell them today. There's an old saying that says "a bad dessert can ruin a meal." **Well, sometimes a great dessert can save the meal**. The final impression we leave with a customer can rival the importance of the first impression we made. **If they are going to leave, we want them leaving with a good memory of you, the dealership, and the Shottenkirk brand.** **People tend to always remember how they felt last.**

If They HAVE Agreed to Terms:

The most important thing to focus on when your customer has said "yes" is speed. From the moment they agree to buy, **their internal clock starts**, and they are focused on how long it will take them to get out of the dealership. **Part of great customer service is being efficient and moving with urgency.** Here

are some practical tips to ensure that you get them back into the business office as soon as possible. **Timeliness is always a top priority as it pertains to great C.S.I.**

- Know what paperwork is **needed**, **where** to get it, and how to fill it out **correctly**.
- Know the process for getting your customer **onto the log** for the **F&I** rotation.
- Know where to take your vehicle to get it **made ready** and where to **gas it up***.

*all new and **pre-owned** Shottenkirk vehicles receive a full tank of gas at the time of delivery

PRO TIP **Make sure that you always speak about the business office and business managers in positive terms!**

"John, this is perfect. It looks like ___________ will be your business manager. He/she is usually very fast and all of my customers love working with him/her."

Sold Follow Up

One of the **worst things** that you can do is have the customer feel like you've **forgotten about them** the moment after they bought from you. If you want **customer loyalty** you must have world class follow-up. Do not simply rely on the computer-generated follow-up letters from the dealership. **Be special.**

- Within five minutes of them leaving you should send them a thank you/contact text.
- Be sure to send out a non-template (add personal elements) thank you email the next day.
- Make your first follow-up phone call no more than 48 hours after purchase.
- If you want to invest into your future you can write a handwritten thank you card with gift.

If you are building a career instead of just working a job, you will understand the importance of personal branding. You build your brand by separating yourself from your competition. If you want to blow them away and become memorable then you must work at it and invest in it. **A great brand doesn't happen by accident.** Handwritten thank you cards, gifts, occasional follow-up, birthday calls or emails, those are the things that will make them your **customer for life** and more importantly, make them an **advocate for you**!

If They Have NOT Agreed to Terms:

If they have not agreed to terms after the manager's Turn Over (when getting a T.O. make sure that the customer(s) are still seated in the office, and you should just **stand quietly to listen and learn**) you should still remain positive. **Do not act pouty or disappointed, remain professional.** If you let mental, physical, and verbal negative reactions take over you will affect your chances of having effective follow-up with the customer. **If you leave them with a negative final impression, why would they return to you?**

- Escort them all the way back to their trade vehicle (exit walk).
- Update your detailed notes in the system and assign them to follow-up.

Exit Walk

Almost all salespeople are in such a disappointed state of mind when saying goodbye to a customer that they miss out on their final opportunity. Instead of just handing them their keys and letting them walk out to their vehicle, you should walk with them. **Not only is this very professional but it also provides one last opportunity**. Walk them all the way to their car door and as soon as you hand them the keys you should look over your shoulder (acting again) like you're making sure the manager isn't listening and say:

"John, look, it's just you and I right now. Let me ask you one more time before you leave and have to start this process all over again later."

"I know that you were wanting ______ and we were offering ______. I know you've got to be ready for this process to finish up."

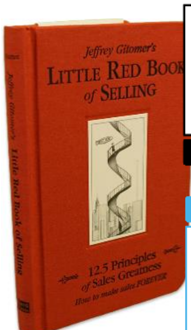
"Is there anywhere in between that we could meet to wrap this up right now?"

There is something about the customer **standing at their vehicle** with the **keys in their hands** with the **manager not around** that makes them **feel more comfortable** with maybe giving in just a little bit more. If they say that there is nothing more and they are leaving you should say:

"John, one last time I would like to thank you for giving us the opportunity to take care of you today."

"I apologize that we couldn't come to an agreement, but I'll keep working with _____(manager) **to see if there is anything else that we can do, and I'll follow up with you soon. Have a great rest of your day."**

The Goal



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Ulitimately the driving factor in whichever way the deal finalizes is to create a customer that **not only will be satisified** but one who will **become loyal**. The bar is very low for salespeople so when a customer finds a true professional, they will stick with you. You can find sold and unsold follow scripts on www.shottenkirktraining.com.

"Customer **satisfaction is worthless**. Customer **loyalty is priceless**." -Jeffrey Gitomer

The Goal (continued)

"Making a great first impression buys you an opportunity to make a last impression. Making a great last impression earns you a chance to make another first impression." -Tim Tipton

1. Loyalty **begins** by making a flawless first impression and listening.
2. Loyalty is **earned** by showing professionalism in value-based selling.
3. Loyalty is **established** by displaying tactical empathy during negotiations.
4. Loyalty is **maintained** by world class follow-up and service after the sale.
5. Loyalty is finally **achieved** by the opportunity to do it all again.

Prospecting

Now that you know how to take care of a customer when they show up, let's go over some different ways to get them to the dealership. **Especially when you are beginning your sales career you need a heavy focus on prospecting**. Sales is a very simple formula. You take your total opportunities multiplied by your closing rate and that equals your sales. When we talk about prospecting, **we are focusing on the "O" or opportunities** in the sales equation. Salespeople who do consistent prospecting are setting themselves up for future wins. Even with the result being more sales, **most salespeople will never** get out there and **do any prospecting** because it takes too much work.

"Opportunity is **missed by most** people because it is **dressed in overalls** and looks like **work**." -Thomas Edison

Four Main Prospecting Types

The first step to effective prospecting is a **healthy view** of what you do for a living. I know of many salespeople who do not prospect because they are (in some way) **embarrassed of being a car salesman**. If you are having these thoughts, you must **create** a paradigm shift in your own mind. You have a **great job** where you get the opportunity to **help people** every day.

"Proper prospecting **prevents poverty**." -Jeffrey Gitomer

In Person

When attempting to prospect someone, the more **organically** you can bring it up in conversation will help it seem **more genuine and likely better received**. Always begin with some small talk and let it turn into an opportunity for you to deliver your prospecting pitch.

Remember that these people did not ask to be prospected so you had better **have a benefit for them** or they will tune you out and possibly become agitated. Always **look and sound professional** when talking to anyone about your business. Always **have a business card** on you ready to hand out.

Prospecting Pitch

After the initial small talk… **"Let me ask you something _______** (their name)**"**

"If I could get you into a newer vehicle with more current technology, more upgraded safety features, and improve your warranty position for right at or possibly even a bit below what you're paying right now, would that be something you would consider if it only took half an hour to find out?"

When asking them this you should be coming from a place of curiosity to see if you can help them. **If this is done in a way that feels like a high-pressure close it will not work.** All you're trying to do is see if you can pique their interest about something they more than likely haven't considered. The key points are the benefits, possibly lower payment, and the half hour to find out. **Your goal at this point is an appointment, not the sale.** Too many salespeople fail because they try to be ABC (always be closing). **It's not time.**

PRO TIP **If attempting this at a restaurant or other service establishment. Be a good patron and tip very well.**

Happy Customers

Asking for referrals from our happy customers might be the most underutilized resource in the car business. Most of the referral prospecting from salespeople is a throw-in sentence right when the customer is trying to leave. At this point they are not thinking about anything other than getting home. Don't be a salesperson that says, "*If you know anyone in the market, please send them my way*." Instead of waiting until they get out of F&I, if you have time to kill before they get back there do this:

"John, the two things that are most important to me are my customer satisfaction scores and my repeat and referral business. Nothing to me is a better indicator of how well I'm serving my customers."

"Have you been <u>completely satisfied</u> (use your manufacturers key survey words) **up this point?"** *"Sure"*

"Great, I like to ask all of my happy customers to give me a list of ten names of anyone they know that may need a vehicle… (hands up) **don't worry, I'm not going to ask you for that now."**

"Could I count on you over the next few days to think about it for me?" *"Sure"*

"Thank you so much, I would really appreciate it. Here's a list to write their info on."

Happy Customers (continued)

"And also remember that everyone you send to me that buys, I'll send you a referral fee."

"Today's Thursday so I'll reach out and follow-up with you about this on Monday, is that o.k.?" *"Sure"*

The good news is that if you can do **sixth grade math** then you can't argue against doing this with every happy customer. If you sell 15 cars a month and let's say 13 of them commit to giving you the list, then that's a potential **additional 130 customers** for you to prospect. The sky is the limit if you get really good at asking for these referrals. **You must follow-up with them on the day that you asked their permission.**

Sold Customers: Birthday Calls

Many people look for a way to do something special for themselves around their birthdays each year. **Nothing says happy birthday to me quite like a brand new or "new to you" pre-owned vehicle.** Make sure that you have your customer's birthdays set up on your follow up schedule for the month before their birthday each year. You want to get on their radar before their actual birthday. **If you wait until their actual birthday, you may be too late!**

- All birthday calls should be set up to show as a **scheduled task in the CRM.**
- Calls should be set up to **show as a task 30 days prior** to the customer's actual birthday.
- An effective call script can be found in the Sales Assets on **www.shottenkirktraining.com**.

PRO TIP **Be genuine when calling to wish them a happy birthday. If it feels like a sales call you will lose them.**

Cold Calling

Cold calling is without doubt the least favorite activity for most salespeople. Most feel this way because they perceive the return on investment to be very low. **I believe that the average salesperson's pre-defeated mentality is the largest contributor to getting low returns.** When you make these calls with zero energy and a bad attitude you can expect a poor result. If you make these calls knowing that **any call could be the diamond in the rough**, then you increase your win-percentage.

- **Do not pre-judge the lead** or you will develop **bad habits** and miss the real opportunities.
- **Smile while making calls** and keep a positive mental attitude.
- Know that some customers **will get upset**, some **will hang up**, but some **will set an appointment**!
- Call scripts can be found in the Sales Assets on **www.shottenkirktraining.com**.

PRO TIP **Keep a mirror close to see what you look like while making these calls. Smiling matters.**

Leave Behind

This is the most passive form of prospecting and therefore the most utilized. This **takes the least amount of effort** but can still generate many opportunities. Here are some proven tactics to get you results.

- Ask permission from the owner to **leave your business cards** at any small businesses that you support.
- Make a flyer to **post on any bulletin boards** at apartments, colleges, cleaners, etc…
- **Leave a business card behind** (with a healthy tip) when going out to eat at any restaurants.
- When going to the movies or grocery store or any place with large parking lots you should park away from the front. Have business cards on you and have written "**your trade is worth a lot right now**" on the back and as you walk to the door of wherever you're going, look for potentially good trades and just put the card on the window. **This is like playing the lottery and you can only win if you play!**

Social Media

Social media can be the most effective form of prospecting when done right. **You must ask for the customer's consent prior to posting anything on any social media platform.** You are also responsible for reviewing the social media guidelines found in your **Shottenkirk Employee Handbook** that you received from the dealership when you were hired. If consent is given:

- Post quality pictures. The quality of your posts reflects on you.
- Utilize any dealership approved social media tags.
- Ask management any questions about what you can and cannot do.

Above are a couple of great examples of what a **quality social media picture** looks like. Check and see if your dealership has the "**emoji signs**" or something similar to include in your pictures. These little things **add a fun element** and really elevate the post making the dealership look like **an environment where people are having a good time**.

Goal Setting

If you want to be successful in the automotive business (or any business), you need to get accustomed to writing down and tracking your goals. **Goal setting is a game-changer!** Several years back Zig Ziglar's company tracked goal setting from those who attended his North American conferences for one calendar year. They asked attendees two simple questions upon arrival and here is what they found:

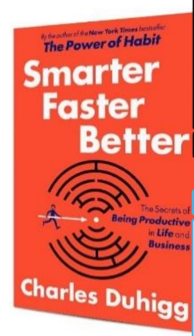
Question #1: **Do you consistently set written goals and genuinely work at achieving them?**

Question #2: **What is your annual income?**

The response data showed that attendees that did set consistent written goals made an average of 46% more annually than those who did not set goals.

If you are going to be effective at setting goals, then you will need to follow a system. Too many people think that "getting better" or "doing more" is a goal. Well, what does "getting better" look like? What does "doing more" mean? Those cannot be measured. **Follow the SMART goals system to set real goals.**

"Making yourself break a goal into its S.M.A.R.T. components is the difference between hoping something comes true and figuring out how to do it." -Charles Duhigg



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Specific: What is the actual goal that I am trying to achieve? Why is this a goal?

Measurable: Can my success toward the goal be measured with numbers or other metrics? How will I know if I've attained or missed the goal?

Attainable: Do I have the skills realistically needed to achieve this goal? Can the goal be achieved in a pre-determined amount of time?

Relevant: Is the goal aligned with current relevant objectives that are important to me. Why am I setting this goal at this specific time in my personal or professional life?

Time Bound: Does the goal have a specific start time and deadline?

Goal Setting (continued)

Write down SMART goals below for your first 30, 60, and 90 days at the dealership:

"If you **aim at nothing**, you hit it **every time**." -Zig Ziglar

30 Day SMART Goal

60 Day SMART Goal

90 Day SMART Goal

Personal Accountability

The most powerful thing that you can be left with as you finish up with this training manual is the challenge to embrace personal accountability. Sales is hard. There will be times when you feel that you are being treated unfairly by customers or someone else. What will you do? Will you give up? Will you quit? If you stick with this business and do all of the things that you had the opportunity to learn from this manual, then you will be a high performer and accomplish more than you ever imagined possible. The car business provides opportunities and opens doors that most never considered we would have access to. **If you commit to not making excuses or blaming others and accepting personal accountability for everything**, then you are on the way to an incredible career with the Shottenkirk Automotive Group.

The Seven Decisions That Determine Personal Success:

From **The Traveler's Gift** by Andy Andrews

1. THE BUCK STOPS HERE.

I am responsible for my past and my future.

2. I WILL SEEK WISDOM.

I will seek to serve others.

3. I AM A PERSON OF ACTION.

I will seize this moment. I choose now.

4. I HAVE A DECIDED HEART.

My destiny is assured.

5. TODAY I CHOOSE TO BE HAPPY

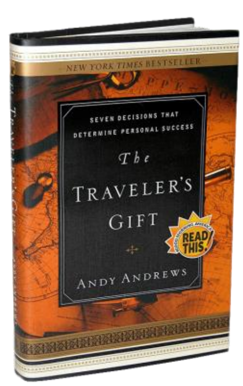
I am the possessor of a great spirit.

6. I WILL GREET TODAY WITH A FORGIVING SPIRIT

I will forgive myself.

7. I WILL PERSIST WITHOUT EXCEPTION.

I am a person of great faith.



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Final Motivation

"The real opportunity for success lies within the person and not in the job." -Zig Ziglar

"Although no one can go back and make a brand-new start, anyone can start from now and make a brand-new ending." -Carl Bard

"If you want to be rich...don't allow yourself the luxury of excuses." -Robert Kiyosaki

"No pressure, no diamonds." -Thomas Carlyle

"It always seems impossible until it's done." -Nelson Mandela

"Never get so busy making a living that you forget to make a life." -Unknown

"The lion doesn't turn around when the small dog barks." -African Proverb

"Everyone wants to be a beast, until it's time to do what real beasts do." -Eric Thomas

"Stop wearing your wishbone where your backbone ought to be." -Elizabeth Gilbert

"Be so good they can't ignore you." -Steve Martin

"What would you do if you weren't afraid?" -Spencer Johnson

"Fear is success enemy number one." -David Schwartz

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Recommended Reading List

1. **How to Win Friends & Influence People** by Dale Carnegie
2. **How to Sell Anything to Anybody** by Joe Girard
3. **See You at the Top** by Zig Ziglar
4. **The Fred Factor** by Mark Sanborn
5. **Awesomely Simple** by John Spence
6. **7 Habits of Highly Effective People** by Steven Covey
7. **Who Moved My Cheese** by Spencer Johnson
8. **Customers for Life** by Carl Sewell
9. **How to Master the Art of Selling** by Tom Hopkins
10. **The Little Big Things** by Tom Peters
11. **Unlocking Your Legacy: 25 Keys for Success** by Paul J. Meyer
12. **How I Raised Myself from Failure to Success in Selling** by Frank Bettger
13. **Power of Positive Thinking** by Dr. Norman Vincent Peale
14. **Greatest Salesman in the World** by Og Mandino
15. **Winning Every Day** by Lou Holtz
16. **A Game Plan for Life** by John Wooden
17. **Unstoppable** by Cynthia Kersey
18. **The Traveler's Gift** by Andy Andrews
19. **Selling 101** by Zig Ziglar
20. **Think and Grow Rich** by Napolean Hill
21. **Spin Selling** by Neil Rackham
22. **Win** by Dr. Frank Luntz
23. **Good to Great** by Jim Collins
24. **The Richest Man in Babylon** by George S. Clason
25. **The New Gold Standard** by Joseph Michelli

Common Dealership Terminology

A.C.V. – Actual Cash Value, this is the actual dollar amount assigned to a trade-in
Appointment – an agreed upon time and date for you and a customer to meet
Appraisal – the determination of a vehicle's current value based on mileage, condition, year, etc...
Be-Back – a customer that has been there previously and has now returned
Blew Out – slang term for a customer that left the dealership offended by something
Bullet – slang term to describe a customer with excellent credit history
Bump – this is an attempt to get the customer to increase or bump up their offer
Buried – slang term for someone who has a large amount of negative equity
Business Office – just a different name for the F&I office
Closed – term for when you get the customer to agree to terms, as in you have closed the deal
Closer – nickname for someone who has an above average customer closing percentage
Dealer Trade – this is getting a vehicle from another dealership's inventory by agreeing to trade vehicles
Desk Manager – managers that actually work the numbers of the car deal from the sales desk
Demonstrator -also known as a demo, these are vehicles that are being used by dealership personnel
Dime – this is slang for $1,000
Equity – dollar amount either below or above what a customer owes based on the vehicle appraisal
F&I – Finance and Insurance, department where warranties are sold, and final paperwork completed
Fixed Operations – these are the parts, service, and collision center if you have one
Fleet Manager – these are salespeople who handle specialized business accounts
Green Pea – slang term to describe a new salesperson just starting in the car business
Hat Trick – this is when you sell three vehicles in the same day
House Deal – this is a deal for someone inside the dealership or a deal handed to you from a manager
Locate – this is the same thing as a dealer trade
Low-Ball – this is where a dealer or customer makes an offer well under what they are expecting
Manufacturer – this is the company that actually builds the vehicle such as Toyota, Ford, etc...
Market – this refers to the current automotive market conditions that establish the vehicle's value
Monroney Sticker – window sticker found in all new vehicles listing vehicle information and equipment
M.S.R.P. – this stands for Manufacturer's Suggested Retail Price
Negative Equity – amount a customer still owes when owing more than the vehicles appraised value
Nickel – this is slang for $500
Positive Equity – amount due back to the customer when owing less than the vehicles appraised value
Special Finance – attempting to find an approved loan for a customer with challenging credit issues
Sticker Shock – this is when the customer is very surprised by the price or payments on a vehicle
Straw Purchase – when a customer tries to utilize someone else's credit for their car deal
Strong – a term of praise for when you have done a really good job
Tanked – same as buried
T.B.A. – To Be Appraised, this is giving a customer a value on their trade without it actually being there
T.O.- this is a Turn Over to a manager to get them involved in your deal
Unwind – when we need to void a contract and get the vehicle back due to non-credit approval
Up – term for a customer who has walked up onto the lot
Variable Operations – these are the sales and F&I departments
V.I.N. – this is the 17 digit Vehicle Identification Number
Weak – a term of ridicule for not doing a good job
Wiggle Room – slang for acknowledging that there may be some negotiation room left on the deal