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Introduction

Welcome to *Advanced Certification —10 Steps to Sales Success!*

As Sales Consultants, you have industry leading vehicles to sell and are enjoying great sales growth. And yet, we still face many challenges in a highly competitive industry with increasingly sophisticated Customers and aggressive competition.

In today's environment, there is a lack of consistency in the ways in which we interact with our Customers, which results in a lack of consistency in Customer experience. In this program, we will be introduced to a new selling process that will drive consistency and equip you with the skills based on best practices to maximize your effectiveness during each step of the process.

By applying our selling process consistently, you will increase your sales results and improve Customer satisfaction — two things that ensure that the momentum we're experiencing now will accelerate and continue.

Specifically, by the end of the program, you will be able to:

- Articulate the 10 Steps of the Alderson Consulting Selling Process
- Greet Customers in a professional way that builds trust and connection
- Ask insightful questions during the Discovery step that identify the Customer's relevant background and priorities
- Conduct a customized vehicle presentation that focuses on relevant features and benefits linked to identified Customer "priorities"
- Take an assumptive approach to the test drive that results in Customer agreement to take a test drive
- Articulate the "Why buy here" aspects of the dealership during a dealership orientation walk
- Apply a 5-step process for handling objections that makes the Customer more receptive to hearing our response
- Conduct an 8-step trade appraisal process in a high-integrity, rational way that builds Customer buy-in to the appraised value

continued …

… continued

- Gain agreement by explicitly asking for the business, and effectively minimizing typical Customer objections
- Transition Customers smoothly from the Sales Consultant's office to the Financial Services Office
- Conduct all the delivery steps required to ensure the Customer can use the vehicle's systems properly and is motivated to maintain a long-term relationship with the dealership
- Conduct an effective follow-up call with buyers and non-buyers in order to:
    a) ask for a referral
    b) make the sale to non-buyers

In short … following the steps of the process on a consistent basis will ensure that you make the most of every opportunity that you come into contact with at the dealership.

The result is that you'll sell more cars, generate more income, build loyalty, and increase Customer retention more than ever before.

And remember… the most important element in the success of this process is you! Let's get started!

Keys to Sales Success

Q

What does it take to be a highly successful Sales Consultant?

The Value of a Selling Process

Q *What is a process?*

Q *How will following a consistent selling process help you to drive more sales and earn more money?*

The Need for a Selling Process!

- Sales Satisfaction has a major influence on Customer buying decisions

  - ✓ 25% of people that leave a dealership without purchasing do so because they didn't like the way the Salesperson handled their business (JD Power)
  - ✓ 50% of those people abandon the brand entirely (JD Power)
  - ✓ "Working with Your Salesperson" is the biggest driver of a Customer's sales satisfaction at 26% (JD Power)

- Overall, the sales experience we provide Customers is average in relation to many key competitors

  - ✓ Brand A ranks 11th in Sales Satisfaction (JD Power, 2006 SSI)
  - ✓ *"I finally considered the salesman an obstacle between me and a good deal. He didn't add anything (value)."* (Customer, Focus Group Consumer)

- Consistency and transparency in experience builds your brand image; e.g., Tim Hortons, McDonalds – lack of consistency hurts
  - ✓ *"You never really know what you're going to get at a dealership"* (Focus Group Consumer)

- Process provides the roadmap to enhance sales performance, lack of process leads to shortcuts and lost opportunities

Something to Think About:

As the product styling, performance and quality converge in the auto industry, the key differentiator will be the experience on the showroom floor."

Tim Alderson
President, Alderson Consulting

The Alderson Consulting Selling Process

As Sales Consultants, we all have an opportunity to create a Customer experience that drives more sales. And more sales is a win-win proposition:

- Sales Consultants generate more income
- More Customers benefit from the Quality, Safety, and Value of your brand's vehicles

As we think about the successes we have personally enjoyed, one part of that success is undoubtedly the individual touch that we all bring to our Customer interactions. Another part of our success is due to the process we follow and skills we use.

During the rest of this program, we will learn a set of skills — linked together in a consistent selling process — that makes us more influential and more successful. The Alderson Consulting Selling Process is made up of ten steps, and each step is made up of specific behaviours.

The selling process and related skills reflect best practices that are proven to effectively influence sales results in the auto industry and other industries.

Something to Think About:
A Sales Process is something you do FOR a Customer…not something you do TO a Customer.
A consistent sales process, made up of industry best practices, will benefit the Customer, and therefore, the Sales Consultant.

Something to Think About:
How does adopting a new "Customer-friendly" process help *wow* and *delight* the Customer?

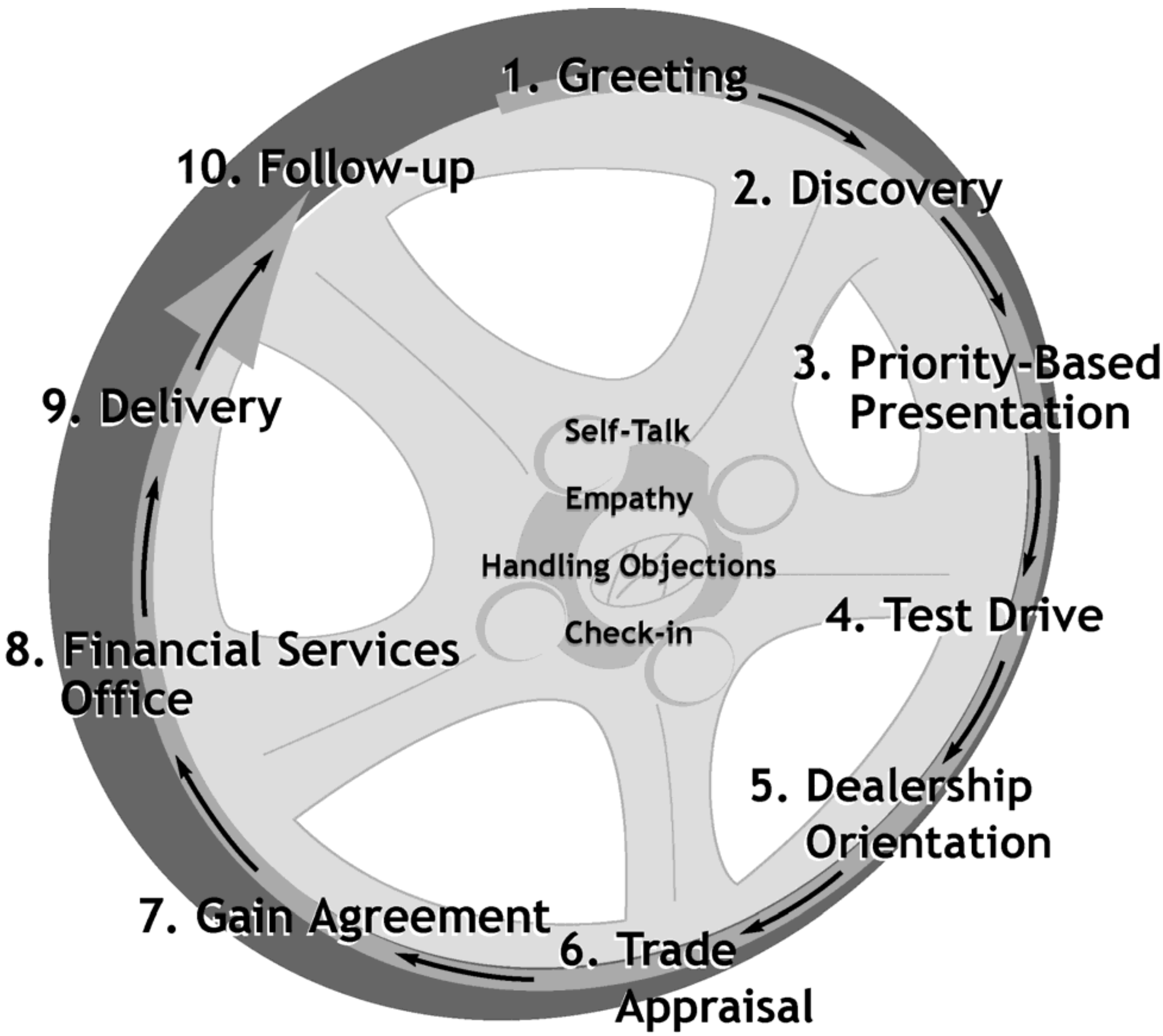
My Current Sales Process

Q *What are the sales process steps you currently follow?*

Q *What steps do you execute well?*

Q *What steps do you find most challenging? Why?*

Alderson Consulting 10 Steps to Sales Success



Bringing a Sales Process to Life

Q

Is it critical that we cover all of the steps all of the time?

Q

What's the risk of not following the 10 Steps to Sales Success?

Creating an Exceptional Customer Experience "the Alderson Way"

The 10 Steps to Sales Success are not unique; after all, most auto manufacturers endorse similar selling steps. However, let's face it … many of us are guilty of skipping steps and "shortcutting" the Customer experience. So, simply following the steps will help to create a positive Customer experience.

The balance of this session will focus on how to create an exceptional Customer experience based on "HOW" you follow the steps. We will challenge conventional industry approaches and introduce a fresh, high-integrity approach to selling which puts the Customer first.

"The Alderson Way" means shifting our thinking and shifting our Customer interactions:

FROM	TO
♦ It's all about ME	♦ It's all about the Customer and seeing the world from their perspective
♦ Focus on selling Customers	♦ Focus on serving Customers
♦ What Customer is saying	♦ What Customer is thinking
♦ Telling Customers about our vehicles	♦ Asking Customers what they want in a vehicle and finding the fit
♦ "One size fits all" selling approach	♦ Tailored selling approach to each Customer
♦ The vehicle is the hero of the visit	♦ The Customer is the hero of the visit
♦ Avoiding Customer objections	♦ Addressing Customer objections in a way that the Customer feels heard
♦ Fearing Customer objections	♦ Craving Customer objections and seeing the opportunity it creates
♦ Partial disclosure in hopes that the Customer will make a decision	♦ Full disclosure so the Customer can make an informed decision

The Barriers to Creating an Exceptional Customer Experience

Q

What stands in the way of us using a consistent selling process that creates an exceptional Customer experience?

Self-Talk: The Words that Run through our Minds

We speak at a rate of 150 words per minute, and we think at 450 words per minute — that leaves a gap of 300 words per minute. What happens with the extra 300 words per minute?

The 300 words per minute gap is occupied by Self-talk.

Self-talk are the words and thoughts that run through our mind, but are often not voiced.

Some of our Self-talk is voluntary, and some is involuntary. Much of the time we are not aware of it because we've become so used to it.

While some of our Self-talk is positive in nature; e.g., "*I know I can close this deal!*", much of our Self-talk is negative. How many times have you said the following to yourself:

"*We can't do that*." "*Customers are so demanding these days*." "*Everybody is on my back*." "*They're not going to buy…they're just wasting my time*." *"How can we compete with competition that is offering better programs?"*

What do the negative examples all have in common? They're all very judgmental — because Self-talk judges and evaluates, it closes our minds to possibilities, options, and solutions.

Self-Talk and Multiple Conversations

Because everyone experiences Self-talk, whenever we speak with a Customer, it's almost as if there are three conversations going on at the same time:

1) The Sales Consultant's Self-talk
2) The Customer's Self-talk
3) The actual dialogue between the Sales Consultant and the Customer

Q

What's running through your mind when the Customer walks into the dealership?

Q

What do you think is running through the minds of your Customers as they walk into the dealership?

Q

How does managing your own Self-talk and the Self-talk of your Customer help you to be more influential and sell more vehicles?

Empathy

Q *What does empathy mean?*

Q *How does it show up behaviourally on the showroom floor?*

Q *How can you demonstrate that you understand?*

Q *How can demonstrating understanding of the Customer make you more influential and move the sales process forward?*

Just Put Yourself in their Shoes

Empathy is all about understanding the perspective of your Customer, then demonstrating to them that you understand. It's all about ...

Putting yourself
in the shoes
of your Customer

To really put yourself in the shoes of your Customer, it's helpful to consider what's on their mind during each step of the process and approach the interaction in a way that puts their mind at ease.

While some Customers may enter the dealership with some skepticism about your brand, there is something that brought them into the dealership. It might be the quality, the look, the awards, the value — whatever it is, try to determine if there is any skepticism and what it is that brought them into the dealership.

The more we can understand what's on our Customer's mind and demonstrate an understanding of their perspective, the more they feel heard and the more open they will be to hearing what we have to say.

"There are so many stresses in your life already. Now to go into a dealership to buy a car… its just so frustrating." Focus Group Consumer

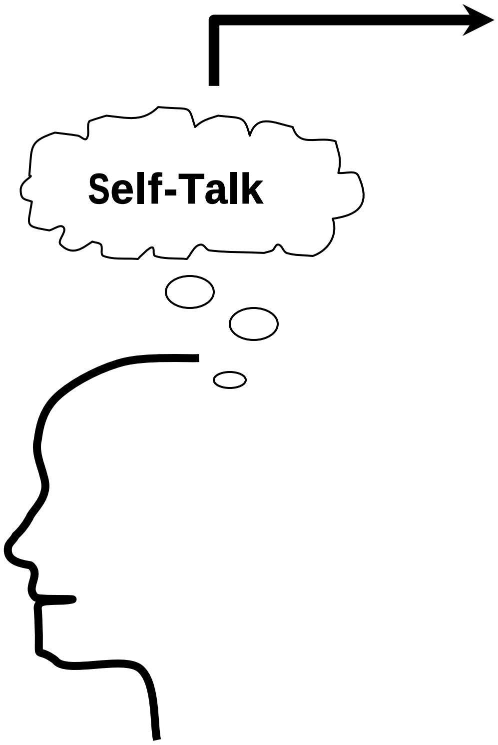
Did you Know?

Empathy
STOPS
Self-Talk

Something to Think About:
Several studies indicate that Empathy is highly correlated with close ratios and sales.

Greenberg & Mayer,
Tobolski & Kerr

The Irony of Influence



Judge

Self-talk judges for a living,
mostly to protect.

↓

When we make value
judgments, we become more:

Self-Centred

↓

Because we're more self-centred, it
becomes:

Difficult to Empathize

↓

When we don't empathize:

People don't Listen to Us

↓

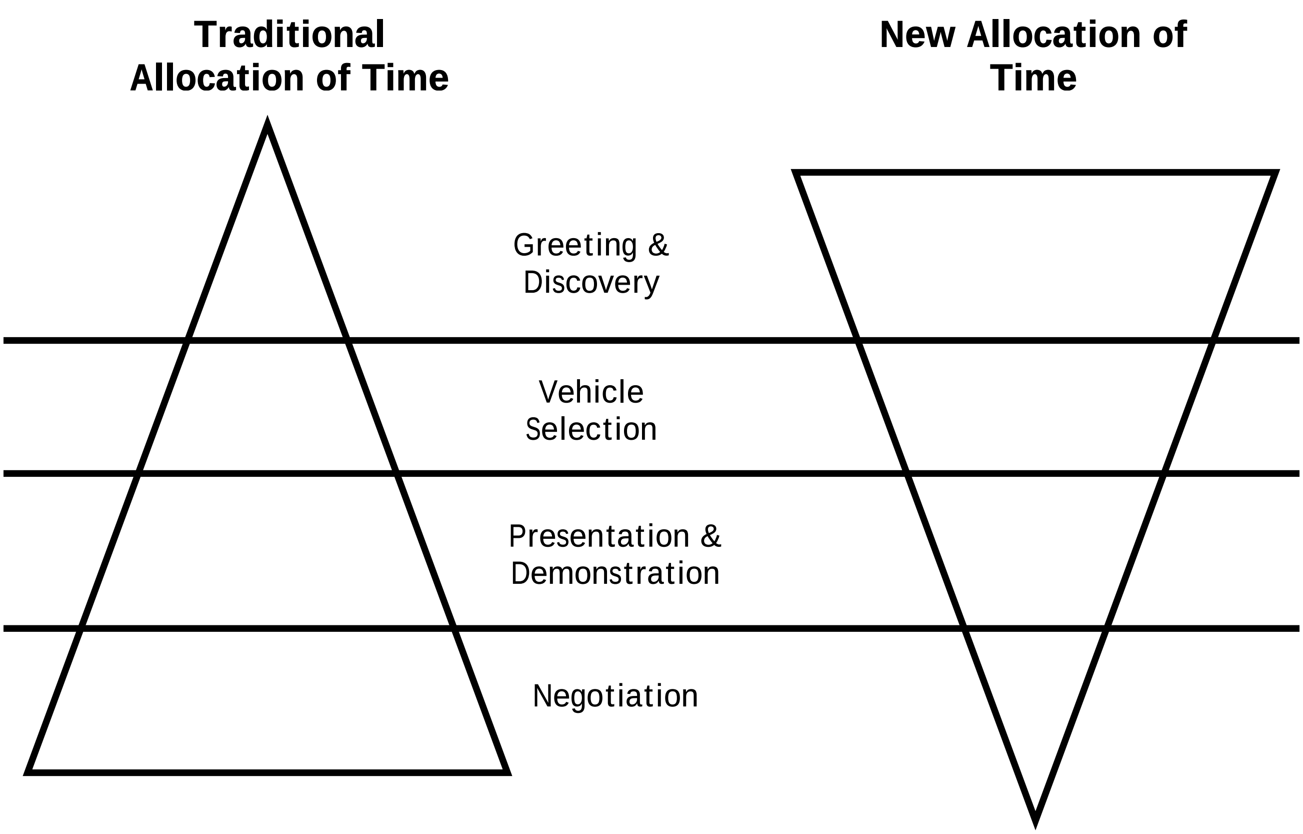
When people don't listen, we are:

Not as Likely to Influence

Investing our Time Wisely

As Sales Consultants, one of our most valuable resources is time. We want to make sure that the time we invest with our Customers will have a good payoff for the Customer and for us. The question is — what is a good use of Customer interaction time?

Traditionally, in our industry there is a lot of time spent on price negotiation, with less time devoted to identifying needs and conducting a customized vehicle presentation that is clearly linked to identified needs. You could say that our time investment is loaded at the back end versus the front end. In our new selling approach, we will turn this model on its head by investing our time wisely at the front end in order to streamline the price negotiation at the back end.



Step 1: Greeting

My Self-Talk...
"They're just price shopping."

Customer's Self-Talk ...
"I can't wait to get this over with."

The first step of the selling process is to professionally greet the Customer in a timely manner when they enter the dealership. Because humans form impressions of other people almost instantly (within seconds), this is a "make or break" moment with our Customer.

Q

What do we hope to accomplish with our greeting?

____

____

____

____

Q

How do you typically greet your Customers?

____

____

____

Did you Know?
People form impressions within the first 9 seconds of meeting somebody.

Something to Think About:
"I couldn't believe it. I was ignored by the receptionist and three sales people for 10 minutes. I finally had to approach the receptionist and ask for help."

Mystery Shopper

Individual Exercise: My Favourite Greeting

Goal:
- Identify the characteristics of an effective greeting

Steps:
- Read the three greetings on the next page
- Identify one to two specific words/phrases that you like about each greeting
- Identify one to two specific words/phrases that you dislike about each greeting
- Be prepared to share your ideas and the reasons for your choices with the rest of the group

Sample Greetings Worksheet

#	Greeting	Likes	Dislikes
1.	"Hi, my name is David, and you are? Thanks for coming in today. Is there a particular model I can guide you to today? May I ask how much time you have with us today, and what your priorities are on your next vehicle?"		
2.	"It looks like you've just come from work – I'll do my best to make sure your time here doesn't feel like work! Are you here to see anyone in particular…or is there some information I can provide for you?"		
3.	"Hi, I'm Laura, and you are? Welcome to our store. I'm glad you decided to visit us today. May I ask you a few questions, and would it be okay if I jot down some notes so I don't forget anything you might share with me today?		

Components of an Effective Greeting

Q *Thinking about the different sample greetings you read, what do you think are the essential components of an effective greeting?*

____

____

____

____

____

Something to Think About:
"*The salesperson should know when I'm ready to be approached. If the Customer is making eye contact or looking around, they're ready to be approached.*"

- Focus Group Customer

The Ideal Greeting

The ideal greeting format that will put the Customer at ease is described in the table below:

Remember… we only have 9 seconds before Customers judge us!

How to Act
▪ Don't wear sunglasses
▪ Don't chew gum
▪ Pay attention to your posture
▪ Don't let Customers see you smoke
▪ Provide a firm handshake with everyone present
▪ Make eye contact
▪ Acknowledge children and everyone present
▪ Ensure Customers don't have to wait to be acknowledged

What to Say		
#	**Component**	**Sample**
1.	Introduction and Welcome	*"Hi, I'm Belinda. Welcome to our store. Thanks for visiting us today."*
2.	Understand Dealership Experience	*"Are you here to see anybody in particular or is this your first visit to our store?"*
3.	Demonstrate Personalized Interest	*"I see you've printed out some pages from our website, that's great. Perhaps I can provide some additional information for you."*
4.	Capture Relevant Customer Information	*"As I mentioned, I'm Belinda, and you are?* (USE NAME — *would it be okay if I jot down some notes so I don't forget anything you might share with me today?*
5.	Confirm Available Time	*"To make sure you get the most out of your visit, may I ask how much time you have with us today?*

Introducing … The Customer Information Card

To assist you in creating an exceptional first impression with your Customer, we have developed a Customer Information Card.

It is designed to help you capture key information about the Customer that will assist in identifying and delivering the right vehicle to them. It enables you to capture:

- **Contact Information**
  - ✓ Name
  - ✓ Phone number
  - ✓ Address
- **Customer Context**
  - ✓ Traffic type
  - ✓ What brought the Customer in
  - ✓ Trade in
  - ✓ Payment method
- **Vehicle Needs/Priorities**
  - ✓ Vehicle of interest
  - ✓ Priorities

Desired Customer Self-Talk… "*This guy really wants to help me. I think I can trust him.*"

Positioning of the Customer Information Card is key!!!

a) Never begin taking notes without first asking for the Customer's permission — you must earn the right.

b) Help the Customer to see the "what's in it for me" in having you take notes on the Customer Information Card. e.g., *"Do you mind if I take a few notes while you're talking in order that I don't miss any of the information you might share with me today*?"

Advanced Certification Standard: Greeting

1. Every Customer will be greeted in a professional and timely manner:
   - ✓ Customers will be acknowledged within 30 seconds
   - ✓ Customers will be greeted by a Sales Consultant within 60 seconds
   - ✓ Email inquiries will be returned no later than 6 business hours after being sent by the Customer

Step 2: Discovery

My Self-Talk... "*I know what they need*?"

Customer's Self-Talk... "*Are they really interested in what I have to say*?"

The second step of the Alderson Consulting selling process is Discovery. There are two key activities that occur within Discovery:

- Ask questions to identify Customer needs and relevant Customer background information
- Confirm vehicle selection based on identified Customer needs and priorities.

There are many reasons why asking questions is a good investment of time, and here's one you may not have thought of: because consumers are more educated than ever, they expect to share their beliefs and perspectives. Giving Customers the opportunity to "have their say" actually builds a stronger connection with the Sales Consultant and engages them in the interaction.

By asking questions, we understand their perspective and gain a deeper understanding of their priorities — what's important to them in a new vehicle.

Confirming the vehicle selection is a natural way of checking in to ensure that you are on the right track, before moving into vehicle presentation.

Something to Think About:
"Saying to a Customer 'don't worry about it…it's okay, we'll look after it' over and over isn't Customer service. It's like they don't really want to listen to your needs."

- Focus Group Consumer

Did you Know?
Studies show that successful sales people talk 30% of the time and question/listen 70% of the time.

"The wise man doesn't give the right answers, he poses the right questions."

Claude Levi-Strauss

Q *How can asking questions help us sell more cars?*

Q *Isn't it our job, as Sales Consultants, to tell Customers all about our vehicles?*

Something to Think About:
Asking questions is important, because successful Customer meetings are the ones where the Customer does most of the talking.

- Alexander Kjerulf, Business Consultant and Author

Something to Think About:
Over two-thirds of Sales Consultants from different dealerships did not ask questions to uncover the Customer's needs.

Recent Mystery Shops

Pairs Exercise: **Our Top Five Questions**

Goal:
- Identify thoughtful questions to ask during the Discovery step

Steps:
- Working with your partner, brainstorm your top five questions to ask during the Discovery step
- Indicate your reasons for including each question
- In selecting your questions, consider how they uncover valuable information about the Customer that helps to move the sales process forward
- Write your questions on the worksheet on the next page

Top Five Thoughtful Questions Worksheet

#	Question	Reason for Asking
1.		
2.		
3.		
4.		
5.		

Key to Discovery — Understand What Customers Seek and Avoid

All Customers have things that they seek and want to avoid in their vehicle purchasing decisions. For example, they may seek to own a vehicle that has a very high safety rating. They may want to avoid adding options on the vehicle that they have no interest in using.
At this stage it is valuable to ask ourselves what Customers seek and want to avoid.

Pairs Exercise: Seek and Avoid Questions

Goal:
- Identify questions that will uncover what Customers seek and avoid

Steps:
- Working with your partner, write two questions that will uncover what Customers seek, and two that will uncover what Customers want to avoid
- Be prepared to share your questions with the rest of the group

Customers Seek...	Customers Avoid...
1.	**1.**
2.	**2.**

The Two Levels of Questioning

In order to fully qualify our Customers, there are a range of questions that are important to ask. By asking the range of questions, we more fully understand the Customer and can make a vehicle selection that is just right for them. These questions generally fall into two categories: **Feel-Finding Questions** and **Fact-Finding Questions**.

Feel-Finding Questions

These questions uncover relevant information about the Customer's needs and priorities in a new vehicle purchase. They are often open-ended questions that encourage the Customer to more fully describe their motivations.

- *"Have you considered this brand before? Why? Why not?"*
- *"What are your priorities in your new vehicle?"*
- *"What don't you have in your current car that you would like to see in your new vehicle?"*
- *"What is most important to you in a new vehicle purchase?"*
- *"What is it about this vehicle that appeals to you?"*
- *"May I ask what other new vehicles you are considering?"*
- *"Can I assume that quality, value and safety are important to you?"*
- *"Do you prefer lighter colours or darker colours?"*

Fact-Finding Questions

These questions uncover relevant information about the Customer's situation. They are often close-ended questions and solicit "yes/no" or one-word answers.

- *"Can I ask what vehicle do you currently drive?"*
- *"Do you plan to trade-in that vehicle?"*
- *"Have you had a chance to visit our website?"*
- *"Have you conducted any research on this vehicle?"*
- *"May I ask what do you know about this model?"*
- *"Are you familiar with the different options available?"*
- *"Do you prefer a manual or automatic transmission?"*
- *"Have you ever owned our brand before?"*
- *"Are you leasing your current vehicle?"*

Questions We Should Avoid Asking

Just as there are some questions that we should ask in order to move the sales process forward, there are questions we should avoid asking because they hamper the process. Here are some questions we should avoid asking:

- "Will anybody else be involved in making your vehicle decision?
- "How much do you believe your trade-in is worth?
- "Will you be buying today?"
- "Are you serious about buying?"
- "What did you want to pay?"
- "If I could, would you buy today?"
- "What do I need to do to earn your business?"
- "How is your credit?"
- "How much can you put down?"
- "Are you the final decision-maker?"

Something to Think About:
It's important to ask all Customers a variety of Fact-Finding and Feel-Finding questions. If we ask the right questions with truly empathetic motivation, we will end up with the right information needed to *sell them a car*.

Class Exercise: Creating a Qualified Customer

Goal:
- Practise the first two steps of the selling process (Greet and Discovery)

Steps:
- A volunteer will role-play one Customer scenario
- All the members of the class will collectively take the role of the Sales Consultant
- The facilitator will select one person to deliver the greeting
- After delivering the greeting, the person who delivered the greeting will select a second member of the class to begin discovering more about the "Customer"
- After the "Customer" answers the question, a second "Sales Consultant" will ask a second question
- The facilitator will indicate when the Customer scenario is over

Note:
1. Be sure to ask both Fact-Finding and Feel-finding questions.
2. As you ask questions, listen to previous questions and responses carefully so that the sequence of questions flows naturally.

Creating a Qualified Customer — Exercise Debrief

Q

What specific questions did you notice during the roundtable exercise that effectively uncovered relevant Customer information and moved the conversation forward?

Q

What specific questions did you notice during the roundtable exercise that <u>did not</u> effectively uncover relevant Customer information and move the conversation forward?

Desired Customer Self-Talk… "*The Sales Consultant isn't pushy. They really want to understand what's important to me?*"

Confirming Vehicle Selection

Confirming the vehicle selection is the natural way of moving from Discovery into your Priority-Based Presentation. It is a way of checking in to ensure that you clearly understand the Customer's vehicle needs and priorities before launching into your presentation.

The way you approach the vehicle selection step depends on how firm the Customer was on vehicle selection when they came into the dealership.

If the Customer came in asking to see a particular vehicle, we **validate** their selection. We might say something like:

"Is this the model you had in mind?"

If, on the other hand, the Customer isn't sure of what car they are interested in, we **recommend** a model based on what we learned in the discovery step. For example:

*"Based on what's important to you in a new vehicle, may I recommend this **model**?"*

Q

What are effective ways in which you confirm vehicle selection? What specifically do you say?

Something to Think About:
Most Customers come into the dealership knowing which vehicle they're interested in. It's the specific model/options that they may be less sure about.

Desired Customer Self-Talk...
"This Sales Consultant really listens."

Advanced Certification Standard: Discovery

2. Customer information will be entered into dealership traffic log or tracking system on a daily basis.

Step 3: Priority-Based Presentation

Customer's Self-Talk… **"***Please don't waste my time. Just tell me what I need to know.*"

My Self-Talk… "*They only care about the price…so I'll mention a couple of features and then get to the deal. It's what sells the car anyway.*"

The third step of the selling process is to conduct a Priority-based presentation. Traditionally, salespeople "feature dump" in hopes that something will resonate for the Customer. Not only does this waste valuable time spent with the Customer, but they feel like you haven't been listening to their needs and they end up tuning you out.

The most effective way we can demonstrate the value of your vehicles (and avoid focusing on price) is by presenting the vehicle in a way that clearly links with their needs.

The most important action you can take during this step is to:

Focus on features that are linked to the Customer's identified needs.

Something to Think About:
Features Tell, Benefits Sell.

Purpose of the Priority-Based Presentation

Q

What is the number one objective of the vehicle presentation?

The Objective Is To...

Get the Customer to agree to a test drive by:

1) Creating excitement
2) Engaging the Customer in the conversation
3) Confirming vehicle choice
4) Having the Customer discover that this may be the right vehicle for them

Something to Think About:
Get the Customer excited about the product …not the payment.

Conducting the Priority-Based Presentation

The link between step two (Discovery) and step three (Priority-based Presentation) is very strong. This is because the vehicle presentation (or customized walkaround) is highly dependent on the information uncovered during the Discovery step. During your walkaround, spend more time discussing features and benefits that relate to the Customer's priorities, and much less time on the others, if at all.

The table below lists the specific behaviours associated with the Priority-Based Presentation step.

Steps to a Successful Presentation:

Step 1:	**Present Customized Features & Benefits** Link to Customer's needs and priorities identified in Discovery	⇨	Talk about the ways in which the vehicle's features and benefits align with the Customer's priorities
Step 2:	**Present the Brand's Standard Features** Link to three key areas: 1) Quality 2) Value 3) Safety	⇨	Talk about: 1) **Quality**: warranty, build characteristics, awards 2) **Value**: content, features 3) **Safety**: equipment, 5-Star ratings & awards
Step 3:	**Present the "Wow" Feature and Benefit** Identify a unique feature that is "the little extra"	⇨	Talk about how the extra feature is "nifty" and a real "nice-to-have"

Additional Thoughts on the Priority-Based Presentation

DOs	DON'Ts
1. Take the Customer to the appropriate vehicle 2. Highlight features during the tailored walkaround that relate to identified needs/Customer interest ("make the link") 3. Translate vehicle features into Customer benefits and value 4. Highlight the vehicle's features/benefits/value compared to the competition (without bashing them!) 5. Ask the Customer if the vehicle's features and benefits meet their expectations 6. Check-in with the Customer to ensure the vehicle continues to meet their needs. "*Is this the trunk space you had in mind*?"…"*Are these the features you were hoping to find on your new car*?"…"*Is this interior space going to meet your needs*?" 7. Summarize Quality, Value and Safety benefits not highlighted during the customized walkaround 8. Finish the tailored walkaround by sharing a "Wow" feature.	▪ "Data-dumping" a long list of vehicle features ▪ Talking without listening ▪ Giving equal weight to all areas of the vehicle ▪ Talking price ▪ Using slang terms or acronyms

Something to Think About:
Continue to discover more about the Customer during the Presentation:
"*Have you ever driven a car with Electronic Stability Control.*"
"*Are you familiar with the benefits of Continuously Variable Valve Timing*?"

Something to Think About:
Plant the seed for the test drive during the Presentation:
(e.g., "*You'll really love this feature on the road.*")

Small Group Exercise: Identify Relevant Features/Benefits

Goal:
- Identify relevant features/benefits based on the Customer profile that links to an identified Customer need

Steps:
- The class will be divided into small groups
- Each small group will be given one of the three Customer scenarios on the next page
- Each scenario will be used by two different groups
- Using the feature-benefit worksheet on page 43, identify the Customer's needs
- Then list feature-benefit pairs that would be relevant to the Customer based on their assumed needs (**Note:** in this exercise we're assuming needs — in the showroom, we would ask questions)
- Be prepared to share your group's results with the rest of the class

Note:
The concept of a "feature-benefit" means that each vehicle feature can be translated into a Customer benefit that answers the question "So What".

Customer Profile Scenarios

Scenario A: Safety-Conscious Mother

The Customer is a mother with a young family. She is currently driving a subcompact and has had problems with reliability. Because her family is growing, she indicates that she's interested in an SUV that she can use to comfortably transport her infant and toddler, along with typical parenting equipment such as strollers, diaper bags, etc.

Scenario B: Sophisticated Business Man

This Customer is a sophisticated business man who needs to have a vehicle for driving clients around in. He would like to make a good impression on his clients, and likes a "performance" vehicle that will send a message of success to his clients. Because of the amount of time he spends with clients in the car, reliability and comfort are high priorities. He is currently driving a 6 year old BMW, and while he likes the looks and performance, maintenance costs are high and it's getting a little old.

Scenario C: Young Hip Couple

This young married couple considers themselves to be very cool. They have been married two years, and both of them are in the early stages of their careers. The husband's father owns a cottage that they travel to frequently. Because the cottage is winterized, they visit the cottage year-round. They are interested in an SUV that looks good and handles well.

Feature-Benefit Worksheet

Need	Feature	Benefit

Feature-Benefit Exercise Debrief

Q *How does applying the Priority-based Presentation differ from what you currently do when describing the vehicle?*

Q *How will this Priority-based Presentation approach help you to drive more sales versus the traditional walkaround?*

Q *How could you have ideally checked in with Customer after the Priority-based Presentation before the test drive to confirm how they are feeling?*

Desired Customer Self-Talk…
"I really want to take this vehicle for a drive. I was right to put this brand on my shopping list."

Advanced Certification Standard: Priority-Based Presentation

3. Vehicles will be presented in a manner that directly links the features and benefits to the needs of the Customer.

Review

Q *Having read the newspaper articles describing the Customer's perspective on purchasing a vehicle, what three things resonated for you?*

Q *How do the ideas presented in the articles link back to yesterday's learning?*

Q *How will the steps and skills we've learned so far help to reduce some of the Customers' frustrations as described in the articles?*

Step 4: Test Drive

My Self-Talk…
"I don't like wasting time going for a drive with someone who isn't going to buy."

Customer's Self-Talk…
"This looks pretty good, but I'm not 100% sure."

The fourth step of the selling process is to take the Customer on a test drive. There are two critical components of the test drive:

- Gaining the Customer's agreement to take the test drive
- Handling the test drive in a way that moves the Customer towards greater commitment to the vehicle.

There is overwhelming evidence that Customers who take a test drive are much more likely to purchase the vehicle — take advantage of the "power of the test drive" to close more deals.

Something to Think About:
More Drives = More Buys

Something to Think About:
"He (the Sales Consultant) kept saying how great the car drove and how quiet it was…but never offered me a test drive."
- Customer

Benefits of the Test Drive

Q *Taking Customers on a test drive is proven to increase the close ratio — why?*

Q *What are some of the rationalizations you say to yourself for not taking a Customer on a test drive — are they aligned with what the Customer is thinking?*

Q *Why should you not ask the Customer 'do you have time for a test drive?' or 'do you want to take a test drive'?*

Something to Think About:
"There is a lot of hidden engineering in this car that only becomes apparent when you drive it."

Jim Kerr, June 15, 2017 (Canadian Press)

Small Group Exercise: How to Get the Most out of the Test Drive

Goal:
- Determine best ways to gain agreement to the test drive and to gain maximum benefit from it

Steps:
- The class will be divided into small groups
- Each group will develop a list of DOs and DON'Ts on their assigned component of the test drive
- Half of the groups will focus on gaining Customer agreement to the test drive
- The other half will focus on the other component — managing the test drive in a way that increases Customer commitment to the vehicle
- Use the worksheet on the next page to capture your results
- Be prepared to share your group's conclusions

Test Drive Worksheet

DOs	DON'Ts

Test Drive Exercise Debrief

Q

Based on class discussion, how will you improve your approach to getting Customers to agree to the test drive?

Q

What will you do during the test drive to move Customers forward in their commitment to the vehicle?

Logistics of an Influential Test Drive

DOs

Before the Drive

- Select a vehicle that is as close to the Customer's desired model as possible
- Get a copy of the Customer's driver's license prior to driving
- Ensure the vehicle has sufficient gas
- Ensure the vehicle is started and its engine warmed up before beginning the drive
- Adjust the interior temperature accordingly, and ensure windows are clear of snow, ice, debris, and fog

During the Drive

- Always accompany the Customer on the initial test drive — if the Customer wishes to take the vehicle by themselves on a second test drive, get permission from the Sales Manager
- Drive the vehicle first and change places with the Customer in a safe location part way through the drive – you drive out, they drive back!!
- Take a moment to familiarize the Customer with the vehicle's adjustments and controls (e.g., seating, outside mirrors, interior rear-view mirror, steering wheel, windshield wipers, etc.)
- When the Customer is in the driver's seat, ensure they are comfortable by asking:
  - "*Are you comfortable? How do you find the leg-room and head-room?*"
  - "*How is the visibility?*"
  - "*Notice how easy it is to see out the rear window over the rear head-rests?*"
  - "*Are the instruments easy to read? How do the controls feel?*"
- Bring important features that link to Customer's priorities to their attention
- Follow a pre-determined drive route, and give the Customer plenty of notice regarding upcoming turns and lane changes
- Pick a route with lots of right-hand turns on the way back when Customer is driving
- If accompanying two Customers, sit in the back seat on the driver's side on the way back
- If the Customer initiates conversation, ask select questions such as:
  - "*Is this the acceleration you were looking for on your new car?*"
  - "*Is this how smooth you were hoping your new car would be?*"

DOs (cont'd)

After the Drive

- Create and reinforce positive Customer reactions to the drive
  - "*Wasn't that a great ride!*"
- After exiting the vehicle, confirm with the Customer that the vehicle is the right one by asking a direct or assumptive question; e.g.,
  - "*On a scale of 1 to 10, how would you rate this vehicle?*" (typical response is 7 or 8)
  - "*What would make it a 10?*"
    - If the Customer response is vehicle-based, return to Discovery; e.g.,
    - "*If we could get you the car in silver, would that make it a 10?*"
    - If the Customer response is price-based, return focus to the car; e.g.,
    - "*Aside from the price (which I'll get for you when we go inside) is this the car?*"
- If the vehicle is not the right one, return to Discovery to determine what is missing

DON'Ts

- Never take a vehicle out that has not been properly PDI'd
- Don't respond with sarcasm if the Customer declines the opportunity to drive
- Never stop for gas while on the test drive with a Customer
- Whenever possible, avoid busy streets and highways unless specifically requested by the Customer
- Don't talk too much during the drive; allow the Customer to drive the conversation
- Upon returning to the dealership, do not pull the car into its original spot. Park in a designated area in front of the showroom

Reflecting on the Influential Test Drive

Q *How could you check in with the Customer after the test drive to confirm their level of interest?*

Q *What is the risk in asking a direct question to gauge interest? What benefits would result from a direct approach?*

Desired Customer Self-Talk...
"I'm glad I took it for a drive. This is the right vehicle for me."

Test Drive

4. Sales Consultants will introduce the opportunity to Test Drive to 100% of Customers without the Customer's prior commitment to purchase.

5. The Sales Consultant will accompany the Customer on the initial Test Drive.

Step 5: Dealership Orientation

Customer's Self-Talk… *"This isn't the typical car sales approach."*

My Self-Talk… *"Let's make this quick … I have other Customers to see."*

Selling cars is not just about the car — it's about the salesperson interaction and the overall experience that the Customer encounters at the dealership. You and your dealership are part of the overall product the Customer is considering doing business with.

The fifth step in the Alderson Consulting selling process involves providing the Customer with an orientation of the dealership. This is an opportunity to differentiate you and brand from the competitors by creating a unique Customer experience.

Q

*How can conducting an effective dealership orientation create a competitive advantage for you and **your brand**?*

Partner Exercise: Creating an Exceptional Dealership Experience

We can all relate to personal experiences where we purchased a product or service due largely to the experience that surrounded it. For example, people visit Starbucks for more than just the coffee. People visit Disneyworld for more than just the rides. Now, it's time to reflect on your exceptional dealership experience.

Goal:
- Determine ways to conduct a dealership orientation to create an exceptional Customer experience

Steps:
- The class will be divided into pairs
- Each pair will reflect on an exceptional Customer experience they personally experienced over the past year and what made it exceptional
- Each pair will then consider how they could apply their personal experience to the dealership orientation to create an exceptional Customer experience
- Use the workspace below to capture your thoughts
- Be prepared to share your group's conclusions

My Personal Exceptional Customer Experience	What Made it Exceptional	How I Could Apply it to my Dealership Orientation
	1.	**1.**
	2.	**2.**
	3.	**3.**
	4.	**4.**
	5.	**5.**

Creating an Exceptional Customer Experience

Here are suggested ways to make your dealership orientation a memorable Customer experience that creates a unique point of difference in your Customer's mind:

- Earn the right to take the Customer on a dealership orientation by saying, "*Allow me to introduce you to members of our team that are here to support you in your new vehicle.*"

- Introduce the Customer to your Sales Manager and/or General Manager and let the Customer know they are here to serve them whenever necessary

- Take Customer on a Service Tour and indicate that this is where the Customer will bring their vehicle for servicing.

- Highlight Customer-friendly service features like:

  - ✓ Drive-thru reception area
  - ✓ Number of service bays
  - ✓ Customer lounge
  - ✓ Shuttle service
  - ✓ Any special services (loaner vehicles, car wash, kids play area, etc)
  - ✓ Hours of operation
  - ✓ Parts Department
  - ✓ Any awards or accolades from the community
  - ✓ Letters from satisfied Customers

- Always say "Hello" to Parts & Service staff

- Whenever possible, introduce the Customer to a Service Advisor or Service Manager

- Return to the showroom and offer the Customer a refreshment

Advanced Certification Standard: Dealership Orientation

6. Every Customer will be given a tour and orientation of the dealership as part of their shopping experience.

7. Every Customer will be introduced to a member of the dealership's Management Team prior to making a purchase decision.

Handling Objections

Up to this point in the process, the Customer typically has been evaluating their decision to consider your and take the time to visit your dealership. There generally aren't many objections that the Salesperson faces…until now. The greatest opportunity for Customer objections and confrontation surrounds the upcoming stages of the process… gaining agreement on the Customer's trade-in and on their desired new vehicle.

Q

Why do we dislike Customer objections?

Q

What are some possible benefits of Customer objections?

Typical Objections from Customers

1.

2.

3.

4.

5.

Something to Think About:
When responding to objections,
you must first recognize that it is an objection
(versus a question or misunderstanding).

The Process for Handling Objections

Step 1: Demonstrate Interest by Listening

People need to see from our words and body language that we are interested in what they think and feel — that we see their position, and that we welcome communication.

Step 2: Ask Questions to Clarify

Ask questions to clarify the person's point of view, and to uncover the real problem or concern.

Step 3: Demonstrate Understanding with Empathy

Really demonstrate that you understand the person's point of view. Try fueling their objection. Remember, this step is the essence of managing objections.

Use connecting phrases such as:

- *"Especially when"*
  e.g., "It can be really frustrating, especially when…"
- *"The last thing you want"*
  e.g., "I understand what you mean. The last thing you want is…"
- *"And you can add that to the fact that…"*

Step 4: Provide your Response (Reframe)

Turn objections around by reframing them — put them into a different context.

Step 5: Check-in if Necessary

Clarify that the person is comfortable with the results of your interaction:

- How does that sound?
- Does that make sense to you?

Make your Customers Feel Heard with Empathy

What is Fueling?

One must disengage self/ego/your brand and, for a brief moment in time, add to the Customer's perspective (but don't always agree).

What it is

- Acknowledging
- Elevating the Customer's perspective

What it is not

- Agreeing with the Customer's perspective
- Apologizing

Why Fuel?

To minimize negative thoughts running through my Customer's head, so they may listen to my point of view.

An Example of Handling an Objection

Step 1: Demonstrate Interest by Listening	*Customer:*	*"The car looks small."*
	Consultant:	*"Please tell me more about that."*
Step 2: Ask Questions to Clarify	*Customer:*	*"I'm part of a car pool, and have to drive my daughter and three friends to school once a week, and they have lots of stuff to bring with them."*
	Consultant:	*"So they have backpacks and lunches, and things like that?"*
Step 3: Demonstrate Understanding with Empathy	*Customer:*	*"Yes…things like that."*
	Consultant:	*"I get that – you don't want your daughter and her friends to feel squished."*
Step 4: Provide your Response (Reframe)	*Customer:*	*"That's right."*
	Consultant:	*"Did you know that this vehicle has one of the largest interiors of any compact car."*
Step 5: Check-in if Necessary	*Consultant:*	*"Should we go inside the car so you can see for yourself?"*

The Verbal Eraser

~~*But*~~

There is one more little rule to consider: resist using the word "but". This indicates that you're cancelling the message that comes before it.

When "But" is not acceptable

- When it is predictable
- When the clause preceding "but" is not sincere, or is simply lip service
- When it sounds like an excuse will follow

When "But" is acceptable

- "I've been to Vancouver, but not to Halifax."
- "We used to have a dog, but now we have a cat."
- "He eats a lot, but never gains weight."

Other words that mean the same as "But"

- "however"
- "though"
- "although"
- "if you really think about it"

Possible "But" alternatives

- "….so…"
- "….and…."
- "….I think…."
- "…here's something you might not have thought of…"

Small Group Exercise: **Responding to Objections**

Goal:
- Be able to clarify and fuel a Customer's objection before responding to it

Steps:
- The class will be divided into groups of four
- Referring back to the objections you listed on page 61, write them in the bubbles on the next three pages
- For each objection, brainstorm clarifying questions, fueling statements and responses
- NOTE: You won't know the Customer's answer to your clarifying question, so make an assumption
- Be prepared to share your conclusions with the rest of the class

Objection

Step 2: Ask Questions to Clarify

Step 3: Demonstrate Understanding with Empathy (Fuel)

Step 4: Provide a Response (Reframe)

Objection

Step 2: Ask Questions to Clarify

Step 3: Demonstrate Understanding with Empathy (Fuel)

Step 4: Provide a Response (Reframe)

Objection

Step 2: Ask Questions to Clarify

Step 3: Demonstrate Understanding with Empathy (Fuel)

Step 4: Provide a Response (Reframe)

Small Group Exercise: **Objections Roundtable**

Goal:
- Be able to respond quickly to objections using the 5-step process described on page 62

Steps:
- The class will be divided into small groups of three (different groups than in the previous exercise)
- One member of each group will state an objection and select another member of their group to respond to the objection using the 5-step process
- The person who handled the objection will then raise their own objection and select the next group member who will respond
- Continue until everybody in your group has had a chance to respond to two different objections

Note:
For many salespeople, the fueling step may seem “unnatural” compared to their usual way of handling objections. Just remember to try to put yourself in the other person’s shoes. After practising it many times, it will become a habit — your “natural” way of handling objections.

Roundtable Exercise Debrief

Q

How did it feel when you were on the receiving end of fueling?

Q

How will using this new process — specifically the fueling step — make Customers more receptive to hearing your message?

Typical Objections during the Test Drive Step

Objection # 1: I don't need to see the vehicle because I know exactly what I want.

Ask: "*May I ask if you have compared the different option packages carefully*?"

[**Customer Response:** "*I've already read about the different packages.*"]

Fuel: "*I see your point. You've done a lot of research and know a lot about this car*."

Respond: "*With all you know about this car, you'll be able to get a lot of value out of the test drive — you'll be able to experience the features you've read about*."

Objection # 2: I'm tight for time, can you just give me a price?

Ask: "How much time do you have?"

[**Customer Response:** "*Fifteen minutes.*"]

Fuel: "*I understand you're short on time, and we want to make sure you get all the information you're after during your visit*."

Respond: "*Aside from price, what else would you like to accomplish during your visit?*"

Desired Customer Self-Talk… "*It's worth my while to take a test drive.*"

Step 6: Trade Appraisal

The sixth step of the selling process is to conduct the Trade Appraisal and gain the Customer's agreement to the appraised price. If not communicated properly, the co-operative relationship between the Sales Consultant and Customer can turn adversarial in a hurry, resulting in confrontation, loss of trust and reduced gross profit in the deal.

While the actual appraised value is obviously an important factor in this step, other elements that can contribute to a successful trade appraisal should not be overlooked. These elements may include:

- Ease of obtaining a trade value
- Explanation of the process
- Empathy toward the Customer and their vehicle
- Displaying credibility and integrity

In other words… 'How' a dealership handles the Trade Appraisal process is often just as important as the appraised value itself.

With proper communication and a professional explanation, the trade process will make sense to the Customer. They may not always agree with the number…but the process of arriving at that number will make sense, and the manner in which the number is presented will build your credibility and your Customer's trust in you.

My Self-Talk… "*They probably think I'm trying to pull a fast one here.*"

Customer's Self-Talk… "*This is where I really have to be careful.*"

Trade Appraisal Process

Q *Traditionally within the industry, salespeople get commitment on a specific new vehicle, take into account the gross profit/incentives on the new unit, then appraise the trade accordingly. Why has this been the case?*

Q *What are the benefits of this traditional approach?*

Q *What are the risks with this traditional approach?*

The 8 Sub-Steps of the Trade Appraisal: Overview

This approach is not meant to be cure-all and if followed will not ensure you win all trades. However, if presented properly, it will put you in a better position to have your appraised value accepted by the Customer.

1. Confirm that the Customer is interested in trading in their vehicle, now or sometime in the future

2. Explain the benefits of trading in versus selling privately

3. Introduce the appraisal process and explain how it is going to be handled by the dealership.

4. Ask the Customer the questions required to fill out the evaluation sheet while conducting a visual inspection of the vehicle.

5. Introduce the Appraiser to the Customer and invite the Customer along on the appraisal.

6. Present or have the Appraiser present the appraised value to the Customer, ensuring the Customer understands the rationale behind the appraisal.

7. If the appraisal is accepted, include the appraised trade value in the final lease, finance, or purchase numbers.

8. If the appraisal is rejected, continue to move the Customer towards agreement to purchase the new vehicle.

The 8 Sub-Steps of the Trade Appraisal: Details

<table>
<tr><th>Sub-Step</th><th>Details</th><th>What I Can Say</th></tr>
<tr><td>1. Confirm that the Customer is interested in trading in their vehicle, now or sometime in the future.</td><td>Ask questions to understand Customer expectations regarding timing.</td><td>“Could you share with me the specific timeframe you have in mind to trade in your vehicle?”</td></tr>
<tr><td>2. Explain the benefits of trading in versus selling privately.</td><td colspan="2">Offer the benefits of both options so the Customer knows you have their best interests at heart:

i) Benefits of trading in to the dealership:
Hassle-free process — you don’t have to invest the effort and expense of advertising the vehicle and disclosing your contact information… and no strangers will come to your house wanting to test drive your vehicle.
No safety or inspection certificate is required — often the buyer of a privately-sold vehicle will ask that maintenance or repairs be performed by the seller. In addition to this hassle is the expense to get a safety inspection performed.
There is not a delay getting a new vehicle due to waiting weeks or months to find a buyer for the used vehicle.
The Customer benefits from a tax savings by trading in the vehicle to the dealership.
ii) Benefits of selling privately:
If the vehicle has a safety inspection performed, repairs made, wear-and-tear items replaced, and a ready buyer for that specific make, model, and year…you may get a little more money for it.</td></tr>
</table>

Sub-Step	Details	What I Can Say
3. Introduce the appraisal process and explain how it is going to be handled by the dealership.	Ask the Customer questions and conduct a walkaround viewing of their vehicle with the Customer. Indicate that an appraiser will be conducting the appraisal. Invite them to come along on the test drive.	*"With your permission, I'd like to ask you a few questions about your trade to make sure I have all the relevant information. The best way to do this would be for us to go out and take a look at your vehicle so you can tell me a little more about it."* *"Next, I'm going to introduce you to our Appraiser who will be taking a look at your vehicle. Then, he/she will want to take it for a drive."* *"Now unlike other dealerships you may have visited, we would like to encourage you to come along for the appraisal so you understand the rationale behind our appraised value. How does that sound?"*

Sub-Step	Details	What I Can Say
4. Ask the Customer the questions required to fill out the evaluation sheet while conducting a visual inspection of the vehicle's exterior with the Customer.	Conduct an exterior walkaround inspection for 2-3 minutes and ask questions to understand. Touch scratches, dents and other value-reducing features on the vehicle.	*"I'd like to ask you a few questions about your car. Why don't we go and take a look together and you can tell me about it."*
5. Introduce the Appraiser to the Customer and invite the Customer along on the appraisal.	Have the Appraiser come to your desk to meet the Customer. Introduce the Customer to the Appraiser. Ask the Customer if they would like to accompany the Appraiser on the drive.	*"This is Joe, he is our Used Car Manager who will be appraising your vehicle. Would you care to join Joe while he appraises your vehicle?"*
6. Present or have the Appraiser present the appraised value to the Customer, ensuring the Customer understands the rationale behind the appraisal. (cont'd)	Upon returning to the dealership from the drive, wait with the Customer while the Appraiser takes a moment to put a number on the vehicle. Present or have the Appraiser present the trade value and provide rationale as to how the value was arrived at (select the person who is most appropriate to interact with the Customer).	*"Based on the information you've shared with us today, and the age, mileage, and condition of your vehicle… we have appraised its actual cash value to be $5,000. I'd like to thank you again for allowing us the opportunity to take a look at your vehicle and I sincerely hope we have the chance to take it in as a trade in the near future. Thanks again."*

Sub-Step	Details	What I Can Say
6. Present or have the Appraiser present the appraised value to the Customer, ensuring the Customer understands the rationale behind the appraisal.	If you present the appraised value, be positive, assertive but not arrogant and take ownership. If the Customer objects to the trade value, ask questions about their value expectations and why they feel the dealer's number is off the mark. Respond in a way that acknowledges their perspective and maintains your credibility (see Objection-Handling on pg. 62).	
7. If the appraisal is accepted, include the appraised trade value in the final lease, finance, or purchase numbers.	Excuse yourself for a brief moment to visit the Sales Manager. Present a final transaction price that takes the trade value into account.	*"If you'd excuse me for a moment, I'll go and get a final payment for you that takes everything into account so you know exactly what you'll be paying. I'll be right back."*
8. If the appraisal is rejected, continue to move the Customer towards agreement to purchase the new vehicle.	Excuse yourself for a brief moment to visit the Sales Manager. Present a final transaction price for the new vehicle only, that excludes the trade value.	*"If you'd excuse me for a moment, I'll go and get a final payment for you on your new vehicle that excludes the trade value. I'll be right back."*

Tips for a Successful Trade

DO's	DON'Ts
▪ View this step as an opportunity to build credibility, integrity, and understanding with the Customer	▪ Make the trade-in value dependent on purchasing a new vehicle
▪ Keep negative comments or perceptions about the Customer's vehicle to yourself	▪ 'Low-ball' the Customer and keep increasing the value of the trade until they finally agree to it
▪ Provide appraisals regardless of new model selection or commitment to purchase	▪ Speculate on the trade-in value during vehicle inspection
▪ Appraise the trade-in for its actual cash value (ACV)	▪ Arbitrarily start increasing the appraised value of the trade-in with hopes the Customer will agree
▪ Ensure the Customer understands the rationale as to how you arrived at the value	▪ Blame the Appraiser for the appraised value
▪ Involve the Customer in the process	▪ Suggest there is flexibility in the appraised value
▪ Always remain positive … during the vehicle inspection and appraisal	
▪ Compliment the Customer's vehicle during vehicle inspection	
▪ Take ownership for the appraised value … if you buy in, the Customer will buy in	
▪ Be firm when presenting the appraised value	

Trade Appraisal

8. All Customers who have a vehicle to trade will receive an appraisal without prior commitment to purchase.

Objections Revisited

Q

What are the typical objections you hear during the Trade Appraisal step?

Q

How can you respond in a way that puts the Customer at ease?

Q

How could you check in with the Customer after responding to their objection to confirm their level of interest?

Typical Objections during the Trade Appraisal Step

Objection # 1: That's Not Enough for my Trade

Ask: "*Do you mind if I ask what number you had in mind? Could you share with me some factors you're considering?*"

[Customer Response: "*Well, I've maintained it and it's in pretty good shape. I think it's worth $8,500.*"]

Fuel: "*I understand why you feel that way. Your vehicle is in great shape and the appraised value is a little less than what you expected.*"

Respond: "*Here's how we arrived at the appraised value.*" …(facts/stats)

Objection # 2: The Ford dealer down the street offered me $1,000 more

Ask: "*Did they make that offer whether or not you buy a vehicle from them?*"

[**Customer Response:** "*Well, we only talked about it as a trade-in for a new vehicle.*"]

Fuel: "*So, I can see why you would assume that it should be worth the same amount if you buy a new vehicle from us.*"

Respond: **"***We agree with the consumer experts who say the trade-in and the vehicle purchase should be kept separate – if they put a higher trade-in price on paper, but have a higher price on the new vehicle, are you really coming out ahead?*"

Desired Customer Self-Talk… "*I do feel that I can trust these people.*"

Step 7: Gain Agreement

My Self-Talk… "*I've told them all about the vehicle – I'm sure they want to buy.*"

Customer's Self-Talk… "*Here we go… I hate this part. I'll end up having to negotiate, even though I don't like to.*"

The seventh step of the sales process involves:

- Presenting the Worksheet
- Asking for the Business
- Managing Objections and Negotiating, where necessary
- Gaining the Customer's Agreement to purchase the vehicle.

If the first six steps are executed well, Gaining Agreement should be non-confrontational and co-operative in nature.

Gaining agreement at this point is the natural outcome of having effectively completed the first six steps of the process. That said, no matter how well the previous steps go (including checking in along the way), you have to ultimately ask for the business if you are going to close the deal.

Something to Think About:
"I didn't even ask for anything. I already knew the price. The salesperson kept throwing things in…so I just sat there and let him."
- Customer

Something to Think About:
"*I simply asked if there was any flexibility in price and the Sales Consultant immediately deducted the price by $500."*
- Mystery Shopper

Something to Think About:
"*I went in on the Preferred Partner Program…and the Salesperson said 'we can do better'. I didn't want him to do better…I wanted the Preferred Partner Program.*"
- Customer

The Process for Gaining Agreement

Gaining agreement requires flexibility and adaptability to respond in the appropriate way, based on the Customer's response. It also requires active listening skills to really understand what the Customer is saying and doing.

The following process will help you to navigate:

Sub-Step 1: **Present the Worksheet**

Sub-Step 2: **Ask for the Business (with an Assumptive Close)**

IF:	*Customer Raises an Objection*	*Customer Presents a Negotiating Demand*	*Customer says "Okay"*
Sub-Step 3:	**Handle the Objection**	**Begin the Negotiation**	**Move to Step 8: Financial Services Office**

Individual Exercise: **Recognizing Negotiation Demands**

Goal:
- Differentiate Customer objection, questions, and demands

Steps: For the three scenarios below:
- Part 1: Identify whether the Customer statement is an objection (“O”), question (“Q”) or demand (“D”). Place the appropriate letter in the space provided
- Part 2: Assess the appropriateness of the salesperson’s response. Place a “Y” in the space if you believe the response is appropriate. Place a “N” in the space if you believe the response is not appropriate
- Part 3: Provide a brief explanation to support your assessment in Part 2
- Be prepared to share your answers with the full group

Scenario	Customer Statement (O/Q/D)	Appropriate Salesperson Response (Y/N)	Rationale
CS: “Give me $1000 off and you have a deal.” **SC: “Okay!”**	☐ O ☐ Q ☐ D	☐ YES ☐ NO	
CS: “Another dealer gave me $1000 off.” **SC: “Well, we can do that too!”**	☐ O ☐ Q ☐ D	☐ YES ☐ NO	
CS: “Is that your best price?” **SCP: “No, we can throw in a bunch of stuff.”**	☐ O ☐ Q ☐ D	☐ YES ☐ NO	

1) Presenting the Worksheet

'How' you present the worksheet has a significant impact on how the Customer receives the information contained within the worksheet. Here are a few guidelines to make your presentation as influential as possible:

- Believe in the numbers ... if you believe the Customer is receiving great value, they will too
- Stay connected with the Customer through eye contact, referencing them by name and warm body language — Don't simply read the Worksheet
- Start at the end (monthly payments) because that's what the Customer is most interested in
- Present the monthly payments for purchase and lease options, with and without trade (present *all* options)
- Briefly describe how you arrived at the monthly payments including terms, programs, etc.
- Ask the Customer whether they have any questions regarding how the monthly payments were arrived at
- Remain positive and confident ... it's contagious

Something to Think About:
"Price is a factor. It's not the reason, but it's a factor. You already know they're priced less than the competition."

- Focus Group Customer

2) Asking for the Business

Here are ways to ask for the business in an assumptive way:

- *"Do you feel you have all the information you need to make a purchase decision today?"*
- *"If I've answered all your questions, let's go ahead and start the paperwork?"*
- *"Which option looks more attractive to you, the lease payment or the finance payment?"* **(wait for an answer)** *"Great. Allow me to introduce you to our Financial Services Manager and we can start the paperwork."*
- *"I'd like to make sure you get the vehicle you want, when you want it — when is a good date for delivery?"*
- *"As we discussed, this model will provide you with performance, good mileage and safety — let's get you started with the paperwork."*
- *"You came in interested in the Santa Fe, we went for a test drive and we have come up with a price that fits your budget — is there anything else you need to know before we confirm our agreement?"*

3a) Responding to Customer Objections

Q

What are the typical objections you hear during the Gain Agreement step?

Q

How can you respond in a way that puts the Customer at ease?

Typical Objections during the Gain Agreement Step

Objection # 1: The price is too high

Ask: "*May I ask what you're comparing it to*?"

[**Customer Response:** "*I went to Honda, and the CR-V was less*."]

Fuel: "*I understand. You want to get the most car for the money and the best value you can*."
Respond: "*In fact, with this brand you're getting more car for the money Compared to the CR-V, our model delivers a smoother ride with more interior room and a better warranty* "

Objection # 2: I Need to Speak to my Wife/Husband

Ask: "*May I ask what questions you think they would have*?"

[**Customer Response:** "*I don't know… she'll probably have all kinds of questions*."]

Fuel: "I *understand. This is a major purchase and it's important that you and your spouse feel comfortable with it*."
Respond: "*Let's set up some time for the three of us to meet*."

Objection # 3: I Need to Think About It

Ask: "*Are there any particular aspects of the vehicle you're thinking about?"*

[**Customer Response:** "*I'm just not sure about this brand brand — there were some quality issues a while back*."]

Fuel: "*I can understand why you want to be sure about the quality*."
Respond: "*We're so confident about the quality that we offer an industry-leading warranty on our vehicles*."

3b) Negotiating to Agreement

Following the sales process and keeping the focus on the Customer will help you close more deals. For many Customers, there is an expectation that negotiating is part of the process of purchasing a vehicle. Using the tips below will help you gain agreement and improve your gross.

DO	DON'T
▪ Be firm but fair ▪ Let the other person go first ▪ Make tiny concessions ▪ Use the Customer's name to maintain a personal connection ▪ Reinforce the competitive value that your brand offers ▪ Reduce the number of visits to the Sales Office as much as possible (Customers hate this, as it is perceived as wasting time and "childish") ▪ Provide rational reasons for why the deal is a good one ▪ Stay calm ▪ Always present both lease and purchase price options ▪ Project a professional image ▪ Take every opportunity through the process to close ▪ Give up terms before price and gross	▪ Negotiate too early by confusing a question or objection with a negotiating tactic ▪ Be aggressive ▪ Respond too emotionality ▪ Feel obliged to match a concession ▪ Feel obliged to make concessions, even if the Customer does ▪ Blame someone else at the dealership for not being able to lower the price ▪ Give signs of feeling frustrated or desperate ▪ Threaten the Customer with a higher price if they don't decide today ▪ Give away price and gross before the Customer demands it ▪ Blame the Sales Manager for the price or payment

Desired Customer Self-Talk… "*This is the right thing to do – I'll buy it.*"

Advanced Certification Standard: Gaining Agreement

9. Every Customer who confirms vehicle selection will be given the opportunity to make a purchase decision.

Step 8: Financial Services Office

The eighth step of the selling process is to transition the Customer to the Financial Services (business) Office. As is the case with the Trade Appraisal and Gaining Agreement steps, the experience in the Financial Services Office has a huge impact on Customer Satisfaction…not only with "What" happens, but "How" it happens.

- Customers don't object to paying freight and pre-delivery expenses — they object to hearing about these charges for the first time in the Financial Services Office.
- Customers don't object to F&I products being presented to them — they object to having them automatically loaded into a payment.
- Customers don't object to dealer trades — they object to not being given realistic timelines for Delivery and not being kept informed as to the status of their vehicle.

The good news is that for all of the skepticism and concerns Customers may have about this step of the process, most of the problems that occur in the Financial Services Office are completely avoidable through proper communication and by following a few best practices. If the set up for the Financial Services Office is done well, the Customer's Self-talk will be neutral.

My Self-Talk… "*I hope the Financial Service Manager is friendly and professional, respects my Customer's time, and doesn't pressure them.*"

Financial Service Manager's Self-Talk… "*I hope the Sales Consultant gives me time to prepare and introduces the Customer in a professional way?*"

Positioning the Financial Services Office for Success with Customer Satisfaction

DO's	DON'Ts
▪ Maintain professionalism and respect for the Customer's time and priorities throughout the process	▪ Allow any purchasing Customer to leave the dealership without being introduced to a Financial Service Manager or Sales Manager
▪ Introduce every Customer to the Financial Service Manager and/or the products offered	▪ Assume the Customer understands the Financial Services Office process
▪ Introduce the Financial Services Office as soon as possible after reaching an agreement on the vehicle with the Customer	▪ Surprise a Financial Service Manager by having the Customer show up at their door
▪ Inform the Financial Service Manager that a Customer is waiting to meet them	▪ Give up a sense of ownership for Customer Satisfaction during the Financial Services Office step
▪ Take the Customer's driver's license and ownership to the Financial Service Manager to begin the paperwork	
▪ Provide the Financial Service Manager with relevant Customer information prior to meeting them	
▪ Briefly explain the Financial Services Office process to the Customer	
▪ Introduce the Customer to the Financial Service Manager at the Sales Consultant's desk	
▪ Help Customer to see the benefit to them in visiting the Financial Services Office	
▪ Remain available (whenever possible) to receive the Customer upon exiting the Financial Services Office	
▪ Ensure every Customer leaves with a Delivery Checklist of things to bring on delivery day	

Financial Services Office

10. Every Customer agreeing to purchase or lease a vehicle will be presented available products and services.

11. All Financial Services Customers will receive a Delivery Checklist.

Step 9: Delivery

The ninth step of the selling process is organizing the delivery of the new vehicle. Believe it or not, vehicle delivery is one of the biggest drivers of Sales Satisfaction … second only to the Customer's direct interaction with the Sales Consultant.

The vehicle delivery is not the end of the transaction with a Customer; but rather, the beginning of building retention and loyalty with you, your dealership and your brand.

A professional delivery will lead to an enjoyable experience for your Customer and will also provide confirmation that they made the right purchase decision in purchasing from your dealership … and you.

Remember: This day is about your Customer getting their new vehicle, not about you selling one … share in their excitement.

The 10 Steps to Creating an Exceptional Delivery Experience

1. Coordinate delivery time between all parties
2. Ensure vehicle is in the condition promised/expected at the committed delivery time
3. Greet the Customer
4. Preview their new vehicle (Wow!)
5. Complete all necessary paperwork
6. Tour the Service Department
7. Schedule the Customer's first service appointment (Always)
8. Conduct detailed vehicle orientation
9. Explain to the Customer how the relationship with you and the dealership will continue
10. Provide the Customer with a warm send-off

Making the Delivery Experience Exceptional

The difference between a good delivery experience and an exceptional delivery experience is in how you conduct each step of the delivery process. Here are recommended best practices for conducting each step.

Delivery Step	Suggested Best Practices
1. Coordinate delivery time between all parties	▪ Schedule delivery time with the Customer, Sales Manager, Financial Service Manager and Service Dept.
2. Ensure vehicle is in the condition promised/expected at the committed delivery time	<u>Day before Delivery:</u> ▪ Check with the Financial Service Manager to ensure that paperwork is prepared and the Customer knows what they need to bring ▪ Check with the Service Dept. to ensure accessory installation and clean-up is scheduled <u>Two Hours before Delivery:</u> ▪ Verify that the Financial Service Manager is ready to accept the Customer ▪ Verify that accessory installation and clean-up will be performed on time ▪ Identify who will be responsible for final details (i.e., full tank of fuel, floor mats, attaching license plates, final vehicle check)
3. Greet the Customer	▪ Be in the showroom to greet the Customer enthusiastically ▪ Take the Customer to the delivery area
4. Preview their new vehicle	▪ Present the vehicle to the Customer ▪ Focus on aspects related to vehicle appearance (not functionality)

5. Complete all necessary paperwork	▪ If the Financial Service Manager is with another client, offer your Customer a refreshment and begin reviewing vehicle maintenance and warranty schedules ▪ When available, re-introduce the Financial Service Manager to your Customer
6. Tour the Service Department	▪ Introduce Customer to key service staff
7. Schedule the Customer's first service appointment	▪ See the next two pages
8. Conduct detailed vehicle orientation	▪ Conduct a thorough overview of vehicle features and functions including: ▪ Seat and steering wheel adjustments ▪ Rearview mirrors ▪ HVAC controls ▪ Stereo operation ▪ Other safety/comfort/convenience features
9. Explain to the Customer how the relationship with you and the dealership will continue	▪ Indicate that you will be following up within three business days to check-in and answer any questions ▪ Encourage the Customer to fill out the satisfaction survey they will receive by mail ▪ Indicate that the Customer will receive a reminder call for their first service appointment they just booked
10. Provide the Customer with a warm send-off	▪ Walk the Customer out to their vehicle ▪ Thank the Customer for their business ▪ Wish them safe and happy driving ▪ Remain visible to the Customer until they drive away

INTRODUCTION TO SERVICE/BOOKING THE 1ST APPOINTMENT PROCESS	
Objective:	To have 100% of the dealership's sales Customers (new and used) introduced to the Service department and to have their 1st service appointment booked at the time of the delivery

	RESPONSIBILITY	TASK	VALUE TO CUSTOMER
This process is one part of the overall Customer vehicle delivery process			
1	**Sales Consultant**	Review the Owner's Manual and the Maintenance Schedule with your Customer, highlighting the vehicle's maintenance requirements and applicable warranties.	*An understanding of expectation they can have from the brandand your dealership*
2	**Sales Consultant**	Lead the Customer on a tour of the Service department and show them the Service parking area, the early drop box location, the Service entrance, the Service waiting area, and the washrooms.	*Familiarization with the dealership's layout, and knowing where to go for their first service visit*
3	**Sales Consultant**	Reinforce the need for and value of scheduled maintenance. Make the Customer aware of the implications if they fail to maintain their vehicle.	*An understanding of their responsibilities, and the benefits of having a well maintained vehicle*
4	**Sales Consultant**	Does your delivery take place during the Service department's normal operating hours? **IF NO:** • Give your Customer a Service Advisor's business card and explain that they are their contact person for all their vehicle maintenance needs. • Schedule your Customer's first maintenance appointment at the appropriate interval by writing it into the Service department's after-hours appointment calendar.	*Knowing where to go for help* *Acquaintance with additional people who can help them with their vehicle needs*
		IF YES: • Introduce your Customer to the Service counter personnel (the Service Advisors and the Appointment Coordinators).	
	Service Advisor	• Welcome the Customer and congratulate them on their new vehicle.	*Feeling valued*
	Sales Consultant	• Schedule your Customer's first maintenance appointment at the appropriate interval with the Service department, following the appointment procedure.	*Convenience*
5	**Sales Consultant / Service Advisor /Appointment Coordinator**	Record the 1st scheduled maintenance appointment date in the dealership's appointment system and in the Customer's Service Record.	*Convenience, protection for their vehicle's value, and saving of time and aggravation of breakdowns due to a lack of proper (dealership) maintenance*
6	**Sales Consultant**	Lead your Customer back to their vehicle and place an appointment reminder sticker on upper left-hand corner of the windshield with the mileage and the date of the appointment filled in.	*A convenient reminder*
7	**Sales Consultant**	Remind the Customer to always bring in their Service Record at the appointed time to have the maintenance completion updated.	*Their own record of maintenance*
8	**Sales Consultant**	Lead the Customer to the Parts department for a short tour and introduce the Parts personnel. Inform your Customer that this is where they can purchase accessories.	*Awareness of the different services and products available at the dealership*
9	**Sales Consultant**	If applicable, lead the Customer to the Body Shop department and explain the procedure in case of an accident.	*Peace of mind in case of an accident*
10	**Sales Consultant**	Continue with the delivery process.	*Feeling valued*
11	**Service Advisor /Appointment Coordinator**	One to two weeks before their 1st maintenance appointment, call the Customer to remind them of their maintenance appointment. Re-schedule the appointment to another convenient time, if necessary.	*A convenient reminder*

PROCESS BEST PRACTICES	
PROCESS STEP	BEST PRACTICE
• **Explanation of the document and manual**	• **Give all Service Advisors and Appointment Coordinators their own copy of the Service Record, and request that they keep it in a** visible **place at their desk. Highlight the important points for quick reference.** • **Personalize the Owner's Manual and Service Record with your Customer's information.**
• **Service, Parts, and Body Shop tour**	• **Introduce each departmental manager and have them give your Customer an inexpensive gift from their department (touch-up paint from the Body Shop, an accessories catalogue from Parts, a key chain from Service, etc.)** • **Show your Customer a portfolio (with pictures), or a video, to help showcase the different departments within the dealership.**
• **Appointment Reminder Sticker**	• **Involve your Customer in the delivery process – for example, hand them the appointment reminder sticker and ask them to place it in the top left-hand corner of the windshield.**

MEASUREMENT
• **Sales Experience Survey Results** • **1st Appointment Log** • **The number of 1st scheduled maintenance appointments vs. the number of vehicles delivered** • **Track and measure the number of first appointments kept**

TIPS
• At the time of the sale, set realistic expectations with your Customer for the length of time it takes to deliver a vehicle properly. Determine their expectations first, then gently correct their perception, and agree on a time frame. Find out whether more than one person will attend the delivery, and add 20 minutes per driver (as an average) when more than one person plans to attend. • Have your Customer open their Owner's Manual and Service Record, and review the warranty and maintenance schedule, asking them if they have any questions. • Explain the benefits of factory-trained Service technicians and the competitive price of your Service Department.

Delivery

12. Your vehicles will be Delivered to the Customer at the time promised and in the condition expected, and will be accompanied by a copy of a Delivery Certificate. A copy of the Certificate will be put in the Customer File/Deal File.

13. All Customers will have their first service appointment scheduled at time of Delivery.

14. All Customers will be introduced to the Service Department at time of Delivery.

Step 10: Follow-Up

My Self-Talk… "*They already picked up their vehicle — on to the next Customer.*"

Customer's Self-Talk… "*Now that I have the vehicle, I wonder if the Sales Consultant really cares if I'm happy with it?*"

The tenth and final step of the selling process is following up. And we follow up with both buyers and non-buyers.

In the case of buyers, this is likely the last opportunity we have to reinforce their decision to purchase a vehicle from us. It's also an ideal time to ask them for a referral.

In the case of non-buyers, following-up after they leave the dealership gives us another opportunity to get them back to the dealership so we can try to win their business.

Does it really matter if we follow-up? After all, we've already sold a vehicle. And in the case of non-buyers, is someone really going to come back to the dealership and buy once they've left?

As a matter of fact, following up may be the most important step, because it for every one buyer, you may gain referrals that can turn into additional buyers. And following up with non-buyers gives us "one more kick at the can" — and even if they remain unsold, the insight we can gain into their reasons for not purchasing a vehicle are invaluable.

Either way, following up separates the stars from the rest of the pack.

Reflecting on the Follow-Up

Q *What are the barriers that sometimes hold us back from following up with buyers?*

Q *What are the barriers that may prevent us from following up with non-buyers?*

Q *Why must we do it?*

Conducting the Follow-up

Here are specific things you can say during your follow-up calls in order to move the sales process forward and position yourself for repeat/referral business:

Buyers	Non-Buyers
▪ *"How do you like your new vehicle?"* ▪ *"Just a reminder that the Customer Survey will be arriving by email soon. We would really appreciate you taking a few moments to complete it so we learn more about how to make the shopping experience an even better one for Customers like you."* ▪ *"Do you have a friend or family member who might also be interested in the great value that our brand provides?"*	▪ *"Can I ask where you are in the process of making a decision to purchase a new vehicle?"* ▪ *"Have you made a purchase as yet?* ▪ *"Can I ask what other vehicles you are considering?"* ▪ *"Is there anything holding you back from purchasing the vehicle we looked at?* ▪ *"When are you available to come back in — I'd be happy to answer any additional questions you may have or help you in any way to make your purchase decision."*

15. All Customers, both buyers and non-buyers, visiting our dealership will receive follow-up from the dealership.

Buyers:

Buyers will be followed-up 24 hours after taking Delivery.

Non-Buyers:

Non-buyers will be followed-up no more than 48 hours after visiting our dealership.

Personal Commitments

Given what you've learned in this program, what will you:

Stop

Start

Continue

… doing to drive results by applying the Alderson Consulting 10 Steps to Sales Success?

Notes:

Notes: