

# **Auto Manager's 52 Week Lesson Planbook**

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by Mike Whitty

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# **Auto Manager's 52 Week Lesson Planbook**

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## **Salesperson, Inc.**

PO Box 760278

Lathrup Village, MI 48076-0278

(800) 453-2787

Web Site: [www.slpinc.net/autohome.htm](http://www.slpinc.net/autohome.htm)

Email: [mike.whitty@slpinc.net](mailto:mike.whitty@slpinc.net)

Author: Mike Whitty

Editor: Irene McDonald, Ph.D.

Manufactured in the United States of America

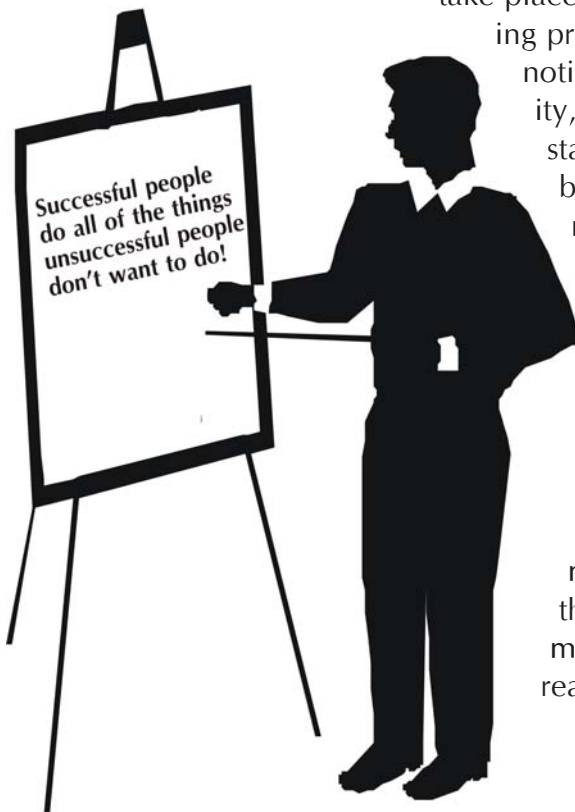
## Auto Manager's 52 Week Lesson Planbook

The Auto Manager's 52 Week Lesson Planbook is a unique method for Sales Managers and Trainers who want to provide their salespeople with training on a weekly basis. This planbook provides you with all the material necessary to produce a half-hour training session during a normal sales meeting.

With the growing need for quality salespeople, it becomes vitally important that both management and staff work together to gain the skills necessary toward success in every dealership. By utilizing this program in its entirety, you can help create the type of well-rounded individual who will enhance both sales and profits.

Along with this, your direct involvement in the success of your staff will surely increase longevity and make for a happier organization.

This is not to say that this program is a cure-all for any problems that may take place within your dealership, but by providing proper and consistent training, you will notice a definite improvement in the quality, reliability and performance of your staff. The amount of improvement will be determined by your active involvement in training, and the consistent follow-up necessary to produce these results. And in this case, follow-up is the operative word.



By following the step-by-step method outlined in the instructions, your salespeople will receive a weekly dose of Selling Skills, Career Development and Human Development training that will last a lifetime. But the commitment starts with you. It's all here and ready to be used.

**Good Luck!**

## Instructions

The **Auto Manager's 52 Week Lesson Planbook** is a series of half-hour lesson plans that allows a Sales Manager or Trainer to conduct an instructional session during a sales meeting, or during any other prescribed time. It is meant to be a guide, and can be personalized and adjusted according to the trainer's individual needs or beliefs.

These are not, or should not be the only lessons your salespeople receive. The format and ideas within this manual are just one person's opinion, and may not necessarily conform to those of the Trainer. Feel free to expand on any topic or add your own ideas to the planbook. The main concern is that your salespeople receive consistent instruction so as to further their careers.

The Planbook is divided into three sections:

- **Selling Skills**
- **Career Development**
- **Human Development**

Each lesson plan has a minimum of four pages depending on how many lessons are within each topic. These pages are:

**Page 1 — An Introduction to the Lesson**

This page familiarizes the Trainer with the lesson of the day.

**Page 2 — A Complete Lesson Plan**

**Objective:** The goal you're trying to attain.

**Time Allotment:** Approximate time to spend on each section.

**Questions for Discussion:** Questions to use to promote discussion.

**Results:** What you can expect, and suggestions for follow-up

**Page 3 — Worksheet to Hand Out to the Staff**

This is the exercise sheet that your salespeople will complete.

**Page 4 — Worksheet with the Answers for the Trainer**

The same worksheet with many possible answers.

In order to maximize the learning potential for each lesson, the instructor should familiarize himself/herself with the topic to be discussed, and if necessary, do some advanced study before presenting the lesson. Feel free to create your own lessons to add to this program.

# SELLING SKILLS

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# Greeting

Have you ever encountered sales clerks or cashiers who were unpleasant or who ignored customers? I know I have. Each time this has happened to me, I've wondered why such individuals were hired into jobs that require courteous treatment of customers. By retaining such personnel, the store will surely lose business. Therefore, greeting the customer correctly should be the single most important point to learn.

A customer not only wants, but deserves to feel special. Just remember, you need customers more than they need you. They are going to determine whether the salesperson gets paid for his/her time.

The greeting begins before the salesperson even approaches the customer. It starts the moment he lays eyes on him. How he responds the instant he comes in contact with the customer will determine the outcome of his relationship with him. It's at this time when the salesperson and the customer will either form a like or dislike for each other.

Your main goal in this session is to determine the importance of a proper greeting and what the salesperson can do to make a good first impression.

## GREETING



### OBJECTIVE:

To have your salespeople determine what would be considered a proper greeting, and the ways to make the greeting memorable.

### TIME ALLOTMENT:

**5 minutes** - Brief description of a greeting without getting too involved in the worksheet.

**10 minutes** - Pass out the worksheet and have salespeople fill in as many answers as they can in the time allotted.

**15 minutes** - Group discussion to review the different types of greetings and why they are important.

*(Time for each of these can be altered depending on how much time is available. If you have more time, concentrate on the last segment involving them in discussion. Remember: they will believe it more if they say it.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What type of greeting do you feel most comfortable?
- What are some ways by which you can make your greeting a memorable one?

### RESULTS:

Take notice of your salespeople as they greet the customer. Are they cheerful, enthusiastic, and do they set the tone for the upcoming presentation?



## GREETING



The **“Greeting”** is the time when:

- Value judgments are made.
- Trust is formed.
- The mood of the sale is created.

**Write down in your own words the greeting you feel most comfortable using.**

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**What are some ways to enhance your, or any greeting?**

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## GREETING



The **“Greeting”** is the time when:

- Value judgments are made.
- Trust is formed.
- The mood of the sale is created.

**Write down in your own words the greeting you feel most comfortable using.**

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**What are some ways to enhance your, or any greeting?**

- Smile - Be friendly
- Show a lot of enthusiasm
- Use hand gestures
- Make friends with the customer
- Be yourself, not a salesperson
- Hand out your business card
- Remember the customer’s name
- Thank them for coming in
- Make them feel important
- Rush out to meet the customer

# Qualifying Questions

**Qualifying** — if ever there was a word that got so many salespeople into trouble, this is the one. In other words, qualifying does not mean that the salesperson tries to determine whether or not a customer can afford to buy their product.

Qualifying is defined as “the information gathering technique that is necessary to learn, in order to achieve a successful sale, and simultaneously guide the customer into the right vehicle”

A salesperson should use Qualifying Questions to try to create a selling presentation, as compared to merely a telling presentation. By utilizing this type of questioning, the salesperson can gather all the information necessary to give him/her a better than average chance to sell the vehicle. The information gathered will then allow the salesperson to skillfully sell a car or truck, instead of just hoping the sale happens.

These questions should be planned in advance, so that the process doesn't just happen off-the-cuff. Qualifying Questions will allow the salesperson to trial-close throughout the presentation, placing more emphasis on the areas that are important to the customer. And that is the operative word — **Important!** Many times a salesperson will simply divulge information that is important to him, which does not make for a selling presentation.

Your goal is convince your salespeople that the quality of their questions will determine their chances for making more sales.

## QUALIFYING QUESTIONS



### OBJECTIVE:

To create a list of qualifying questions that will help the salesperson create a selling presentation.

### TIME ALLOTMENT:

**5 minutes** - Brief discussion on the difference between qualifying a customer on whether or not he can afford to buy a car or truck, and qualifying questions in order to create a selling presentation.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Discuss the answers trying to determine the types of questions needing to be asked to create a selling presentation.

*(Your salespeople will need to understand that the only way to give themselves a better than average chance for making a sale is to become very proficient at asking quality questions.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What are qualifying questions?
- When should they be asked?
- Should these questions be prepared ahead of time?
- Why should we ask qualifying questions?

### RESULTS:

You should see your salespeople spending more time at the beginning of their presentations, doing all the prep work necessary to create a selling presentation.

## QUALIFYING QUESTIONS



Qualifying Questions is a series of questions we ask our customer, in order to gather information, so that we can create a “selling” presentation, as compared to merely a “telling” presentation.

### List 6 qualifying questions to be asked about the vehicle being sold

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

### List 6 qualifying questions to be asked regarding the trade-in

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## QUALIFYING QUESTIONS

Qualifying Questions is a series of questions we ask our customer, in order to gather information, so that we can create a “selling” presentation, as compared to merely a “telling” presentation.



### **List 6 qualifying questions to be asked about the vehicle being sold**

- How will the vehicle be used?
- What options are you interested in?
- What monthly payment will fit into your budget?
- If your conditions are met, when would you take delivery?
- What’s important to you about buying this vehicle?
- What’s important to you about the whole buying process?

### **List 6 qualifying questions to be asked regarding the trade-in**

- Did you purchase this vehicle new or used?
- What do you like about it?
- What do you dislike about it?
- Did you pay cash or finance?
- Is there any money owing on it?
- Why are you trading it in?

# Product Presentation

Many times a salesperson will conduct a product presentation acting as if the customer knows everything there is to know about the vehicle he/she is looking at. The salesperson will just stand there and hardly say anything while the customer looks over the car or truck. This is no way to sell a vehicle! She is supposed to be a salesperson, not a tour guide. Her job is to sell the product to the best of her ability, the operative word always being "sell." And the way to sell successfully is to have an organized plan for demonstrating all aspects of the vehicle.

The salesperson should realize these important points:

- She should always know more about the product than the customer, and have a good grasp of her competitor's product.
- She should be able to identify all models sitting on the lot, and be able to answer technical questions about them.
- She should make accurate notations about features and accessories her customer is interested in, so she can emphasize them during the demonstration.

Your main goal is to have your salespeople do more "selling" during the presentation, as compared to merely "telling."

## PRODUCT PRESENTATION



### OBJECTIVE:

To have your salespeople do more “selling” during the presentation, as compared to merely “telling.”

### TIME ALLOTMENT:

**5 minutes** - Brief discussion on the difference between qualifying a customer on whether or not he can afford to buy the vehicle, and qualifying questions in order to create a selling presentation.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Discuss the answers trying to determine the types of questions needing to be asked to create a selling presentation.

*(Your salespeople will need to understand that the only way to give themselves a better than average chance for making a sale is to become very proficient at asking quality questions.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What are qualifying questions?
- When should they be asked?
- Should these questions be prepared ahead of time?
- Why should we ask qualifying questions?

### RESULTS:

You should see your salespeople spending more time at the beginning of their presentations, doing all the prep work necessary to create a selling presentation.



## PRODUCT PRESENTATION

When presenting a vehicle, you should never talk about a feature without giving a benefit to the customer. The customer wants to know what that feature will do for him.

**On the worksheet below, choose a vehicle within your dealership, and then write a feature and a benefit for each of the buying motives.**

**Vehicle Model:** \_\_\_\_\_

Buying Motive	Feature	Benefit
Safety		
Style		
Performance		
Comfort		
Reliability		
Economy		



## PRODUCT PRESENTATION

### TRIAL-CLOSES



A “Trial-Close” is a form of questioning the salesperson uses in order to get the prospect to commit to the vehicle before the negotiation begins. With a trial close, you can:

- Sell the prospect on a feature that is important to him
- Give the prospect a feeling of ownership
- Try to increase the number of “yes” responses

The more “yes” responses you can get from your prospect throughout the presentation on issues that are important to him, the easier it will be to get a “yes” at the end when you’re closing the sale.

#### Example of a Trial-Close:

*“Mr. Customer, remember when you said that one of things you wanted in your next vehicle was a powerful engine? Can you see how the power of our engine will get you on and off expressways and in and out of traffic quickly, which is actually a safety feature?”*

#### Scenario:

During the interviewing process, your customer stated that the three most important things he wanted in his next vehicle was:

- a power seat
- a large trunk
- substantial rear leg room

**Choose one of the important features above and write a trial-close using the example above:**

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# Demo Ride

Do you recall when you last tried on a suit or a dress in a clothing store, and you weren't quite sure whether or not you liked it? Then suddenly, someone remarked how great you looked in the outfit, and you went out with the purchase. All you needed were those reassuring, complimentary words to help you make your decision.

Selecting a vehicle is a major decision for most people. It would only seem logical that the customer would want to test drive the vehicle he/she is considering buying. But this isn't always the case. Customers frequently come into your dealership simply to get price information or just to look around at the inventory. Even these individuals should be offered a demo ride.

Taking a demo ride isn't just letting the customer drive the vehicle while the salesperson sits there in fear of an accident. It involves a series of calculated questions, comments and valuable product information that will make it easier for the salesperson to eventually close the sale.

Your goal in this session is to instill in your salespeople the importance of taking as many demo rides as possible. It doesn't have to be contingent on whether the customer is going to buy the vehicle today.

## DEMO RIDES



### OBJECTIVE:

To have your salespeople realize the importance of taking as many demo rides as possible, and making the demo ride a “selling” presentation as compared to merely a “telling” presentation.

### TIME ALLOTMENT:

**5 minutes** - Brief discussion on why you think taking a demo ride with every prospective customer is important.

**10 minutes** - Pass out the worksheet and have your salespeople fill in as many answers as they can in the time allotted.

**15 minutes** - Review the worksheet.

*(Time for each segment can be altered depending on how much time is available. If you have more time, concentrate on the last segment involving them in discussion. Remember: they will believe it more if they say it.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- Why is it important to take a demo ride?
- What should you be doing on the demo ride?
- Should you take a demo ride even if they’re not planning on buying right now?
- When would be a good reason not to take a demo ride?

### RESULTS:

Watch to see if your salespeople take more demo rides, even with customers who are not ready to buy yet.

## DEMO RIDES

The more demo rides you take, the greater your chances for making more sales and profits.

### Rules for taking a demo ride:

- Don't take a demo ride with anyone suspicious, drunk or on drugs.
- Make sure you get a copy of the driver's license number.
- Make sure there is gas in the vehicle.
- On cold days, warm the vehicle first.
- Salesperson should drive first.
- Use a predetermined route.
- Let the customer drive after half the route is completed.
- Get the customer enthused to start negotiating.

### List as many areas of your vehicle you can sell to your customer while taking a demo ride:

- Comfort \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



## DEMO RIDES

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- Salesperson should drive first.
- Use a predetermined route.
- Let the customer drive after half the route is completed.
- Get the customer enthused to start negotiating.

### List as many areas of your vehicle you can sell to your customer while taking a demo ride:

- Comfort \_\_\_\_\_
- Ride and Handling \_\_\_\_\_  
Ergonomics - Where everything is situated in relationship to the driver
- Visibility \_\_\_\_\_
- Safety \_\_\_\_\_
- Power \_\_\_\_\_
- Additional Aftermarket Products \_\_\_\_\_
- Spaciousness \_\_\_\_\_
- Convenience \_\_\_\_\_
- Reliability \_\_\_\_\_
- \_\_\_\_\_

# Inventory Walk

It's a proven fact that a salesperson will increase his/her selling capabilities if she knows her inventory well. And knowing the inventory means not only studying the printed files, but also walking the lot regularly. There are two types of inventory walks a salesperson should be concerned with: **The Fact Finding Walk** which she takes by herself, and **The Customer Walk** which she takes with her customer. Both types are very important and should be used.

## **The Fact Finding Walk**

The salesperson should find time each morning to walk through the entire inventory, both new and used. It allows the salesperson to see which models are in stock, and where they are in order to refresh your memory.

## **The Customer Walk**

The salesperson should make the inventory she takes with her customer a significant part of the sales presentation. Now is the time to gather valuable information for the sale.

Your goal in this session is to convince your salespeople to take more inventory walks.

## INVENTORY WALK



### OBJECTIVE:

To convince your salespeople that knowing the inventory will increase their sales and instill confidence.

### TIME ALLOTMENT:

**5 minutes** - Brief description of the two types of inventory walks.

**10 minutes** - Pass out the worksheet and have your salespeople fill in as many answers as they can in the time allotted.

**15 minutes** - Discuss the worksheet.

*(Time for each segment can be altered depending on how much time is available. If you have more time, concentrate on the last segment involving them in discussion. Remember: they will believe it more if they say it.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- Is an inventory walk important? Why?
- What should you look for when you take an inventory walk in the morning?
- Why would a salesperson not take inventory walks?

### RESULTS:

See if your salespeople take more inventory walks. If they don't, you may want to find out why they don't think it's important enough to take the time.



## INVENTORY WALK



The two types of Inventory Walks are:

- **The Fact Finding Walk** - to find out what you have in stock.
- **The Customer Walk** - to gather information and to choose an RV for the customer.

**Why should you take an inventory walk in the morning?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**What information can you get when you take an inventory with your customer?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## INVENTORY WALK



The two types of Inventory Walks are:

- **The Fact Finding Walk** - to find out what you have in stock.
- **The Customer Walk** - to gather information and to choose an RV for the customer.

### Why should you take an inventory walk in the morning?

- New vehicles arrive daily
- Refresh your memory on current stock  
Compare stock against your "want list" - vehicleless your  
• customer's want that you currently don't have
- See what used vehicleless were taken in on trade

### What information can you get when you take an inventory with your customer?

- Customer's occupation and lifestyle
- Buying habits and financial status
- Vehicle preference
- Financing preference
- Trade-in information (if any)
- Likes and dislikes
- How they're going to use the vehicle
- Price range and monthly payments
- When they're planning on purchasing

# Negotiations

The final outcome of the negotiation process is dependent upon how well your salesperson has performed his/her duties to this point. You need to emphasize that if she didn't do a good job in the preliminary stages of the demonstration, the negotiation part of the sale will be even harder. Make sure the salesperson has handled these areas properly before talking price and monthly payments:

- Did she greet the customer properly?
- Did she feel she made a friend?
- Did the customer remember her name?
- Did she ask all the proper qualifying questions?
- Did the customer take a demo ride?
- Did she do any "trial-closing"?
- Did she sell herself, the vehicle, and the dealership?
- Does she have a strategy ready for negotiating?

If she's done a poor job on any of these eight points, she might experience a difficult time closing the customer.

The customer knows that his position in the negotiation is to start low, and the salesperson's is to start high, at least I hope that's what her strategy is. Your salespeople should never be afraid to play the game this way. The very least that can happen is that the customer will accept the higher offer. Your salespeople need to know that if they start too low on the first offer, they may not have any place to go at the end.

Your goal is to make sure your salespeople:

- understand completely your views on negotiating.
- do a thorough job before they enter the closing booth.

## NEGOTIATIONS



### OBJECTIVE:

To improve the salesperson's negotiating skills and results, which will increase sales and profits.

### TIME ALLOTMENT:

**5 minutes** - Brief discussion of negotiations.

**5 minutes** - Pass out the worksheet.

**20 minutes** - Discuss the worksheet with the group.

*(Each section of this lesson is different, and the times you spend will be different. Keep in mind that the most important time aspect is to put on a good 30 minute program.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- Do you use price as your only means of negotiating?
- What does "win-win" negotiating mean?
- How can you build trust before negotiating?

### RESULTS:

By spending time on the negotiating process, your salespeople will be better prepared to handle situations when they arise. As the sales manager, don't hesitate to come into the closing situation when needed.

## PRE-NEGOTIATIONS



Pre-Negotiation refers to all the necessary steps that must be taken before you and your customer sit down and talk price. Therefore, the more complete you are with your pre-negotiation procedures, the easier it will be to close the sale, not guaranteed, just easier. Go through the checklist and note the areas you may be lacking. Jot down any other additional points you can think of. Study this list thoroughly and remember to never shortcut any of these procedures.

<b>Do you:</b>	<b>Yes</b>	<b>No</b>
• Make friends with your customer?	<input type="checkbox"/>	<input type="checkbox"/>
• Establish trust?	<input type="checkbox"/>	<input type="checkbox"/>
• Ask probing questions to learn of the customer's wants and needs?	<input type="checkbox"/>	<input type="checkbox"/>
• Write down all of the vehicle information?	<input type="checkbox"/>	<input type="checkbox"/>
• Write down customer's name, address, phone numbers for your file?	<input type="checkbox"/>	<input type="checkbox"/>
• Build value and excitement in your product?	<input type="checkbox"/>	<input type="checkbox"/>
• Sell yourself, dealership services and reputation?	<input type="checkbox"/>	<input type="checkbox"/>
• Are you making the customer buying experience enjoyable?	<input type="checkbox"/>	<input type="checkbox"/>
• Give a full product presentation?	<input type="checkbox"/>	<input type="checkbox"/>
• Learn how the customer will pay for the vehicle?	<input type="checkbox"/>	<input type="checkbox"/>
• Give a demo ride?	<input type="checkbox"/>	<input type="checkbox"/>
• Show the benefits of your vehicle over your competition?	<input type="checkbox"/>	<input type="checkbox"/>

## PRE-NEGOTIATIONS



Do you:	Yes	No
• Land your customer on the right vehicle?	<input type="checkbox"/>	<input type="checkbox"/>
• Remain positive?	<input type="checkbox"/>	<input type="checkbox"/>
• Press customer "hot buttons" during presentation and demo rides?	<input type="checkbox"/>	<input type="checkbox"/>
• Use a "win-win" approach throughout?	<input type="checkbox"/>	<input type="checkbox"/>
• Give a complete presentation before negotiating the sale?	<input type="checkbox"/>	<input type="checkbox"/>
• Remind the customer that you're on commission?	<input type="checkbox"/>	<input type="checkbox"/>
• Plan your strategy before negotiating?	<input type="checkbox"/>	<input type="checkbox"/>
• Set up a "be-back" if the customer walks and you don't close?	<input type="checkbox"/>	<input type="checkbox"/>
• Use "trial-closes" throughout the presentation?	<input type="checkbox"/>	<input type="checkbox"/>
• Put the customer at ease before negotiating?	<input type="checkbox"/>	<input type="checkbox"/>
• Build excitement and enthusiasm?	<input type="checkbox"/>	<input type="checkbox"/>
• Strive to make as much commission as possible?	<input type="checkbox"/>	<input type="checkbox"/>

### Notes:

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## THE EMOTIONAL SITUATION



When you first start out negotiating with your customer, the chances are you and the customer are in a tense situation. After all, no one really enjoys the negotiation process. There is no sense starting to talk about the sale until you put your customer into the comfortable state necessary to negotiate the sale. It's critical to make the transition to negotiations as easy and relaxed as possible.

**Read the situation below, then answer the question at the bottom.**

You have a husband and wife sitting in your office ready to negotiate. You've done a proper job of qualifying and did a complete presentation. But now that it's time to bargain, you look at them and sense an emotional difference. During the presentation, everyone was all excited and enthused, but now it looks like the husband is preparing himself for battle over the price. He's tense and on the edge of his seat. The wife is quiet and relaxed. She's basically prepared to stay out of the negotiations. You get the feeling that if they don't like the price, they'll walk quickly. You need to say or do something soon, or the negotiations will not go smoothly.

**What can you say or do to help put these customers at ease and start the negotiations in a relaxed way. Discuss your answer with the group.**

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## THE EMOTIONAL SITUATION



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**What can you say or do to help put these customers at ease and start the negotiations in a relaxed way. Discuss your answer with the group.**

- Don't stop smiling and being enthusiastic.
- Don't pull out a work sheet to write on right away.
- Offer your customer some refreshments.
- Review all the positive aspects they like about the vehicle.
- Make sure both parties are involved in the discussion.
- Explain the negotiation process right up front?
- If financing, try to convince the customer that the monthly payment is the most important thing to be concerned with.
- Sit on the same side as the customer to talk about the numbers.



# Handling Objections

Handling customer objections is one of the most difficult aspects of the sale. There are no magic words to make an objection disappear. Every situation and reason for a customer objection is different. So for a salesperson to try and remember 150 power closes to handle every objection would be difficult. But I do believe in salespeople scripting their objections. After all, if this is the most critical part of the process, why would any salesperson want to adlib their presentation? They need to develop a scripting book.

Scripting books are personal salesperson manuals that house virtually every objection a prospect could give. They contain the exact words needed by one person to quickly convince their prospect to change his thinking or to change his actions regarding the purchase of a vehicle. They may include the responses for virtually every type of prospect. Some scripts may be soft and friendly, while others may be strong and direct. Some are more logical, while others more emotional. Salespeople who develop this type of book are so well-prepared, they fear no objection. In fact, their confidence level is so high, they bring up the objections before the prospect did, just to get the objections out of the way. But keep in mind, having all these scripts at your fingertips may increase your odds for success, but does not guarantee your success. You have to practice how to say the words. A 14-year old reciting lines from Shakespeare will not be as moving as a professional actor who has practiced for years.

Your goal is to have your salespeople develop scripts for every major objection your customer can give. Once they are developed, roll play so they practice them.

## HANDLING OBJECTIONS



### OBJECTIVE:

To teach your salespeople how to script the handling of any objection, then practice it verbally until they are comfortable using it.

### TIME ALLOTMENT:

**5 minutes** - Brief discussion on the objection.

**15 minutes** - Pass out the worksheet.

**10 minutes** - Discuss the worksheet with the group.

*(Make sure you use each session as a different lesson plan. Your salespeople will need to be reinforced on a consistent basis.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- Is it important to script objections? Why?
- What would happen if you didn't script objections?
- Should we shy away from objections? Why?

### RESULTS:

Hopefully, your salespeople will close more customers.

## HANDLING the OBJECTION

### “I can’t afford it!”

When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You’ll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you’ll want to give the customer to any objection.



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**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection — “I can’t afford it!”**

Salesperson Response: “Oh really, why don’t you think you can afford it?”

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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## HANDLING the OBJECTION

### "Your price is too high!"



When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You'll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you'll want to give the customer to any objection.

---

**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection — "Your price is too high!"**

Salesperson Response: "Oh really, why do you think the price is too high?"

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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**HANDLING the OBJECTION**  
**“I’ll need to talk it over with my spouse!”**



When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You’ll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you’ll want to give the customer to any objection.

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**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection — “I’ll need to talk it over with my spouse!”**

Salesperson Response: “Oh really, **why** do you need to talk it over with your spouse?”

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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## HANDLING the OBJECTION

**“You’re not giving me enough for my trade!”**

When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You’ll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you’ll want to give the customer to any objection.



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**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection — “You’re not giving me enough for my trade!”**

Salesperson Response: “Oh really, **why** don’t you think you’re getting enough for your trade?”

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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**HANDLING the OBJECTION**  
**“I can get a better deal at ABC Motors!”**



When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You'll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you'll want to give the customer to any objection.

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**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection — “I can get a better deal at ABC Motors!”**

Salesperson Response: “Oh really, why do you think you can get a better deal at ABC Motors?”

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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**HANDLING the OBJECTION**  
**“I’ll need to think it over!”**



When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You’ll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you’ll want to give the customer to any objection.

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**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection — “I’ll need to think it over!”**

Salesperson Response: “Oh really, **what** is it that you have to think over?”

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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**HANDLING the OBJECTION**  
**“I need to shop around!”**



When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You'll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you'll want to give the customer to any objection.

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**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection — “I need to shop around!”**

Salesperson Response: “Oh really, why do you need to shop around?”

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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**HANDLING the OBJECTION**  
**“I’m waiting to save more downpayment!”**



When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You’ll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you’ll want to give the customer to any objection.

---

**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection — “I’m waiting to save more downpayment!”**

Salesperson Response: “Oh really, **why** do you want to save more downpayment?”

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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## HANDLING the OBJECTION

### **"I'm comparing your vehicle against another vehicle!"**

When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You'll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you'll want to give the customer to any objection.



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**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection — "I'm comparing your vehicle against another vehicle!"**

Salesperson Response: "Oh really, **why** are you comparing these two particular vehicles?"

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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**HANDLING the OBJECTION**  
**“I’m going to wait until I retire next year!”**



When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You’ll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you’ll want to give the customer to any objection.

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**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection — “I’m going to wait until I retire next year!”**

Salesperson Response: “Oh really, why do you want to wait until you retire next year?”

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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## HANDLING the OBJECTION

**“I’m going to wait until my income tax comes in!”**

When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You’ll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you’ll want to give the customer to any objection.



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**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection — “I’m going to wait until my income tax comes in!”**

Salesperson Response: “Oh really, **why** do you want to wait until you retire next year?”

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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**HANDLING the OBJECTION**

“ \_\_\_\_\_ !”

When a customer gives you an objection, never respond to the objection before you try to understand why the customer gave you that objection. You'll want to have the customer justify the objection to you before you respond to it. Therefore, I have given you the first reply you'll want to give the customer to any objection.



**Follow the steps on this worksheet to learn how to handle the following objection:**

**Customer Objection** — “ \_\_\_\_\_ ”

Salesperson Response: “Oh really, **why** \_\_\_\_\_ ”

**What are four possible responses your customer can reply with?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one response and write a reply to handle that objection.**

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# If You Don't Sell the Vehicle

After your salesperson has gone as far as he/she can with the negotiation process, she might become surprised when the customer is ready to leave, and she still hasn't sold him the vehicle. Times like this can be very frustrating and emotionally difficult to handle. She's probably just spent over three hours with this person, given the best demonstration ever, used all the closing techniques she was taught, and still wasn't able to sell the car or truck.

What she needs to realize is that her job isn't ending, it's just beginning. She now has to figure out a way to get this person to come back into the dealership to buy the vehicle.

She shouldn't let the customer's lack of commitment to purchase at this time drag her down, and she shouldn't take it personally. Just because she didn't close the customer on the first try doesn't mean the sale is lost entirely. First time closes are becoming less frequent as time goes on.

This is no time to feel discouraged. She still has a lot of work ahead of her. She has hopefully gained the customer's confidence by showing her professionalism, product knowledge and understanding of the customer's wants and needs. Since the customer may buy within the next three days, there's a lot of work to do.

Your goal is to help your salespeople to develop a process to get this customer back in the showroom to purchase.

## IF YOU DON'T SELL THE VEHICLE



### OBJECTIVE:

To get your salespeople to develop a process to get this customer back into the dealership in order to make the sale.

### TIME ALLOTMENT:

**5 minutes** - Reassurance that your salespeople will not sell every customer on the first try.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Discuss the worksheet with the group.

*(Your time allotments can be altered depending on how much time is available. If you have more time, concentrate on the last segment involving them in the discussion. Remember: they will believe it more if they say it.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- Why wouldn't a customer buy on the first try?
- Is there any way to force the customer to buy now?
- What are things we can do to assure the customer's return?

### RESULTS:

Hopefully, your salespeople will get a lot more "be-back" business.



**IF YOU DON'T SELL THE VEHICLE**

Before the customer leaves the dealership

If you don't sell the vehicle on the first try, keep in mind: your job isn't ending, it's just beginning. You now need to get this customer back into the dealership to purchase at a later date.



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**Create an "exiting presentation" you can give to your customer who says he wants to shop around:**

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**Create an "exiting presentation" you can give to your customer to setup a 24 hour follow-up call:**

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## **IF YOU DON'T SELL THE VEHICLE**

Before the customer leaves the dealership

If you don't sell the RV on the first try, keep in mind: your job isn't ending, it's just beginning. You now need to get this customer back into the dealership to purchase at a later date.



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### **Create an “exiting presentation” you can give to your customer who says he wants to shop around:**

Now Mr. Customer, I appreciate the fact that you want to shop around, because let's face it, you deserve to have the type of dealership that will not only fit your needs now, but also in the future. But Mr. Customer, I've just got to tell you, I don't want you to shop around. I don't want you to go any place else. I want you to buy from me and from this dealership, and here's the reason why. There is no salesperson or dealership who will be able to take care of your needs better than we can.

### **Create an “exiting presentation” you can give to your customer to setup a 24 hour follow-up call:**

Now Ms. Customer, I'm going to be calling you tomorrow. And the reason I'm going to be calling you is that I want to make sure if you have any other questions after you leave here, I can be there to answer them for you. So even if you're not planning on buying the vehicle from me, at least I can give you all the information you need to be able to make a good decision. Can I go ahead and do that for you?

## IF YOU DON'T SELL THE VEHICLE

After the customer leaves the dealership

Once your customer leaves the dealership, you need to assume the customer is going to shop around. It's now time to have a program ready to get this person back into the dealership.

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**Once your customer leaves the dealership without purchasing, what are some things you can do to get this person back?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**If your customer buys from another dealership, the rule is: just because he/she didn't buy from you today, doesn't mean she won't buy from you tomorrow, or three years from now. What can you do to keep in touch with this customer?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## IF YOU DON'T SELL THE VEHICLE

After the customer leaves the dealership

Once your customer leaves the dealership, you need to assume the customer is going to shop around. It's now time to have a program ready to get this person back into the dealership.

---



**Once your customer leaves the dealership without purchasing, what are some things you can do to get this person back?**

- Let the customer leave with a good feeling
- Make sure the customer has a business card and brochure
- Let your manager exit the customer
- Make a 24 hour follow-up call
- Send a 24 hour follow-up letter
- Give the customer a bio of yourself with your picture
- Take a picture of the customer with the vehicle to take with her

**If your customer buys from another dealership, the rule is: just because he/she didn't buy from you today, doesn't mean she won't buy from you tomorrow, or three years from now. What can you do to keep in touch with this customer?**

- Make a 30 day call if she buys from someone else
- Send her a newsletter every month
- Give her a call just to see how she's doing
- Send her email
- Offer your service department

# Delivery Procedure

The moment has come. A proud day in the life of both the salesperson and the customer. If the delivery process is successful, your salesperson will earn a handsome commission, and the customer will take home a shiny new or used car or truck. He will be the envy of his neighborhood as he shows off his new vehicle to his friends, while your salesperson takes his commission to the bank and gets to eat for another day. **A proud moment indeed!**

But, if he's not careful, it could also be his worst nightmare! I've seen deliveries go so badly that the customer actually refused to accept his new vehicle. Because of this, large amounts of time have been wasted by the office staff, service department, finance company, insurance company and the customer himself. The dealership, service manager, finance manager and salesperson have all lost immediate income. The service, parts and body shops have all lost future business. This may be an over-dramatization of a real problem. But the fact is the delivery should be the most memorable experience a customer should have.

So, once the demonstration is complete, your next responsibility is to make the delivery process memorable. After all, this is the last time you'll be seeing this customer for a while. What impression do you want him to leave with. The delivery should be exciting, comprehensive, and most of all, memorable.

Your goal in this session is to find a process that is not only comprehensive, but also exciting, memorable and less stressful.

## DELIVERY PROCEDURE



### OBJECTIVE:

To get your salespeople to understand that the delivery process is the last important part of the sales process, and should be done completely and enthusiastically.

### TIME ALLOTMENT:

**5 minutes** - Brief discussion on the importance of the delivery process.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Discuss the worksheet with the group.

*(Your time allotments can be altered depending on how much time is available. If you have more time, concentrate on the last segment involving them in the discussion. Remember: they will believe it more if they say it.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What is the downside of doing a poor delivery?
- What are the steps for doing a proper delivery?
- How can you make the delivery memorable?

### RESULTS:

Hopefully, your salespeople will understand the importance of doing a superb delivery. If not, maybe they will need someone to show them how so that they can see it done in action.

## DELIVERY PROCEDURE



When your delivery goes well, your chances of getting repeat and referral business increase dramatically.

---

**List 5 areas of concern you have in your current delivery process:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one and determine how you would handle it:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**List 5 ways to make your current delivery process more memorable:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## DELIVERY PROCEDURE



When your delivery goes well, your chances of getting repeat and referral business increase dramatically.

---

**List 5 areas of concern you have in your current delivery process:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Choose one and determine how you would handle it:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**List 5 ways to make your current delivery process more memorable:**

- Tie a huge bow around the vehicle
- Take a picture of the customer with the vehicle
- Giving flowers to the ladies and key chains to the guys
- Fill the vehicle with gas
- Uncorking champagne



## **CAREER DEVELOPMENT**

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# **Auto Manager's 52 Week Lesson Planbook**

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## **Salesperson, Inc.**

PO Box 760278

Lathrup Village, MI 48076-0278

(800) 453-2787

Web Site: [www.slpinc.net/autohome.htm](http://www.slpinc.net/autohome.htm)

Email: [mike.whitty@slpinc.net](mailto:mike.whitty@slpinc.net)

Author: Mike Whitty

Editor: Irene McDonald, Ph.D.

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# Follow-Ups

It's a well known fact that 80% of retail salespeople do not follow-up with their customers and prospects. It's also a fact that customers will shop at least four other dealerships before they buy a car or truck. So, if your salespeople want their customers to buy from them, they need to follow this advice.

Regardless of who your salespeople wait on, whether it's a customer coming in for a brochure, one he/she's talked to who's not ready to buy yet, one he had written a deal for but couldn't close, or a telephone prospect, salespeople need to follow-up with this person within 24 hours. It doesn't have to be anything more than thanking the customer for coming into the dealership giving him the opportunity to talk to the customer, and to answer any further questions the customer may have. At the end of the conversation, the salesperson should always reaffirm the fact that he would like the chance to earn his business and will do anything reasonably possible to make him a customer.

Following-up after a sale is just as important as before the sale. This is where the foundation is strengthened between the salesperson and the customer. This follow-up is vital if the salesperson wants to create his own income by having past customer buy vehicles from him in the future, and more importantly, gaining more referral business.

Your goal is to show your salespeople the true value of following-up with their prospects and customers, both statistically and financially.

## FOLLOW-UPS



### OBJECTIVE:

To have your salespeople learn the benefits of properly following-up with their customers, and to create a consistent plan for accomplishing it.

### TIME ALLOTMENT:

**5 minutes** - Brief explanation of following-up with present and future customers.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Discuss the worksheet as a group.

*(Most dealership programs will have some method for following-up with their customers. If you have a computer-generated program that is automated upon the sale of a car or truck, remind your salespeople that they should not solely rely on the computer. Personal follow-up is still the best way to gain customer confidence, trust and referrals.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- How many methods of follow-up do you know?
- How often should you follow-up?
- If you need to follow-up and it gets busy, what do you do ?
- What kind of tools can you use to follow-up?

### RESULTS:

The salespeople need an organized method for following-up with prospects and customers. You should be able to track their progress on a weekly basis.

## FOLLOW-UPS

Discuss the following scenarios as a group:



### Discussion #1 — The Prospect

You've worked with your customer for two hours. You did an excellent job gaining rapport, performed a fantastic product presentation, and tried to close. Unfortunately, the customer wasn't ready to buy and walked.

**Explain the steps you would take to follow-up with this customer, and when you would perform these steps.**

### Discussion #2 — The Phone-Up

A customer calls the dealership and you take it as a phone-up. You tried to set an appointment, but were unsuccessful.

**What information would you try to get from this potential customer, and what type of follow-up should you perform?**

### Discussion #3 - The Sold Customer

You've sold your customer a vehicle and the delivery was memorable. You really feel like you've made a friend, and that this person would be an excellent source of referral business.

**Describe the follow-up procedure you would use for the next year.**

— over —

## FOLLOW-UPS

**Discuss the following scenarios as a group:**



### **Discussion #4 — The Referral**

Your customer has just given you a referral that is interested in purchasing a car. Your customer gave you a name and phone number, but you haven't been able to contact him.

**What type of procedure would you use to contact the referral, and how would you follow-up?**

### **Discussion #5 — The Repeat Customer**

Your customer has just come in and purchased another car from you. This makes you feel good to think that they trusted you enough to handle their business.

**What will you do to make this customer feel special, and what type of follow-up would you do that would be different than customers who purchase the first time?**

### **Discussion #6 — Your Organization for Follow-Up**

You're now a salesperson in the auto business. You know that the success of your business will be determined by the quality of your follow-up program.

**What types of tools will you need in order to maximize your follow-up efforts?**

# Phone-Ups

The customer who approaches your dealership over the telephone is just as important as the one who walks through the door. What salespeople don't realize is that every dealer spends thousands of dollars a year in newspaper, yellow pages, magazine and other promotional advertising just to get this customer to call the dealership. The dealer has every right to expect a return on his/her investment. If salespeople don't handle these phone-ups properly, it's as though the advertising budget was just flushed down the drain.

Here are four suggestions that will help your salespeople learn how to take advantage of the telephone customer:

- **Treat every phone-up like a walk-in customer**  
The person calling on the phone is no different than one who walks through the door.
- **Show excitement over the phone**  
Since the person on the other end can't see you, the salesperson must show the same enthusiasm as if the customer was in the showroom.
- **Obtain as much information as possible**  
The salesperson should never hang up with a customer without obtaining at least a name and phone number for follow-up purposes.
- **Follow-up within 24 hours**  
You may not be the only dealership the customer is calling. So a 24-hour follow-up call is a must.

Your goal is to help your salespeople understand the importance of handling phone-ups properly.

## PHONE-UPS



### OBJECTIVE:

To help your salespeople realize that taking a phone-up is a privilege, not a right. The more proficient they are at setting appointments, the more sales will be made.

### TIME ALLOTMENT:

**5 minutes** - Brief explanation of the value of taking phone-ups properly.

**10 minutes** - Divide your salespeople into pairs, and have them do the role play on the following page.

**15 minutes** - Choose the best team to do the role play in front of the group, and discuss.

*(When choosing the team to role play in front of the group, make sure you have paired several outgoing people together, or those who are excellent at taking a phone-up. That way you can give the others a chance to see an excellent presentation before they try it.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What are some important questions to ask a phone-up?
- Is a phone-up the same type of person as a customer coming through the door? What's the difference?

### RESULTS:

The group should understand that an improperly handled phone-up is a loss of money for the dealer, as well as the salesperson. Observe your salespeople for the next week to see if anything has changed.



## PHONE-UPS



When you're taking a phone-up, always remember that the dealer is spending a great deal of money to get this person to call. Either through advertising, yellow pages, or the marquis in front of the store, this is money purposely spent for getting customers to buy vehicles from you. As the salesperson, it is your responsibility to handle each and every caller as though he/she were in the show-room.

**In the following scenario, the salesperson should try to get as much information as possible. Read the role play before starting the exercise.**

### Shopper Profile

The customer is calling the dealership to inquire about a car. The customer wishes to finance the car, and has a truck to trade-in. This is the first dealership the customer has called.

**What makes the phone-up different from the walk-in customer?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## PHONE-UPS



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**In the following scenario, the salesperson should try to get as much information as possible. Read the role play before starting the exercise.**

### Shopper Profile

The customer is calling the dealership to inquire about a car. The customer wishes to finance the car, and has a truck to trade-in. This is the first dealership the customer has called.

**What makes the phone-up different from the walk-in customer?**

- Phone-up can only judge you by your voice
- Phone-up doesn't have time to shop around
- Phone-up is looking for a salesperson first
- Phone-up lets his/her fingers to the walking
- Phone-up needs things done his/her way
- Phone-up may just want information
- Phone-up wants to see how interested you are
- Phone-up may be afraid of face-to-face contact with salespeople
- Phone-up doesn't want to be pressured
- \_\_\_\_\_

# Organization

Organization is a word that falls into two main categories. The first has to do with the way your salespeople organize their time away from the dealership, and the second consists of a systematic process of doing business. Both are very important and should be studied, as well as practiced.

Why is it important to be organized? I must admit that I have encountered salespeople who had sloppy business practices, seldom made follow-up calls, and still managed to earn a descent living. But these are isolated instances and exceptions to the rule. The most successful people in any profession are individuals who have good organizational skills.

**To be organized means to be systematic, to plan ahead, to use your time at home and at work efficiently and effectively.**

Organization gives our lives purpose and direction, and the structure and raw energy needed to succeed. The more organized your salespeople become, the more confident, alert and sharp they will remain. Because life has become so fast paced, it's important to have a system to help make their days, weeks and months flow more smoothly.

Your goal is to help your salespeople recognize how organized their lives can be, and help them create an organizational pattern that will keep them from floundering through life.

## ORGANIZATION



### OBJECTIVE:

To recognize the areas that your salespeople need to organize and to help them create a plan to better this situation in both their personal and business life.

### TIME ALLOTMENT:

**5 minutes** - Brief explanation of what organization means and why it is important.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Ask your salespeople to give their input on areas where they may not be very organized and ways they can improve them.

*(You may want to spend more time discussing ways to become organized within the dealership, however, emphasize that they must organize their whole life in order to be successful.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What is your definition of organization?
- Why is it important to be organized?
- What areas within sales do you need organization?
- What kind of tools can you use to be organized?

### RESULTS:

This lesson is worthless unless you promote this idea constantly. By helping your salespeople create their plans, you should expect to see a different pattern to their work habits.

## ORGANIZATION — THE BEGINNING



Organization is not just a word successful people throw around. In order to perform to your optimum potential in both your personal and business life, you must develop a pattern of organization that will make your daily routine productive.

**List 3 areas in your personal life that need organization, and what you can do to improve them:**

- \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**List 3 areas in your business life that need organization, and what you can do to improve them:**

- \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## ORGANIZATION — THE BEGINNING



Organization is not just a word successful people throw around. In order to perform to your optimum in both your personal and business life, you must develop a pattern of organization that will make your daily routine productive.

**List 3 areas in your personal life that need organization, and what you can do to improve them:**

- **Hanging up clothes**  
\_\_\_\_\_  
Make a conscientious effort to not throw clothes on the floor,  
\_\_\_\_\_  
but immediately hang them up.  
\_\_\_\_\_
- **Answering messages**  
\_\_\_\_\_  
Write messages on a message pad and put them in order of  
\_\_\_\_\_  
importance. Then put a date when I need to respond to them.  
\_\_\_\_\_
- **Forgetting dates**  
\_\_\_\_\_  
Buy a big calendar and put it on the back of my door. Then  
\_\_\_\_\_  
put all important dates on it.  
\_\_\_\_\_

**List 3 areas in your business life that need organization, and what you can do to improve them:**

- **Forgetting appointments**  
\_\_\_\_\_  
Buy an organizational planbook from Salesperson, Inc. and  
\_\_\_\_\_  
write all my appointments in it when I make one.  
\_\_\_\_\_
- **Time for doing prospecting**  
\_\_\_\_\_  
Put one hour aside each day to make calls and concentrate  
\_\_\_\_\_  
on doing more networking outside the dealership.  
\_\_\_\_\_
- **Following-up with my customers**  
\_\_\_\_\_  
Develop a yearly plan for follow-up, and develop some new  
\_\_\_\_\_  
letters.  
\_\_\_\_\_

## ORGANIZATION — THE WORK



Organization is not easy. It takes commitment, practice and the ambition to follow through on a daily basis. The first area of organization necessary for success is to write things down. Every morning you should start your day by putting on paper all the jobs you need to do for that day. In the space below, practice your **“Things to Do”** list by jotting down today’s activities.

<b>Things To Do</b>	
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____

**Make a list of files you should have in your desk:**

- |         |         |
|---------|---------|
| • _____ | • _____ |
| • _____ | • _____ |
| • _____ | • _____ |

**What are some areas you may need to make a list for?**

- |         |         |
|---------|---------|
| • _____ | • _____ |
| • _____ | • _____ |
| • _____ | • _____ |

## ORGANIZATION — THE WORK



Organization is not easy. It takes commitment, practice and the ambition to follow through on a daily basis. The first area of organization necessary for success is to write things down. Every morning you should start your day by putting on paper all the jobs you need to do for that day. In the space below, practice your "Things to Do" list by jotting down today's activities.

**Things To Do**

- 9:30am delivery Mr. Jones     ● \_\_\_\_\_
- Send Mrs. Smith her plates     ● \_\_\_\_\_
- Write an order for clean-up     ● \_\_\_\_\_
- Follow-up with the previous
- days prospects     ● \_\_\_\_\_
- Call Mr. Whitty with
- new figures     ● \_\_\_\_\_
- Follow-up on Mr. Green's
- referral     ● \_\_\_\_\_

**Make a list of files you should have in your desk:**

- Sold files     ● Work orders
- Hot files     ● Clean-up sheets
- Dead files     ● Product information

**What are some areas you may need to make a list for?**

- Things To Do List     ● Mailout List
- Want List     ● Follow-Up List
- Phone-Up List     ● Ups List



# Goal Setting

I remember when I first started in sales. Every business book I read said that in order to be successful, you need to set goals. And I said, "Yeah, goals are the way to go."

As I got more involved in my career, my manager would come to me at the beginning of the month and ask, "Mike, how many are you going to sell this month?" And I'd say, "I feel real good this month, I think I'm going to sell 14." And that was the extent of my goal setting.

It's not surprising that many salespeople have this same technique for setting goals, because that's all they know how to do. We assume they know how, but most of them have never been taught how to set proper goals, and then develop a plan of attack on how to reach their goals.

For this lesson, I suggest that you study this section well before the meeting. Quite possibly I'm going to give you information that you're not familiar with. It won't be the typical lesson plan that we have in this manual.

Your goal is to teach your salespeople how to set a proper goal, make a plan, and stay motivated in order to implement the plan.

## GOAL SETTING



### OBJECTIVE:

To teach your salespeople how to set proper goals, develop a realistic plan, and how to implement that plan.

### TIME ALLOTMENT:

**15 minutes** - Pass out the lesson and have your salespeople write in as many answers as they can in the time allotted.

**15 minutes** - Discuss the worksheet as a group.

*(As you start asking your salespeople for answers on the worksheet, say a little about each one as you go. This will keep the conversation going. Don't be afraid to ask your salespeople a lot of questions to get the answers you are looking for. This will make you a better facilitator as compared to a lecturer.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What are the benefit from setting goals?
- How many salespeople in the room set goals?
- When and how do you do it?
- Does anyone have a system of goal-setting they would like to share with the group?

### RESULTS:

By setting proper goals, your salespeople will be more organized, have more realistic targets to achieve, and have more drive to sell vehicles and make more money.

## GOAL SETTING



What is your definition of a goal?

What are some reasons why salespeople wouldn't set goals?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

What are some benefits for salespeople having goals?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

What are some of the losses for salespeople without goals?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Some types of goals are:

- **Time — Short-term, Intermediate, Long-term**
- **Personal**
- **Business**

## GOAL SETTING



**What is your definition of a goal?**

**What are some reasons why salespeople wouldn't set goals?**

- Fear of not obtaining goals
- Salespeople don't care
- They become complacent
- It forces them to work
- Plain old ignorance
- No reward in their mind
- Think they're too busy
- Probably unmotivated
- They don't have priorities
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**What are some benefits for salespeople having goals?**

- They keep them motivated
- Better focus
- They generate confidence
- Eliminates low priorities
- Increases profits
- They are more productive
- Creates better work habits
- Become more organized
- Respect themselves more
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**What are some of the losses for salespeople without goals?**

- They have no direction
- They don't set priorities
- They become apathetic
- They'll quit faster
- Their performance is weak
- They have a poor attitude
- They become frustrated
- Fewer sales
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Some types of goals are:**

- **Time — Short-term, Intermediate, Long-term**
- **Personal**
- **Business**

## GOAL SETTING — ACTION PLAN



What is your definition of an Action Plan?

What are some reasons why salespeople wouldn't plan?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

What are some benefits for salespeople having a plan?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

What are some of the losses for salespeople without a plan?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Some types of goals are:

- **Time — Short-term, Intermediate, Long-term**
- **Personal**
- **Business**

## GOAL SETTING — ACTION PLAN



**What is your definition of an Action Plan?**

**What are some reasons why salespeople wouldn't plan?**

- Too lazy • \_\_\_\_\_
- They don't feel the need • \_\_\_\_\_
- They become complacent • \_\_\_\_\_
- To avoid accountability • \_\_\_\_\_
- They think they're too busy • \_\_\_\_\_
- \_\_\_\_\_ • \_\_\_\_\_

**What are some benefits for salespeople having a plan?**

- They become more efficient • Creates better work habits
- Better focus • Become more organized
- They generate confidence • Respect themselves more
- See their achievements • \_\_\_\_\_
- Increases profits • \_\_\_\_\_
- They are more productive • \_\_\_\_\_

**What are some of the losses for salespeople without a plan?**

- They have no direction • They become frustrated
- They don't set priorities • Loss of time
- They become apathetic • \_\_\_\_\_
- They'll quit faster • \_\_\_\_\_
- Their performance is weak • \_\_\_\_\_
- They have a poor attitude • \_\_\_\_\_

## GOAL SETTING — PUTTING THEM TOGETHER



Make a list of 3 business goals you want to attain this year:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Choose one of your goals and develop an Action Plan. You can use the example on the next page.

**Objective:**

**Timetable:**

**Goals:**

**Method:**

**Feedback:**

## GOAL SETTING — PUTTING THEM TOGETHER



Make a list of 3 business goals you want to attain this year:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Choose one of your goals and develop an Action Plan. You can use the example on the next page.

**Objective:**

To gain 2 additional sales this month from networking

**Timetable:**

One month

**Goals:**

- Have one sale after 2nd week, and one sale at month's end

**Method:**

- Pass out 5 more business cards per day
- Put business cards in all the bills I send out
- Call 5 customers per day and ask for referrals
- Check the newspaper for vehicles for sale
- Contact the local businesses with brochures

**Feedback:**

- Meet with manager once a week to go over log sheet and check numbers



# Customer Benefits

When a customer buys a car or truck, do you know what actually caused him/her to buy? Was it the price, the model, the salesperson, the dealership, the location? Many times the whole philosophy of the sale boils down to the price once the customer has decided on the model he/she wants to buy.

Whenever it is obvious that price will be the deciding factor, any discount offered must come from profit within the deal. That means that the dealer, manager and the salesperson lose some commission. It seems that most customers will not buy a car at list, so to ensure the deal, the dealership will have to lower the price. But it's the amount of discount that should be the salesperson's concern, which brings me to the following point.

The salesperson must now have more reasons why the customer should buy the vehicle other than the price. Price will always be an issue. The salesperson's job is to not make price the only issue. Because if price becomes the only issue, the salesperson will lose a great majority of the time. Because no matter what price he/she gives them, everyone can beat it.

Your goal then is to help salespeople create other reasons than price for why the customer should buy from them.

## CUSTOMER BENEFITS



### OBJECTIVE:

To create more reasons why the customer should buy your vehicle other than price.

### TIME ALLOTMENT:

**5 minutes** - Briefly discuss with your salespeople how price winds up being the major issue, and you need to create other reasons why they should buy.

**10 minutes** - Have your salespeople fill out the worksheet.

**15 minutes** - Discuss the answers with the group.

*(Remember: Creating answers for your salespeople to use will do no good unless they incorporate them into their normal presentation. Make sure you have them practice.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- The worksheet will create questions, or reasons why they should buy.

### RESULTS:

By utilizing these reasons, you should notice an increase in sales and profits, along with a renewed confidence by the salespeople. Listen to make sure they are being used.

## CUSTOMER BENEFITS



**5 reasons why the customer should buy the vehicle from me:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**5 reasons why the customer should buy from my dealership:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**5 reasons why the customer should buy my vehicle:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**5 reasons why the customer should buy now:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## CUSTOMER BENEFITS



### 5 reasons why the customer should buy the vehicle from me:

- I will take care of your needs not just now, but also in the future
- I've been here for 12 years, which shows my longevity
- Most of my business comes from repeat and referral customers
- I love the auto business and care for my customers
- I take pride in handling any problems that may arise

### 5 reasons why the customer should buy from my dealership:

- We've been in business for over 25 years
- We have the finest service department
- Our technicians have over 23 years of experience
- We keep a majority of auto parts in stock
- Our dealer supports many charities in the area

### 5 reasons why the customer should buy my vehicle:

- It has the finest warranty in its class
- It provides all the comfort features you're looking for
- It has the best resale value of any vehicle in its class
- It's one of the few vehicles with a Five Star safety rating
- It's the only one around

### 5 reasons why the customer should buy now:

- Interest rates are at their lowest
- The manufacturer is offering a rebate that ends soon
- Your time is too valuable to be continuously shopping around
- This is the one you want, why wait?
- You can start taking your first trip next week

# How to Handle a Slump

Webster defines a slump as “a decline in activity.” But a slump is much more than that. People don’t like to talk about it because of its negative connotation. It’s not something we welcome, and it has caused the demise of many good salespeople. Some of the common symptoms to look for are:

- You become depressed because of the lack of activity, fewer sales and lower earnings.
- You begin to lose your desire to go to work, as well as your desire to wait on customers while you’re at work.
- Your attitude becomes negative, which can very well affect the people around you.

Eventually, every salesperson will experience a slump. How long the slump lasts will depend upon how each individual salesperson handles it. But one thing is for sure, the more you comprehend how to get out of one, the less likely the chance will be of it affecting your career.

I don’t think we need to understand how we get into a slump because this information won’t keep your salespeople from falling into one. What’s more important is that you recognize it when it happens, and make every attempt to try and get them out of it as fast as you can.

## HOW TO HANDLE A SLUMP



### OBJECTIVE:

To train your salespeople to understand the symptoms of a slump, and how to get out of one.

### TIME ALLOTMENT:

**5 minutes** - Brief description of what a slump is, and a personal story that they can relate to.

**10 minutes** - Pass out the worksheet and have your salespeople fill in as many answers as they can in the time allotted.

**15 minutes** - Have your salespeople give their ideas on what causes a slump and how they can get out of one.

*(This is an excellent topic if you find that some of your salespeople are having a difficult time keeping a good attitude due to slow sales volume.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What can you do to keep a positive attitude when sales are slow?
- How many of you have ever been in a slump?
- Tell us your story and what you did to get out of it.

### RESULTS:

By understanding the effects of a slump and the many ways to get out of one, your salespeople should be able to maintain a better attitude during those rough times.

## HOW TO HANDLE A SLUMP



The amount of time it takes to get out of a slump will be directly related to the amount of effort you put into getting out of it.

**List 4 reasons why a salesperson would fall into a slump:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**List 4 ways you can get out of the slump:**

- \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_  
\_\_\_\_\_

## HOW TO HANDLE A SLUMP



The amount of time it takes to get out of a slump will be directly related to the amount of effort you put into getting out of it.

### List 4 reasons why a salesperson would fall into a slump:

- Slow sales \_\_\_\_\_
- Illness \_\_\_\_\_
- Personal problems \_\_\_\_\_
- Problems at work \_\_\_\_\_

### List 4 ways you can get out of the slump:

- Check out-of-work habits \_\_\_\_\_  
 Follow-up with past customers \_\_\_\_\_
- Walk the inventory \_\_\_\_\_  
 Work closer with management \_\_\_\_\_
- Talk to more people \_\_\_\_\_  
 Listen to motivational tapes/read motivational books \_\_\_\_\_
- More prospecting and networking \_\_\_\_\_  
 Change physical appearance and /or mental attitude \_\_\_\_\_



# Time Management

In order to properly set goals, create a plan and be productive, your salespeople need to manage their time. With time management, staying busy does not mean being productive. And by productive I'm always talking about "profit generating."

Managing time means to prioritize the events in any given day so that the most important tasks are completed before the menial ones are begun. By doing this, a salesperson can decide which areas of business can best be utilized in the time allotted. There are only sixty seconds in a minute, twenty-four hours in a day, fifty-two weeks in a year, and just so many heartbeats in a lifetime. Your salespeople should forget the cliché about not having enough hours in a day. Look what they do! It should be painfully clear that they do not cherish their time as much as they should, or use it efficiently and effectively.

To make the best use of time, salespeople have to make a habit of using it wisely. Hard work is energizing. The more a salesperson pushes herself, the more she can push herself.

Your goal is to convince your salespeople that a lifetime of low performance makes for a low performance salesperson. They can't expect to make low r.p.m. demands most of the time, and then suddenly find the jolt of power needed to accomplish something they really want.

## TIME MANAGEMENT



### OBJECTIVE:

To convince your salespeople that using their time wisely will increase sales and profits, and allow them to accomplish more during a normal working day.

### TIME ALLOTMENT:

**5 minutes** - Have your salespeople fill out the questionnaire.

**25 minutes** - Discuss the questionnaire with the group.

*(It will be easy to fill 25 minutes with discussion if you take each individual question and comment on it briefly. As you read each question, try to think of a thought provoking question you can throw out to the group.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- How many salespeople have an organizational plan?
- What are the benefits of time management?
- Can you be successful without time management?
- How much time in your day is “dead time?”

### RESULTS:

If you're going to teach your salespeople how to manage their time, you need to consistently monitor their activities; not in a way that would have you looking over their shoulders, but in a helpful, productive way.

## TIME MANAGEMENT



Answers these questions honestly:

	Yes	No
• Do I have, in writing, a clearly defined set of lifetime goals?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I have a similar set of goals for the next six months?	<input type="checkbox"/>	<input type="checkbox"/>
• Have I done something today to move closer to my lifetime goals?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I know what I want to accomplish at work during the coming week?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I try to do the most important tasks during my prime time?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I concentrate on objectives instead of procedures, judging myself by accomplishments instead of by amount of activity?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I set priorities according to importance, not urgency?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I make constructive use of my commute time?	<input type="checkbox"/>	<input type="checkbox"/>
• Have I taken steps to prevent unneeded information and publications from reaching my desk and intruding on my time?	<input type="checkbox"/>	<input type="checkbox"/>
• When debating whether or not to file something, do I follow the principle, "if in doubt, throw it out?"	<input type="checkbox"/>	<input type="checkbox"/>
• Do I try to put work out of my mind when away from the showroom except in clear emergencies?	<input type="checkbox"/>	<input type="checkbox"/>

## TIME MANAGEMENT



Answers these questions honestly:

	Yes	No
• Do I force myself to make minor decisions quickly?	<input type="checkbox"/>	<input type="checkbox"/>
• Am I on guard against the recurring crisis, taking steps to make sure that It won't happen again?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I always set deadlines for myself?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I force myself to take more time to plan?	<input type="checkbox"/>	<input type="checkbox"/>
• Have I discontinued any unprofitable routines or activities recently?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I keep things in my pocket or briefcase that I can work on whenever I get spare moments?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I try to live in the present, thinking of what needs to be done now instead of rehashing past errors or successes or worrying about the future?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I make use of a time log to determine if I am slipping back into unproductive routines?	<input type="checkbox"/>	<input type="checkbox"/>
• Am I constantly striving to establish habits that will make me more effective?	<input type="checkbox"/>	<input type="checkbox"/>
• Do I keep in mind the dollar value of my time?	<input type="checkbox"/>	<input type="checkbox"/>
• Am I really in control of my time?	<input type="checkbox"/>	<input type="checkbox"/>
• Are my actions determined primarily by me, not by my circumstances or by other people's priorities?	<input type="checkbox"/>	<input type="checkbox"/>

# The Professional Salesperson

As of the printing of this chapter, the turnover rate in the retail auto industry is over 60%. This means that in any given year, 6 out of every 10 salespeople will leave the dealership for another position, or another occupation altogether.

Though there are many reasons for this, one of the prime motivators for the turnover rate is that the salesperson does not strive to do everything reasonably possible to succeed. Because of fear, laziness, lack of leadership or poor training, the salesperson simply relies on the luck of the sale instead of the skill necessary for maximizing his/her success on each and every prospect and customer.

The salesperson needs a manager who can train, and show him/her the steps necessary in order to be successful. As managers, we sometimes feel that machines should oil themselves. It could be that your salespeople do not know how to become successful. We assume that he/she is intelligent enough to know how to seek out the information, and put this material into a plan that will ultimately lead toward achievement.

Your main goal in this session is to make your salespeople aware of what it takes to become a professional salesperson.

## THE PROFESSIONAL SALESPERSON



### OBJECTIVE:

To have your salespeople realize that the only way to become a professional auto salesperson is by thoroughly understanding what it takes to become one.

### TIME ALLOTMENT:

**10 minutes** - Brief description of your views on the importance of performing their duties in a professional manner.

**10 minutes** - Pass out the worksheet and have your salespeople fill in as many answers as they can in the time allotted.

**10 minutes** - Ask your salespeople to give their ideas on what it takes to be a professional auto salesperson.

*(Time for each of these can be altered depending on how much time is available. If you have more time, concentrate on the last segment involving them in the discussion. Remember: They will believe it more if they say it.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- Why is it important to be a professional?
- What are the benefit?
- What are the loses without professionalism?

### RESULTS:

See if your salespeople do more work on their own. Have they become more productive in the showroom? If not, some one-on-one instruction may be necessary.

## THE PROFESSIONAL SALESPERSON



A "Professional" is one who:

- Consistently strives for excellence.
- Continuously learns about his/her profession.
- Has a plan for being successful.

**List all of the things that a person would need to do in order to become a professional auto salesperson:**

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## THE PROFESSIONAL SALESPERSON



A **“Professional”** is one who:

- Consistently strives for excellence.
- Continuously learns about his/her profession.
- Has a plan for being successful.

**List all of the things that a person would need to do in order to become a professional auto salesperson:**

- Prospect and network for business
- Productively follow-up with prospects and customers
- Do a complete product presentation
- Always stay positive
- Set realistic goals and create action plans
- Learn to handle objections
- Be organized with effective time management
- Keep accurate statistics
- Learn to listen
- Be nice to everyone
- Qualify customers properly
- Do a memorable delivery
- Set appointments with all phone-ups
- Be committed and never give up



# Telephone Skills

The dealership spends thousands of dollars per month on various forms of advertising to attract prospects in order to stay in business. The telephone then becomes a powerful tool for attracting additional customers to your store. And the only way to make this method work is for your salespeople to become proficient at using the phone.

Your salespeople's ability to handle phone-ups professionally, as compared to walk-in customers, will be a determining factor for gaining additional sales in the dealership. Individuals calling for information on the phone cannot be handled like customers walking through the door. Since there's no face-to-face contact, the only thing the phone-up prospect can judge your dealership is by the salesperson's tone of voice, and what is said. Also, how they deal with their questions and concerns will be the determining factor for getting an appointment. Here are some strategies that will help make taking a phone-up more profitable:

- Answer the phone with enthusiasm.
- Create a sense of urgency.
- Have a fluid, steady presentation.
- Remain in control by asking questions.
- Strive to set an appointment with everyone.
- Offer to take the vehicle to where they work.
- Log every phone-up.
- Follow-up within 24 hours.

Your goal is to get your salespeople to become more comfortable and productive with the telephone.

## TELEPHONE SKILLS



### OBJECTIVE:

To get your salespeople to become comfortable and productive with the telephone.

### TIME ALLOTMENT:

**5 minutes** - Explain how important the telephone is.

**20 minutes** - Pair up your salespeople and have each of them do the role play to the other.

**5 minutes** - Congratulate them on doing a great job and summarize the good things you heard.

*(You don't have to stand over each one of them to listen to their role plays. Stand off to the side and observe. Try to pick several positive and negative things that you heard. With the negative, you don't need to point a finger. **You have 3 sections with the salesperson on the front page, and the prospect on the back. There is an evaluation form at the end of this section to use for all the scenarios. Place the name of the vehicle you wish to use in the blank spaces.**)*

### QUESTIONS TO ASK FOR DISCUSSION:

- Who feels they are good at handling phone-ups?
- What skills make you good at handling phone-ups?
- Why would salespeople be uncomfortable on the phone?

### RESULTS:

The telephone is one more tool the salesperson can use toward his/her success. Some one-on-one instruction throughout the day would be an excellent follow-up.

## TELEPHONE SKILLS: THE WALKOUT



### The Salesperson

### Following-Up with the Walkout

**Prospects Name:** Mike Smith

**Profile of the Shopper:** Mike entered the dealership alone on a weekday three days ago. You waited on this customer and approached him with your best greeting. At the time, Mike was driving a borrowed vehicle because he was new in the community.

**Interest:** As you recall, Mike asked for literature on the new \_\_\_\_\_ and checked the window prices of two models on the showroom floor. Mike also inquired about the availability of monthly payments and the usual downpayment required. After a brief look at the two vehicles on the floor, you offered a test drive which was immediately refused. Mike thanked you for your time and departed, apparently in a hurry. It was difficult to hold Mike's attention in conversation and responses to questions did not provide much useful information.

You did manage to get this information:

**Name:** Mike Smith

**Phone:** 555-2343

**Occupation:** Computer Salesperson

## TELEPHONE SKILLS: THE WALKOUT



### The Prospect

### Following-Up with the Walkout

**Profile of the Shopper:** You are Mike Smith. You visited this local dealership three days ago to get price information on a new \_\_\_\_\_ . You are not sure that you can afford a new vehicle at this time. You had an accident with your present vehicle, which you bought used. The salesperson gave you some literature on the model you're looking at, and offered you a test drive.

**Summary of Dealership Visit:** You were not impressed with the salesperson who waited on you. You felt the salesperson was a little too pushy for your taste, and wanted to get the sale today. You are thinking about the additional expense of having another monthly payment, especially considering you've just got this new job and have only been employed there for three months. You've always wanted one, and would be able to afford it if you purchased it now, though finances would get a little tight.

### Guidelines for the Phone Call:

- Act a little annoyed that the salesperson called since it was just after supper while you were doing the dishes.
- Using an indifferent attitude, force the salesperson to try to win you over. Remember, you were not impressed with the salesperson's pushiness on the first visit, though he did treat you professionally. Question the salesperson thoroughly to probe his willingness to help you select the right vehicle at the right price.
- Set an appointment only if you are convinced that the salesperson, his dealership, and his product are worthy of your reconsideration.

## TELEPHONE SKILLS: THE PAST CUSTOMER



### The Salesperson

### Following-Up with the Past Customer

**Prospects Name:** Jane Smith

**Profile of the Shopper:** Four years ago, Jane traded in a four door luxury model sedan for an all purpose vehicle, which she financed through your dealership's financing source. The reason for switching to this style vehicle was that she was just starting out in catering, and she was looking for a vehicle that was going to serve both her personal and business needs. During the course of your present conversation, you learn that her business has expanded and she may be considering purchasing something larger.

### Important Considerations for this Past Customer:

- How satisfied is this customer with her present vehicle?
- Emphasize the value of her vehicle in the used car market.
- Stress features and benefits of your vehicle over the competition if she brings it up.
- Be ready to relate specific details about a vehicle you have in stock.
- Listen to any additional information customer is relating.
- Arrange for an appointment, or offer to take one out to her.

## TELEPHONE SKILLS: THE PAST CUSTOMER



### The Prospect

### Following-Up with the Past Customer

**Profile of the Shopper:** You are Jane Smith. Since your last purchase, your business has expanded, and you recently opened the popular gourmet food shop on Main Street. Catering is still a major portion of the business. You purchased an all purpose vehicle four years ago, and have been satisfied in every way. Payments were completed through the dealership's financing company.

**Interest:** You are beginning to think about trading for a new vehicle for yourself, but you've also begun looking at a larger vehicle that would accommodate your expanding business. You recently looked at some other product lines, but you're still leisurely shopping. Trade-in value of your current vehicle is of importance.

## TELEPHONE SKILLS: THE PHONE-UP



### The Salesperson

### Following-Up with the Phone-Up

**Prospect's Name:** Irene McDonald

**Profile of the Shopper:** Irene has called your dealership to get information on a \_\_\_\_\_. She is a Real Estate agent and has been selling for approximately six years. She is at the point where her current vehicle doesn't offer her enough room to drive her clients in comfort.

**Interest:** Irene drives a five year old mid-size car. Much of her time is spent driving her clients to the home sites. Her business has expanded to the point of being able to afford a larger, more luxurious vehicle. She has the option of choosing from several carlines. Safety, luxury, size and care after the sale are her major concerns.

### Important Strategies for this Lead:

- Probe present vehicle usage.
- Stress business growth; a larger vehicle would be in order.
- Relate product benefits to prospect's needs.
- Review benefits to her clients.

## TELEPHONE SKILLS: THE PHONE-UP



### The Prospect

### Following-Up with the Phone-Up

**Prospect's Name:** Irene McDonald

**Profile of the Shopper:** You are Irene McDonald, a Real Estate agent in a local office. You have just called your local dealership regarding a new vehicle.

While your five year old vehicle has served you well, it doesn't handle your expanded business needs. You need more room and luxury, but as a salesperson, you'll want the best possible deal. Your business is doing well enough to be able to afford a luxury vehicle.

### Important Considerations for this Phone-Up Customer:

- You have never been treated well by salespeople in the past, so the process of shopping around makes you uncomfortable.
- You've never driven a bigger vehicle and are worried about feeling uncomfortable when you take delivery.
- Be a little aloof and let the salesperson try to sell you on why you should deal with him.
- You might be interested if the salesperson can show you how his vehicle will conform to your needs, and the he will take care of your needs after the sale.



## TELEPHONE SKILLS OBSERVATION CHECKLIST



### The Observer

During the practice calls, listen and evaluate how well the salesperson handled the call. Make notes so that you can give meaningful feedback.

### Customer calling dealership:

#### Did the salesperson:

- answer the phone with enthusiasm?  Yes  No
- build rapport?  Yes  No
- create a sense of urgency?  Yes  No
- gather the proper information?  Yes  No
- identify customer wants and needs?  Yes  No
- set an appointment?  Yes  No
- get customer's name and phone number?  Yes  No
- build value in product and dealership?  Yes  No
- generate interest?  Yes  No
- sell dealership services?  Yes  No
- offer to send literature?  Yes  No

### Salesperson calling customer:

#### Did the salesperson:

- identified him/herself and dealership?  Yes  No
- give a reason for making the call?  Yes  No
- ask if he/she is calling at a good time?  Yes  No
- answer the phone with enthusiasm?  Yes  No
- build rapport?  Yes  No
- create a sense of urgency?  Yes  No
- gather the proper information?  Yes  No
- identify customer wants and needs?  Yes  No
- set an appointment?  Yes  No
- get customer's name and phone number?  Yes  No
- build value in product and dealership?  Yes  No
- generate interest?  Yes  No
- sell dealership services?  Yes  No
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- gather the proper information?  Yes  No
- identify customer wants and needs?  Yes  No
- set an appointment?  Yes  No
- get customer's name and phone number?  Yes  No
- build value in product and dealership?  Yes  No
- generate interest?  Yes  No
- sell dealership services?  Yes  No
- offer to send literature?  Yes  No

# Sales Killers

There is nothing easier — or more difficult — than selling. The simple part of sales is finding a customer. There's one out there somewhere. But selling is one of the toughest jobs. Doing it over and over again takes tremendous skills, persistence and resiliency.

At the top of every auto dealership's charts today is sales productivity. Increasing volume, having your sales manage themselves efficiently, making your salespeople accessible to prospects and constantly adding new customers is the prototype of today's auto salesperson.

What keeps good salespeople from achieving even better results has little to do with particular techniques or what's being sold. Greater success comes from being able to spot the "sales killers," those actions and attitudes that result in dead deals, wasted time, discouragement and making excuses for unacceptable performance.

Your goal is to have your salespeople understand what they could be doing or saying that would cause them to lose sales.

## SALES KILLERS



### OBJECTIVE:

To teach your salespeople how to spot areas that could actually lose sales for them.

### TIME ALLOTMENT:

**5 minutes** - A short discussion on how areas outside the actual selling process could be responsible for lost sales.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Discuss the worksheet as a group.

*(As you start asking your salespeople for answers on the worksheet, say a little about each one as you go. This will keep the conversation going. Don't be afraid to ask your salespeople a lot of questions to get the answers you are looking for. This will make you a better facilitator as compared to a lecturer.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- Aside from selling skills, do you ever do anything that would cause you to lose a sale? What?

### RESULTS:

By having your salespeople recognize these sales killers, they will become more productive with every customer.

### SALES KILLERS



What keeps good salespeople from achieving even better results has little to do with particular techniques or what's being sold. Greater success comes from being able to spot the "sales killers," those actions and attitudes that result in dead deals, wasted time, discouragement and making excuses for unacceptable performance.

**List as many things as you can that can cause a salesperson to lose a sale:**

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## SALES KILLERS



**List as many things as you can that can cause a salesperson to lose a sale:**

- **Choosing prospects for the wrong reason**  
Salespeople seek out and are drawn to prospects who are like them. They tend to pick and choose prospects they think they can sell, or prospects they feel comfortable dealing with.
- **Dismissing prospects too quickly**  
Salespeople should work with prospects as if he/she was the last prospect they will have. They shouldn't be in such a hurry to dismiss them for whatever reason.
- **Not letting prospects talk**  
The chances of making the sale increase the longer the prospect talks. The best salespeople are those who create a climate for the customer to become highly involved in the buying process.
- **Not understanding the prospect's buying style**  
Everyone buys in different ways and for different reasons. If your salespeople try to sell everyone the same, they may be missing important factors that will lead toward the sale.
- **Failing to develop the customer's confidence**  
Customers want confidence in the salesperson, the company and the product. If salespeople are the link between the customer, who they represent and what they sell, buyers must have confidence in that salesperson.
- **Lack of consistent follow-through**  
How your salespeople behave over time is the key to increased sales. They need to give their customers plenty of opportunity to realize that they are consistent performers. They do what they say — they respond promptly.
- **Not doing an enthusiastic presentation**  
Vehicle buying is still an emotional purchase. The more excited the prospect becomes, the easier the sale. If your salespeople can't get excited about their products, how can they expect their prospects to get excited.
- **Not performing the social courtesies**  
When a prospect is going to decide who to give his/her hard earned money, how the prospect is treated becomes a deal breaker. We all want to be served as if we were the most important customer in the world.
- **Not understanding how to handle objections**  
How your salespeople handle objections is going to determine whether the prospect allows them to go to the next level of the sale.

# Prospecting/Networking

There are several facets of the auto industry that a salesperson cannot control. One of these is the number of customers that will come through the door on any given day. Consequently, the number of sales one can generate becomes a guessing game, making it difficult to systematically predict a monthly income. Since his/her earnings are derived primarily from commissions, he is constantly under pressure to make the maximum amount on each customer, instead of on a volume of customers.

Waiting for customers to stroll into the dealership at their own pace is not the answer. A salesperson has to be able to control his destiny if he wants to become successful and earn a lot of money. The only way he can do this is to take the bull by the horns and bring some customers into the dealership himself. It's not always easy and it does take a lot of work. But the only way salespeople can protect themselves from having these lulls happen is to prospect, or network on their own.

Although the word prospecting makes most salespeople twinge when they hear it, they twinge even more when they have to do it. But they'll soon learn that all successful salespeople have some method of prospecting that works for them.

Your goal is to get your salespeople to realize that if they want to earn more money than they do now, they need to start developing a clientele outside the dealership.

## PROSPECTING/NETWORKING



### OBJECTIVE:

To get your salespeople to realize that if they want to earn more money than they do now, they need to start developing a clientele outside the dealership.

### TIME ALLOTMENT:

**5 minutes** - A short discussion on the value of prospecting.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Discuss the worksheet as a group.

*(As you start asking your salespeople for answers on the worksheet, say a little about each one as you go. This will keep the conversation going. Don't be afraid to ask your salespeople a lot of questions to get the answers you are looking for. This will make you a better facilitator as compared to a lecturer.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- Is there any value in prospecting or networking for business? What?
- Has anyone ever brought a prospect in on his/her own? Tell us about it?

### RESULTS:

By having your salespeople prospect/network for business, hopefully their sales and incomes will increase.



## PROSPECTING/NETWORKING



If a salesperson wants to increase his/her sales and income, just taking ups is not the answer. Realize that all successful salespeople have some method of prospecting that works for them. Because your income could become affected in ways beyond your control, Prospecting/Networking becomes important for the following reasons:

- Dealership could cut back on the advertising
- Weather becomes abnormal
- Economy drops
- You could get sick and miss several weeks
- Manufacturer doesn't offer any incentives.

**List as many prospecting/networking programs you can use in order to increase your income:**

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## PROSPECTING/NETWORKING



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- Weather becomes abnormal
- Economy drops
- You could get sick and miss several weeks
- Manufacturer doesn't offer any incentives.

**List as many prospecting/networking programs you can use in order to increase your income:**

- **Cold calls from the phonebook** \_\_\_\_\_
- **Orphan files (files of customers whose salespeople are gone)** \_\_\_\_\_
- **Referrals from present customers** \_\_\_\_\_
- **Repeat business** \_\_\_\_\_
- **Passing out business cards** \_\_\_\_\_
- **Business and social organizations** \_\_\_\_\_
- **Visiting businesses** \_\_\_\_\_
- **Mailout program** \_\_\_\_\_
- **Newspaper advertising** \_\_\_\_\_
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# Gaining a Competitive Advantage

Your salespeople's business will flourish if they find ways to gain a competitive advantage of their competition. Many salespeople base their entire selling process on three things:

- **The Price**
- **The Vehicle**
- **The Dealership**

If your salespeople are basing their sale on these, it may not be enough to give their prospects enough reasons why they should buy from them. So, before they let their prospects leave the dealership without purchasing, the very first question they need to ask themselves is:

**“What makes me different  
from every other salesperson out there?”**

Because let's face it, if they're not going to do anything different than other salespeople, why should the prospect buy from them? It's not going to be because of the vehicle because everyone has nice vehicles — and it's not going to be because of the price because no matter what price they give them, everyone can beat it.

It needs to be something they did to make the prospect want to buy from them.

Your goal is to get your salespeople thinking of ways to separate themselves from every other salesperson — in essence, gaining that competitive advantage.

## GAINING A COMPETITIVE ADVANTAGE



### OBJECTIVE:

To get your salespeople thinking of ways to separate themselves from every other salesperson — in essence, what will make them different.

### TIME ALLOTMENT:

**5 minutes** - A short discussion on what it means to have a competitive advantage other than price.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Discuss the worksheet as a group.

*(As you start asking your salespeople for answers on the worksheet, say a little about each one as you go. This will keep the conversation going. Don't be afraid to ask your salespeople a lot of questions to get the answers you are looking for. This will make you a better facilitator as compared to a lecturer.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What do you do that separates yourself from other salespeople?
- Have any of your customers given you reasons why they specifically bought from you? Give examples.

### RESULTS:

By having your salespeople separate themselves from other salespeople, your “be-back” business should increase dramatically.

## GAINING A COMPETITIVE ADVANTAGE

Before you let your prospect leave the dealership without purchasing, the very first question you need to ask yourself is:

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from every other salesperson out there?”**

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**List things you can do to gain a competitive advantage over other salespeople:**

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## GAINING A COMPETITIVE ADVANTAGE

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**List things you can do to gain a competitive advantage over other salespeople:**

- **Start with a positive attitude** \_\_\_\_\_
- **Set your standards high** \_\_\_\_\_
- **Become friends with the prospect** \_\_\_\_\_
- **Be an expert in the auto business** \_\_\_\_\_
- **Write-up everyone** \_\_\_\_\_
- **Show the prospect common courtesies** \_\_\_\_\_
- **Be enthusiastic** \_\_\_\_\_
- **Make the prospect feel like I care** \_\_\_\_\_
- **Get the prospect involved** \_\_\_\_\_
- **Show the prospect my testimonials** \_\_\_\_\_
- **Let the prospect leave with a good feeling** \_\_\_\_\_
- **Follow-Up** \_\_\_\_\_



# The Road to Success

What is success?

**Success is defined as “the progressive attainment of a worthy goal.”**

While this is a good general definition, each one of us has our own specific idea about what success means to us. So, what does success mean for your salespeople? For some people it means status, prestige and respect; for others it means power — the ability to influence and command others. But for most people, their definition of success includes financial independence and security.

So, what is financial independence? Like success, financial independence means something different for each of us. A better question might be: **“What amount of income would make your salespeople financially independent?”**

For some salespeople that might be making \$25,000 per year, for others it might be \$100,000. The important thing isn't the amount of money itself. What really matters is how will your salespeople make enough money for them to feel financially independent.

Understanding how an auto salesperson's business works is one way to make sure your salespeople don't become just another statistic. In order to succeed in auto sales, they have to do what unsuccessful salespeople don't want to do, that is, acquire the knowledge that successful auto salespeople had learned through trial and error.

And they don't have to go through the costly, painful process of trial and error learning. They can prepare themselves for business success by learning all the activities that go into making their business successful, and by making sure that each of them is handled properly.

Your goal is to get your salespeople thinking about what success actually means to them, and how they will attain more success than they currently enjoy.

## THE ROAD TO SUCCESS



### OBJECTIVE:

To get your salespeople thinking about what success actually means to them, and how they will attain more success than they currently enjoy.

### TIME ALLOTMENT:

**5 minutes** - A short discussion on what it means to be successful.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Discuss the worksheet as a group.

*(This is not the time to make an example of low income producers. You simply want to bring out as many ways as you can for auto salespeople to become successful.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What does success mean to you?
- What separates successful people from unsuccessful people?
- Is money the only barometer for success?
- What are some other barometers for success?

### RESULTS:

By having your salespeople start thinking about what it takes to be successful, hopefully you'll see a difference in the way some of your salespeople feel about their business.



## THE ROAD TO SUCCESS



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**What is your concept of success?**

**What do you need to do to become more successful?**

**List the attributes successful people have:**

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## THE ROAD TO SUCCESS

What is success? Success is defined as “the progressive attainment of a worthy goal.” While this is a good general definition, each one of us has our own specific idea about what success means to us. So, what does success mean for your salespeople? For some people it means status, prestige and respect; for others it means power — the ability to influence and command others. But for most people, their definition of success includes financial independence and security.



**What is your concept of success?**

**What do you need to do to become more successful?**

**List the attributes successful people have:**

- **The have high energy** \_\_\_\_\_
- **They expect success** \_\_\_\_\_
- **They act like a winner** \_\_\_\_\_
- **They associate with positive people** \_\_\_\_\_
- **They have good work habits** \_\_\_\_\_
- **They are self-motivated** \_\_\_\_\_
- **They have a positive attitude** \_\_\_\_\_

# Human Development

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# **Auto Manager's 52 Week Lesson Planbook**

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## **Salesperson, Inc.**

PO Box 760278

Lathrup Village, MI 48076-0278

(800) 453-2787

Web Site: [www.slpinc.net/autohome.htm](http://www.slpinc.net/autohome.htm)

Email: [mike.whitty@slpinc.net](mailto:mike.whitty@slpinc.net)

Author: Mike Whitty

Editor: Irene McDonald, Ph.D.

Manufactured in the United States of America

# Customer Satisfaction

Customer satisfaction is not just a term manufacturers use to create another statistic or report. It is a state of mind that should be at the top of every salesperson's list of important reasons why they are in business.

There is one obvious statement that justifies this notion better than any other. That statement is:

**WE NEED CUSTOMERS MORE  
THAN THEY NEED US!**

I've never understood why a salesperson would take a statement like this so lightly. With competition being so fierce, it seems that coddling a customer is the logical thing to do. Here are some hard facts your salespeople need to consider:

- *It costs 5 times as much to attract a new customer through advertising than to retain an existing one.*
- *An average customer who has had an unpleasant experience with a dealership will tell 10 other people about the unpleasant experience.*

Your goal is obvious —

**Promote Outstanding Customer Satisfaction!**

## CUSTOMER SATISFACTION



### OBJECTIVE:

To show your salespeople how customer satisfaction will increase sales by retaining the customers they already have.

### TIME ALLOTMENT:

**5 minutes** - Brief explanation of the benefits for promoting customer satisfaction, and the drawbacks by not having customer satisfaction.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Discuss the worksheet as a group.

*(Make sure to emphasize that the entire auto industry is concerned about customer satisfaction. The number of vehicles that are sold, and the reputation of the dealership are directly proportional to whether or not your customers are truly satisfied.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What are the benefits of promoting customer satisfaction?
- What are the drawbacks of poor customer satisfaction?
- When should customer satisfaction begin?

### RESULTS:

You have the right to expect your salespeople to treat all customers properly, even those customers who are clearly not buying now.

## CUSTOMER SATISFACTION



If you're going to spend hours trying to get your customer to buy from you, you should spend twice as much time keeping them happy so they'll buy from you again. Referrals and repeat customers should become the largest part of your business.

### List 10 things you can do to promote customer satisfaction

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## CUSTOMER SATISFACTION



If you're going to spend hours trying to get your customer to buy from you, you should spend twice as much time keeping them happy so they'll buy from you again. Referrals and repeat customers should become the largest part of your business.

### List 10 things you can do to promote customer satisfaction

- Treat customers the way they want to be treated.
- Return phone calls promptly.
- Show your customer common courtesies (open door, etc.)
- Handle problems with professionalism.
- Always be friendly.
- Go out of your way for your customers.
- Provide a thorough explanation of vehicle options.
- Consistently follow-up with customers and prospects.
- Take care of referral customers.
- Work hard to get them what they want.



# Active Listening

The most sincere compliment you can pay another person is to listen well when they speak. You do this by directing all your attention to the person who is speaking.

Effective communication depends on a cooperative exchange between two people. One person has to talk, and one person has to listen. And it's not enough to just listen. It's also important that the speaker believes you are listening. Here are several ways to give a speaker evidence you're listening:

- Nod at appropriate places to show you're attentive and understand the speaker's message.
- Occasionally make a casual remark like "yes" or "I see."
- Make eye contact while listening.
- Maintain an "open body stance" — in other words, don't stand with arms folded or turn away from your customer while he's talking with you.

These are not the only ways to promote active listening. But they are a start for the novice who has trouble in this area.

Your goal is to help your salespeople become excellent listeners.

## ACTIVE LISTENING



### OBJECTIVE:

To discuss which bad habits your salespeople should try to avoid in order to become better listeners.

### TIME ALLOTMENT:

**5 minutes** - Brief explanation of what Active Listening is.

**10 minutes** - Pass out the worksheet and have your salespeople fill in as many answers as they can.

**15 minutes** - Discuss the worksheet as a group and have them fill in any answers they didn't have.

*(Keep in mind that you do not have to be an expert in this subject. After you have your salespeople fill in the worksheet, call on each one to give you an answer. When you're finished, see if you can evoke any additional answers on your answer sheet.?)*

### QUESTIONS TO ASK FOR DISCUSSION:

- Have you ever spoken to someone you didn't think was listening? How did that make you feel?
- At what part of the conversation should most of your listening take place?

### RESULTS:

The best way to check their understanding is to see how well they listen while you speak to them.

## ACTIVE LISTENING

**Make a list of the most annoying listening habits you should avoid**



- Using a speaker phone
- Chewing gum
- \_\_\_\_\_
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## ACTIVE LISTENING



**Make a list of the most annoying listening habits you should avoid**

- Using a speaker phone
- Chewing gum
- Interrupting
- Holding side conversations
- Lack of eye contact
- No response/feedback
- Asking questions that have been answered
- Correcting grammar or word choice
- Completing my sentence for me
- Showing complete lack of interest for what I'm saying
- Walking away, but claim to be listening
- Answering before I've finished asking the question
- Looking at your watch frequently while someone talks
- Appearing impatient
- Saying they understand when they don't
- Disagreeing with everything I say
- Having bad breath and sitting too close
- Allowing distractions to interfere
- Coughing and throat clearing
- Ignoring me to answer the phone
- Grooming, combing hair, putting on makeup
- Snacking in front of customer
- Doodling
- Finger tapping
- Blank stares
- Shuffling papers
- Reading the mail, newspaper, watching television
- Listening to someone on the phone
- Abruptly changing the subject
- Smoking

# Self-Assessment

No matter what we do, whether it be in our business, personal or recreational lives, the only way that we can improve or change habits is through a process of self-assessment. We need to take the time to look deep within ourselves to learn more about our own strengths and weaknesses. It's this type of brutal honesty that will take us from one level to the next.

And it's not just looking at our weaknesses that's important. It's just as important to build on our strengths. Just because a person is a professional basketball player doesn't mean that he/she is proficient at every part of the game. He may be an excellent shooter, great defender, or have a fantastic assist record, but doesn't shoot free throws well. What separates this professional from the rest of his peers is that he has taken his strengths to a higher level of proficiency, which then sustains him until he can improve his weaknesses.

This philosophy can also be applied to our business. One of your salespeople may be excellent at product knowledge, so he wows his customers with this strength. But unless he becomes aware of his possible weakness, the overall presentation may suffer.

Your goal is to help your salespeople establish some parameters for self-assessment, and motivate them to improve.

## SELF-ASSESSMENT — PERSONAL SKILLS



### OBJECTIVE:

To demonstrate to your salespeople how continuous self-assessment will help to increase their strengths and improve their weaknesses.

### TIME ALLOTMENT:

**5 minutes** - Brief explanation of self-assessment.

**10 minutes** - Pass out the worksheet.

**15 minutes** - Review the worksheet giving some examples as you proceed.

*(Do not spend most of the meeting pointing out the weaknesses of your salespeople. This is not meant to be a gripe session. Remember: Your goal is to get your salespeople to self-assess themselves on a continuous basis.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What is self-assessment?
- How often should we assess ourselves?
- Does anyone have an assessment process they can share with the group?
- Is self-assessment necessary to reach your goals?

### RESULTS:

The topic of self-assessment should not end with this single lesson. Continue to monitor yourself as well as your staff, since this is an ongoing process.

**SELF-ASSESSMENT — PERSONAL SKILLS**

**Look within yourself to see where  
your strengths and weaknesses lie**



<b>Behavior</b>	<b>Strength</b>	<b>Weakness</b>
1. Friendliness		
2. Likes people		
3. Product knowledge		
4. Making social contact		
5. Closing sales		
6. Service to customers		
7. Time management		
8. Organization - record keeping		
9. Neat in appearance		
10. Handling customer complaints		
11. Following-up		
12. Appropriate dress		
13. Cold calling		
14. Public speaking		
15. Sincerity		
16. Handling rejection		

**SELF-ASSESSMENT — PERSONAL SKILLS**

**Look within yourself to see where  
your strengths and weaknesses lie**



<b>Behavior</b>	<b>Strength</b>	<b>Weakness</b>
17. Handling frustration		
18. Referral techniques		
19. Phone techniques		
20. Time you start your day		
21. Time you finish your day		
22. Promptness		
23. Planning and goal setting		
24. Desire to win		
25. Making first impressions		
26. Positive mental attitude		
27. Honesty		
28. Faith in your abilities		
29. Handling financial pressures		
30. Handling constructive criticism		
31. Discipline		
32. Getting along with managers		



## SELF-ASSESSMENT — PEOPLE SKILLS



**How well we interact with people affects how well we do in the business world. The following are people skills that are often equal to, if not more important than your technical skills. Read the list and test yourself.**

	Always	Sometimes
1. I feel at ease in most situations.	<input type="checkbox"/>	<input type="checkbox"/>
2. I am able to talk comfortably to strangers as well as friends.	<input type="checkbox"/>	<input type="checkbox"/>
3. When I meet people, I treat them as I want to be treated.	<input type="checkbox"/>	<input type="checkbox"/>
4. I allow others to express their opinions even if I don't agree.	<input type="checkbox"/>	<input type="checkbox"/>
5. When they talk, I look at and listen to them carefully.	<input type="checkbox"/>	<input type="checkbox"/>
6. I am an optimistic person and I give off "positive vibes."	<input type="checkbox"/>	<input type="checkbox"/>
7. People often ask, "What did you say" when I'm talking.	<input type="checkbox"/>	<input type="checkbox"/>
8. I am never willing to consider advice from others.	<input type="checkbox"/>	<input type="checkbox"/>
9. I can never accept compliments without being embarrassed.	<input type="checkbox"/>	<input type="checkbox"/>

**SELF-ASSESSMENT — PEOPLE SKILLS**

	Always	Sometimes
10. It is important that other people have a good opinion of me.	<input type="checkbox"/>	<input type="checkbox"/>
11. I encourage others to tell me about themselves, but avoid questions about myself.	<input type="checkbox"/>	<input type="checkbox"/>
12. In either business or social situations, I enjoy meeting people.	<input type="checkbox"/>	<input type="checkbox"/>
13. I have a sense of humor about myself and can laugh about awkward and embarrassing situations.	<input type="checkbox"/>	<input type="checkbox"/>
14. I have a good opinion about people, myself included.	<input type="checkbox"/>	<input type="checkbox"/>
15. I never judge other people by their physical appearance.	<input type="checkbox"/>	<input type="checkbox"/>
16. I feel comfortable touching others before they touch me first.	<input type="checkbox"/>	<input type="checkbox"/>
17. I treat other people as equals when we meet.	<input type="checkbox"/>	<input type="checkbox"/>

If you answered “Always” to all of the statements, congratulations on your super people skills. If you answered “Sometimes” to any of the statements, those are skills you will need to think about. But remember, this questionnaire is only meant to promote thought in these areas, not to determine whether you have outstanding people skills.

## SELF-ASSESSMENT — BUSINESS SKILLS



There's a big difference between a person working on a salary, and one that works on commission. The commissioned salesperson has to virtually run his/her own business. Answer the following questions to see what your business aptitude is:

- |  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| 1. Are you a self-starter?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Are you entrepreneurial by nature?                              | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Can you motivate yourself on a daily basis?                     | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Will you do whatever it legally takes to make money?            | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Do you enjoy learning new ideas?                                | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Do you give up easily?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Are you really motivated by money?                              | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Do you strive to win no matter what you do?                     | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Are you willing to take controlled risks no matter what you do? | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Are you an organized individual?                               | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Will you work whatever hours it takes to make money?           | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Will you take work home with you if needed?                    | <input type="checkbox"/> | <input type="checkbox"/> |

**SELF-ASSESSMENT — BUSINESS SKILLS**

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 13. Will you learn to work a computer to be successful?             | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Do you like to keep busy throughout the day?                    | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Do you read business books, cassettes, go to seminars, etc.?    | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. Do you eat right and keep yourself physically and mentally fit? | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. Do you set goals with written plans?                            | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. Will you get to work early and stay late if needed?             | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. Do you take advice well?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. Will you seek advice to make your business succeed?             | <input type="checkbox"/> | <input type="checkbox"/> |
| 21. Do you have a strong work ethic?                                | <input type="checkbox"/> | <input type="checkbox"/> |
| 22. Are you friendly to other people?                               | <input type="checkbox"/> | <input type="checkbox"/> |
| 23. Do you like to have fun in whatever you do?                     | <input type="checkbox"/> | <input type="checkbox"/> |
| 24. Do you like to buy things?                                      | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. Do you normally make enough money to buy whatever you want?     | <input type="checkbox"/> | <input type="checkbox"/> |
| 26. Are you the sole income producer in your family?                | <input type="checkbox"/> | <input type="checkbox"/> |
| 27. Do you have a retirement account?                               | <input type="checkbox"/> | <input type="checkbox"/> |
| 28. Do you have a college fund for your children?                   | <input type="checkbox"/> | <input type="checkbox"/> |



# Problem Solving

The ability to solve problems in a systematic manner will have a profound impact on the success or failure of a salesperson or manager. There's an old adage that goes:

**“People are either problem bringers  
or problem solvers.”**

Although all problems are different, the system to solve problems is the same. The steps involved in problem solving are:

- Problem statement
- Causes
- Solutions
- Action Plan

**Problem:** This section tells the salesperson what the problem actually is. Sometimes he may mistake “causes” for the problem. For example, a salesperson may say, “our commission structure is low.” But the problem may be, “My sales volume is poor.”

**Causes:** This section is meant to “brainstorm” and identify the real reasons for the problem.

**Solution:** In this stage, the salesperson tries to ascertain what needs to be done to handle the problem.

**Action Plan:** And the final step is how will the salesperson go about solving the problem in a systematic way.

Your goal is to teach your salespeople how to solve their own problems. This technique should work for both their personal, as well as their business problems.

## PROBLEM SOLVING



### OBJECTIVE:

To show your salespeople that by systematically solving problems and eliminating them quickly, they will become more productive.

### TIME ALLOTMENT:

**10 minutes** - With the synopsis on the first page, thoroughly describe the system used to solve problems.

**20 minutes** - Review the example on the worksheet. Then have your salespeople choose a problem they are having to work with. Use the blank worksheet on page 22.

*(Remember: Don't portray yourself as an expert. Your responsibility as a manager or trainer is to be a leader who works along with the salespeople, not above them. When training, use questions to evoke the responses you are looking for.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- How do you normally try to solve your problems?
- Do all problems need to be solved? Why?
- What happens to a problem that is not solved?

### RESULTS:

By teaching your salespeople how to properly identify and solve problems, and how to prevent obvious problems from occurring, you may ultimately realize fewer sales related conflicts within your dealership.

## PROBLEM SOLVING



**Here is an example of a problem used by a sales manager. After you review it, follow the same system with a problem you are currently having at your dealership.**

**Problem:** Salespeople are not performing to acceptable standards.

**Causes:**

- Salespeople will not prospect.
- They are not persistent closers.
- They are not accountable for reaching goals.
- They have no incentive.
- They are very disorganized.

**Solutions:**

- Have salespeople create achievable goals.
- Review daily work objectives.
- Research better incentive plans.
- Help them close more sales.

**Action Plan:** Objective: To get my salespeople to attain higher standards.

Timetable: One month

Method:

- Help them set their goals.
- More one-on-one instruction.
- Create a systematic training program.
- Get weekly feedback.
- Create more pride and motivation.
- Institute an organizational planbook.
- Develop 100% T.O. to manager.

## PROBLEM SOLVING



**On the worksheet below, state a problem that you are currently having in your job as a salesperson, and systematically try to arrive at a meaningful solution.**

**Problem:**

**Causes:**

**Solutions:**

**Action Plan:** Objective:

Timetable:

Method:



# Motivation

The purpose of motivation is to get your salespeople to **WANT** to perform with excellence. The skill of motivating is often elusive. People may be highly motivated one day, and less motivated the next. One individual may respond to incentives or contests, while another may resist these. One person may be stimulated by challenges, while another is prompted by stability and security.

Organizations spend more time and money each year trying to motivate their people. Many claim to have the answer, yet this significant amount of time, effort and money are wasted in the quest for motivating people, because the result is usually a short-term effect.

In reality, each person is different and needs different motivators. What motivates one person does not necessarily motivate another. All too often, we assume that what motivates us will do the same for our salespeople. If you can understand what causes one of your salespeople to perform, then you can help him/her to achieve excellence based on this unique motivator. People have individual and personal reasons for doing things, which we frequently overlook. Excellent managers must actively seek to discover and understand their salespeople's motives and help build personal methods to achieve success.

Your goal is to get your salespeople to realize what really motivates them, and to make an effort to build around each individual's motives.

## MOTIVATION



### OBJECTIVE:

To get your salespeople to understand what motivates them to excel at their jobs.

### TIME ALLOTMENT:

**5 minutes** - Have each salesperson write down their own definition of motivation.

**5 minutes** - Ask for volunteers to read their definition.

**20 minutes** - Have your salespeople write down as many motivators as they can. When you see the writing slow down, go around the room and ask each salesperson to give you one.

*(Remember: Don't portray yourself as an expert. Your responsibility as a manager or trainer is to be a leader who works along with the salespeople, not above them. When training, use questions to evoke the responses you are looking for.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What is motivation?
- Are salespeople motivated by the same things?
- Can we do a good job without being motivated?
- What factors need to be present to have motivation.

### RESULTS:

It stands to reason that if your salespeople are highly motivated, their performance will be greater. But this responsibility does not rest with salespeople alone. As a leader, you must continue to instill reasons for your staff to become, and remain motivated.

## MOTIVATION



What is your definition of motivation?

Make a list of things that motivate people to succeed:

- |                             |           |
|-----------------------------|-----------|
| 1. <u>Competition</u> _____ | 11. _____ |
| 2. _____                    | 12. _____ |
| 3. _____                    | 13. _____ |
| 4. _____                    | 14. _____ |
| 5. _____                    | 15. _____ |
| 6. _____                    | 16. _____ |
| 7. _____                    | 17. _____ |
| 8. _____                    | 18. _____ |
| 9. _____                    | 19. _____ |
| 10. _____                   | 20. _____ |

## MOTIVATION



What is your definition of motivation?

Make a list of things that motivate people to succeed:

- |                        |                       |
|------------------------|-----------------------|
| 1. <u>Competition</u>  | 11. <u>Challenge</u>  |
| 2. <u>Paying Bills</u> | 12. <u>Success</u>    |
| 3. <u>Money</u>        | 13. <u>Security</u>   |
| 4. <u>Love</u>         | 14. <u>Approval</u>   |
| 5. <u>Power</u>        | 15. <u>Control</u>    |
| 6. <u>Independence</u> | 16. <u>Acceptance</u> |
| 7. <u>Stability</u>    | 17. <u>Structure</u>  |
| 8. <u>Variety</u>      | 18. <u>Revenge</u>    |
| 9. <u>Fear</u>         | 19. <u>Failure</u>    |
| 10. <u>Hype</u>        | 20. <u>Charity</u>    |

# Positive Work Environment

**The more harmonious the work environment is on the showroom floor, the higher your salespeople's productivity will be.**

If you believe in the previous statement, then it stands to reason that the person in charge should do everything possible to turn the dealership into a desirable workplace. By keeping your salespeople positive, your dealership should produce more sales, and the work produced should be of a higher quality with fewer mistakes. When your salespeople are relaxed and happy, they concentrate better and come much closer to reaching their potential.

Your customers will sense if your work environment is comfortable, efficient and productive by noticing the attitudes of your salespeople. But Beware! A single negative attitude can cause a harmonious atmosphere to deteriorate.

- A sales manager with a negative attitude puts a damper on the entire operation. Nobody escapes.
- A small "click" of negative workers can result in a loss of team effort.
- A department can often overcome a negative attitude from one employee, but it takes work.

Your goal is to make sure that the attitude in the sales department is always positive, and this attitude starts with you. Your attitude will be greatly valued by your staff.

## POSITIVE WORK ENVIRONMENT



### OBJECTIVE:

To create a more positive work environment within the workplace, which will increase productivity and reduce mistakes.

### TIME ALLOTMENT:

**5 minutes** - Explain the benefits for having a positive work environment.

**25 minutes** - Read the worksheet, then discuss the scenarios at the bottom of each page.

*(It is important to remember that when you are discussing such an issue, never point fingers at anyone in the group. This type of lesson is meant to increase the attitude of all salespeople, not just one individual.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- If a salesperson in the dealership should develop a bad attitude, what can you personally do to help him/her?
- What are some repercussions from having a poor attitude?
- How does your personal life affect your attitude at work?

### RESULTS:

A good positive attitude will be appreciated by all. Both management and salespeople should contribute to this overall effect for a better work environment. It should be consistent.

## POSITIVE WORK ENVIRONMENT



Nowhere is a positive attitude more appreciated than the positive mood present at the job site. There are several reasons for this:

- For many people, going to work is not what they would prefer to be doing. So, working near a positive person makes the work week more enjoyable.
- Some co-workers may have extremely stressful private lives. Work can be a place to meet positive people so they can at least temporarily forget about some of their difficulties.
- Sales Managers depend upon a positive attitude of employees to establish “team spirit.” Positive attitudes make everyone’s job a little easier.
- Approximately half of a person’s waking hours are spent in the workplace. Without a positive attitude, this amount of time could seem endless.

**Read the scenario below and discuss it as a group.**

Joyce was the most dedicated and talented salesperson in the dealership. But her negative attitude not only stifled the productivity of others, but also caused the decline of her own sales. Joyce’s negative attitude made her a “loner” at work.

**What can be done to help Joyce?**

## POSITIVE WORK ENVIRONMENT



Nowhere is a positive attitude more appreciated than the positive mood present at the job site. There are several reasons for this:

- For many people, going to work is not what they would prefer to be doing. So, working near a positive person makes the work week more enjoyable.
- Some co-workers may have extremely stressful private lives. Work can be a place to meet positive people so they can at least temporarily forget about some of their difficulties.
- Sales Managers depend upon a positive attitude of employees to establish “team spirit.” Positive attitudes makes everyone’s job a little easier.
- Approximately half of a person’s waking hours are spent in the workplace. Without a positive attitude, this amount of time could seem endless.

**Read the scenario below and discuss it as a group.**

Pete had less talent and motivation than Joyce, but compensated for his shortcomings with his consistent positive attitude. Pete’s personal productivity was below average, but his positive attitude made everyone around him feel good, increasing their productivity. The manager wants you to pick either Pete or Joyce to team up with for a sales contest.

**Would you rather have Joyce or Pete working with you? Why?**



# Attitude Adjustment

In today's fast-paced world, every individual should periodically engage in some form of attitude renewal or adjustment.

To renew means to restore or to refresh your outlook; to revitalize your approach; to reestablish your positive focus; and/or to repair the damage of wear and tear affecting your attitude. Areas to become aware of are:

- **Environmental Shock Factors**

Just as a meter records the intensity and duration of an earthquake, your personal attitude and moods reflect shock waves caused by financial reversals, personal disappointments, family problems and health concerns.

- **Self-Image Adjustment**

Quite often we get tired of the way we look to ourselves. Maybe we have put on a few pounds, or perhaps we are not as well groomed as we would like to be. This creates a negative self-image that keeps you from thinking of yourself in a positive way.

- **Unexplained Downturns**

Nobody can explain why it happens, but some times, even when the environment is calm and you have a good self-image, there can be a movement toward a negative attitude. Some blame this downturn on the negative aspects in today's society.

Regardless of the reason, everyone needs to adjust his/her attitude on occasion. Your goal is to help your salespeople understand ways to accomplish this.

## ATTITUDE ADJUSTMENT



### OBJECTIVE:

To encourage your salespeople to engage in attitude maintenance on a daily basis.

### TIME ALLOTMENT:

**5 minutes** - Brief description of why we need to go through periods of attitude adjustment.

**5 minutes** - Pass out the "Attitude Adjustment Scale" and have your salespeople rate themselves.

**20 minutes** - Discuss with your salespeople the need for consistent attitude readjustment.

*(There is no need to discuss individual scales. You don't want anyone to feel like he/she is being singled out for poor attitude. This is an opportunity to learn what it takes to have a positive attitude, and how to keep it.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- How do you know when your attitude needs adjusting?
- Is it possible to be in a rut without knowing it?
- Will this rut likely extend into your personal life?
- What methods can you use to get back a positive attitude once it's gone? Ex: listen to music, meditate, vacation, etc.

### RESULTS:

By revitalizing their attitude, your salespeople will hopefully work stronger by eliminating their stress.

## ATTITUDE ADJUSTMENT SCALE



Please rate your current attitude. Read the statement and circle the number where you feel you belong. If you circle a 5, you are saying your attitude does not need improvement in this area. If you circle a 1, you are saying your attitude is at its worst. Be honest!

	<b>High</b> (Positive)				<b>Low</b> (Negative)
• If I were to guess, my feeling is that my boss would currently rate my attitude as a:	5	4	3	2	1
• Given the same chance, my co-workers and family would rate my attitude as a:	5	4	3	2	1
• Realistically, I would rate my current attitude as a:	5	4	3	2	1
• In dealing with others, I believe my effectiveness would rate a:	5	4	3	2	1
• My current creativity level is a:	5	4	3	2	1
• If there were a meter that could gauge my sense of humor, I believe I would read a:	5	4	3	2	1
• My recent disposition, the patience and sensitivity I show to others deserves a:	5	4	3	2	1
• When it comes to allowing little things to bother me, I deserve a:	5	4	3	2	1
• Based upon the number of compliments I have received lately, I deserve a:	5	4	3	2	1
• I would rate my enthusiasm toward my job and my life during the past few weeks as a:	5	4	3	2	1

Total \_\_\_\_\_

**After you total your score, turn the page over for your results.**



## ATTITUDE ADJUSTMENT SCORE

- A score of 45 or over is a signal that your attitude is “in tune” and no adjustments seem necessary.
- A score between 36 and 45 indicates that minor adjustments may help.
- A score between 25 and 35 suggests a major adjustment.
- If you rated yourself below 25, a complete overhaul may be required.

**(This scoring system is not a professional psychological indicator. It is simply meant to get you thinking about whether your attitude may need some adjustment.)**

# Stress Management

This is an exciting, challenging, yet stressful occupation. The long hours, a fluctuating economy, unpredictable earnings, and varying customer personalities can keep a salesperson's nerves on edge. Therefore, any situation that may occur either at work or in your personal life that places extra demands on you, or pose threats can push you into the danger zone if you don't learn to handle them properly.

Because of individual circumstances, heredity, emotional and physical make-ups, no two people react to identical situations the same. Stress then is defined as:

**The effect on you of some particular change(s) or event(s) in your life.**

The events themselves do not cause the stress; it's how you perceive them and deal with them that makes the difference. Also, how individuals manage stress depends on the state of their overall health and well-being. When you are fit and well, you tend to handle stressful events more easily than when you are ill and weak. The stressors can come from external sources such as family, job, friends, environment, or from your own internal pressures, such as being ambitious, materialistic, competitive, aggressive, etc.

Your goal is to help your salespeople identify the sources of stress in their lives, and to help them work towards gaining control over these stressors.

**Use one section per week.**

## STRESS MANAGEMENT



### OBJECTIVE:

To help your salespeople understand where their stress is coming from, and how it affects them in their business and personal lives.

### TIME ALLOTMENT:

**5 minutes** - Explain to your salespeople how stress affects their lives.

**10 minutes** - Have salespeople fill out worksheets.

**15 minutes** - Evaluate and discuss how choices in each area can affect overall stress levels.

*(You don't need to know everything about how to handle stress. Your main function is to bring these elements out in the open and discuss them.)*

### QUESTIONS TO ASK FOR DISCUSSION:

- What can you learn from these inventory profiles?
- What can you do to keep these elements under control?
- What can you do to bring these elements into balance?
- Describe some elements of stress in the workplace?
- Describe some elements of stress in your personal lives?
- Is there "positive" stress and "negative" stress? What's the difference?

### RESULTS:

By helping your salespeople learn to understand and manage what causes stress, they can better perform at their optimum levels.

## STRESS MANAGEMENT: SYMPTOMS



Unrelieved stressful situations can manifest themselves into various symptoms and changes of behavior. If they are not identified and managed effectively in the early stages, they can cause even more serious difficulties later on.

**Check the signals below to see if any part of them apply to you:**

	Yes	No
• Frequent headaches	<input type="checkbox"/>	<input type="checkbox"/>
• Depression	<input type="checkbox"/>	<input type="checkbox"/>
• Break out in a rash	<input type="checkbox"/>	<input type="checkbox"/>
• Excitement	<input type="checkbox"/>	<input type="checkbox"/>
• Nausea	<input type="checkbox"/>	<input type="checkbox"/>
• Withdrawal	<input type="checkbox"/>	<input type="checkbox"/>
• Stomach/digestive disorders, aches	<input type="checkbox"/>	<input type="checkbox"/>
• Forgetfulness	<input type="checkbox"/>	<input type="checkbox"/>
• Back pains, neck pains	<input type="checkbox"/>	<input type="checkbox"/>
• Emotional tension, feeling "keyed up"	<input type="checkbox"/>	<input type="checkbox"/>
• Chest pains	<input type="checkbox"/>	<input type="checkbox"/>
• Trembling	<input type="checkbox"/>	<input type="checkbox"/>
• Heart palpitations	<input type="checkbox"/>	<input type="checkbox"/>
• High pitched nervous laughter	<input type="checkbox"/>	<input type="checkbox"/>
• Increased blood pressure	<input type="checkbox"/>	<input type="checkbox"/>
• Anxiety	<input type="checkbox"/>	<input type="checkbox"/>
• Increased cholesterol levels	<input type="checkbox"/>	<input type="checkbox"/>
• Fear — real or anticipated	<input type="checkbox"/>	<input type="checkbox"/>
• Unusual weight gain/weight loss	<input type="checkbox"/>	<input type="checkbox"/>
• Nightmares	<input type="checkbox"/>	<input type="checkbox"/>
• Excess nervous energy	<input type="checkbox"/>	<input type="checkbox"/>
• Increased alcohol consumption	<input type="checkbox"/>	<input type="checkbox"/>
• Sweating	<input type="checkbox"/>	<input type="checkbox"/>
• Increased consumption of caffeine	<input type="checkbox"/>	<input type="checkbox"/>
• Insomnia	<input type="checkbox"/>	<input type="checkbox"/>

### STRESS MANAGEMENT: SYMPTOMS



Check the signals below to see if any part of them apply to you:

- |  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| • Lowered resistance                     | <input type="checkbox"/> | <input type="checkbox"/> |
| • Increased sugar/salt consumption       | <input type="checkbox"/> | <input type="checkbox"/> |
| • Wake up tired                          | <input type="checkbox"/> | <input type="checkbox"/> |
| • Increase/decrease of physical activity | <input type="checkbox"/> | <input type="checkbox"/> |
| • Muscle spasms                          | <input type="checkbox"/> | <input type="checkbox"/> |
| • Lethargy                               | <input type="checkbox"/> | <input type="checkbox"/> |
| • Negative thoughts                      | <input type="checkbox"/> | <input type="checkbox"/> |
| • Reliance on drugs, legal or illegal    | <input type="checkbox"/> | <input type="checkbox"/> |
| • Confusion                              | <input type="checkbox"/> | <input type="checkbox"/> |
| • Argumentative                          | <input type="checkbox"/> | <input type="checkbox"/> |
| • Reduce concentration                   | <input type="checkbox"/> | <input type="checkbox"/> |
| • Loss of humor                          | <input type="checkbox"/> | <input type="checkbox"/> |
| • Frustration                            | <input type="checkbox"/> | <input type="checkbox"/> |
| • Accident prone                         | <input type="checkbox"/> | <input type="checkbox"/> |
| • Loss of appetite/compulsive eating     | <input type="checkbox"/> | <input type="checkbox"/> |
| • Loss of patience/tolerance             | <input type="checkbox"/> | <input type="checkbox"/> |

Choose the one signal that causes you the most concern:

---

List a method by which you can alleviate this signal:

---

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---

---

---



## STRESS MANAGEMENT: WORK STRESS INVENTORY



**Check the signals below to see if any part of them apply to you:**

The impact of stress follows you everywhere. When you are stressed at work, you can become ill or unhappy, interact poorly with customers and peers, or perform poorly. These same problems, if not managed properly can also affect your relationships and behaviors away from work. Since each individual responds to identical situations differently, it's important to determine what is bothering you. Learn to change what you can and to accept and manage what you cannot change.

**List 5 things about your job and workplace that are a source of stress for you. Check which ones you can eliminate or minimize and which you cannot.**

- |          | <b>Eliminate</b>         |
|----------|--------------------------|
| 1. _____ | <input type="checkbox"/> |
| 2. _____ | <input type="checkbox"/> |
| 3. _____ | <input type="checkbox"/> |
| 4. _____ | <input type="checkbox"/> |
| 5. _____ | <input type="checkbox"/> |

**Choose two and write down how you can solve these problems**

Occupational Stressor #1: \_\_\_\_\_

Solution: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**STRESS MANAGEMENT:  
WORK STRESS INVENTORY**



Occupational Stressor #2: \_\_\_\_\_

Solution: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Explain some ways that you have found to effectively reduce stress or relieve tension on the job. Fill in extra spaces with additional answers from the group:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## STRESS MANAGEMENT: PERSONAL STRESS INVENTORY



The stress you feel in your personal life can come from a variety of sources. Some of these stressors can be major happenings, some can be minor. Some can be eliminated by your own perception of them, better time management, lowered expectations, less expensive needs and wants, other cannot. Some of the stress you feel away from work can be directly related to the stress you're experiencing at work. Any change in normal life events, whether pleasant or unpleasant can disrupt your every day behavioral patterns and place extra demands on you, thus inducing stress and sometimes illness. The rate of change in your life, coupled with the number of changes taking place at any given time, is proportional to the degree of stress you feel. **You need to learn to manage stress, before it manages you!**

**List 2 things in each category that are causing you tension, aggravation, or anxiety. Indicate which can be changed:**

### Family/Home

Changed

\_\_\_\_\_

\_\_\_\_\_

### Environment/Financial

\_\_\_\_\_

\_\_\_\_\_

### Personal/Social

\_\_\_\_\_

\_\_\_\_\_

**STRESS MANAGEMENT:  
PERSONAL STRESS INVENTORY**



Personal Stressor #1: \_\_\_\_\_

Solution: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Personal Stressor #2: \_\_\_\_\_

Solution: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Explain some ways that you have found to effectively reduce stress or relieve tension in your personal life. Fill in extra spaces with additional answers from the group:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_