



PAUL H. WEBB

WITH CYNTHIA TOBIAS

THE NUMBER ONE
BEST SELLING
BOOK

FOR ***AUTOMOTIVE SALES*** PROFESSIONALS

PAULWEBB

T R A I N I N G

PAULWEBBTRAINING.COM

ENDORSEMENTS

Paul conducted a great training session, and I saw a lot of enthusiasm with the crew. They haven't stopped talking about how they feel it will make a huge difference in their rapport building and increased sales. Thanks.

Bob Baliatico, Mercedes-Benz USA Market Manager, Prestige Audi/Lamborghini

I am currently experiencing two to three additional sales each month because of Paul's strategies. I strongly encourage anyone in sales to apply this program to their monthly prospecting agenda.

Jeff Miller, Sales Manager, Ken Grody Ford

After our team went through the second week of the three-week Sales Masters In-Dealership Workshop, we had an increase of 15 units per week, for a combined increase of 45 units, representing an additional profit of \$54,000 to the dealership.

Ted Pyle, Walters Porsche/Audi/Mercedes-Benz

Due to Paul Webb's professional and customized style of training, Peyton Cramer Ford has won the President's Award from Ford Motor Company. It is an overall team effort for a dealership to win this prestigious award, and Paul's participation as Director of Training for the past year and a half was a key ingredient to our team winning.

Jeff Zwerling, Peyton Cramer Ford

Paul Webb is a fascinating and engaging educator. His ability to infuse enthusiasm into his presentations creates a catalyst for learning his profit-producing techniques. If you are one of the few who haven't hired him—what are you waiting for?

Amy Keys, Director, Administration and Marketing
Florida Automobile Dealers Association (FADA)

Paul Webb will help you immediately change the way you approach selling. His insights into real behavior and engagement help unlock opportunities and move business forward. His passion is to connect with people in a way that easily transfers his knowledge to others. His book, *The Number One Best Selling Book*, captures his insights and presents them in a digestible format that will help sales leaders unlock the talents in their organization and drive results to new heights.

Alex Vetter, Senior Vice President, Cars.com

Based on what I heard and the materials that we reviewed during Paul's training session, I can now create positive changes with my team! The training was excellent.

Sid Barron, GSM, Braman Porsche

All I can say is Paul's class was *excellent*, and I learned a lot! Thank you, Paul, for the opportunity to attend!

Brian Omatsu, Internet Fleet Manager, Porsche, Rusnak Automotive

Paul Webb's new book builds on his unsurpassed knowledge of the intricacies of the used car market and where it's going in the future. Paul's training classes are second to none and in this book he's carefully encased his practical learning and insights from working with literally thousands of dealers over the past 20 years. There are so many profit-improving gems in this book that the reader's biggest challenge will be in deciding which ones to go after first.

Chip Perry, President and CEO, AutoTrader.com

Allow me to thank you for sharing this valuable insight. You've shared with Mercedes-Benz Corporate, at large, and me, personally, over the past four years. I often consider the different learning styles you've presented as a guide in my conversations and coaching with different team members. All of this information and insight helps me to be a better leader.

Karen Matri, Department Manager, Customer Advocacy, Mercedes-Benz USA



PAUL H. WEBB
WITH CYNTHIA TOBIAS

THE NUMBER ONE ***BEST SELLING*** ***BOOK***

FOR *AUTOMOTIVE SALES* PROFESSIONALS



PAULWEBBTRAINING.COM

© 2013 Paul Webb

All rights reserved.

No part of this publication may be reproduced, stored in a retrieval system,
or transmitted in any way by any means—electronic, mechanical, photocopy,
recording, or otherwise—without the prior permission of the copyright holder,
except as provided by USA copyright law.

Co-writer: Cynthia Ulrich Tobias

Cover Design: InsideOut Design

Editing and Interior Design: Seaside Creative Services

ISBN: 978-0-9888256-1-1

CONTENTS

Why This Sales Book Is Different	7
Introduction: Fasten Your Seatbelt	9
<i>A Word from Paul Webb, Master Trainer</i>	
Key 1: Understand Why You Sell Cars.....	15
<i>How Passion for Selling Cars Makes You Successful</i>	
Key 2: Determine What You Believe	21
<i>How to Transfer Your Belief in Yourself and Your Product to Customers</i>	
Key 3: Establish Trust and Rapport	33
<i>How to Get People to Buy from You</i>	
Key 4: Talk So People Will Listen.....	51
<i>How to Identify the Way People Think and Make Decisions</i>	
Key 5: Follow the Road to the Sale	65
<i>How to Prospect and Increase Your Sales</i>	
Key 6: Go Where the Customer Wants to Go	77
<i>How to Ask the Right Questions and Close the Sale</i>	
Key 7: Start Your Engines.....	95
<i>A 28-Day Action Plan for Increasing the “Stick Factor”</i>	
Appendix A: Advanced Automotive Telephone Skills	103
Appendix B: Incoming Call Script.....	115
Appendix C: Sample Flyer	117
Appendix D: Pre-Owned Vehicle Information Packet.....	119
About Paul Webb.....	121
About Cynthia Ulrich Tobias	123



WHY THIS SALES BOOK IS DIFFERENT

You can read a lot of books that give you techniques for closing a sale, and this book does an outstanding job of that. In fact, you'll be amazed at how practical these sales techniques are and how immediately successful they will be for you.

The biggest thing that sets this book apart from all the rest is what happens *after* you close a sale. Through the techniques given in this book, you'll have the ability to *open* a relationship and turn a first-time customer into a customer for life. As a sales professional, if my goal is to make you a customer for life, my actions will reflect that. Instead of just using slick gimmicks or sales formulas, I'll treat you with integrity. I'll be earnestly working to identify and understand your needs in order to help you find the best fit with the products or services I offer. I'll be striving to create a relationship of trust and rapport, resulting in a genuine desire to bring out the best in everyone.

This can easily become your favorite sales book. It has the potential to change the way you sell and make you more successful than you ever imagined. It combines research with practical strategies. We're excited that you have chosen to give us a chance to prove that the methods in this book really work!

Massive Success All Ways,
The Authors



INTRODUCTION

**FASTEN YOUR
SEATBELT**

A WORD FROM PAUL WEBB, MASTER TRAINER

If it's possible, it's possible for you. It's only a matter of how.

PAUL WEBB

I went to a local Southern California car dealership to prove that the techniques you're about to learn in this book really work. The average auto sales professional considers it a good month if he or she sells 10 cars. However, during a 31-day period, I sold 77 cars. I'm actually on my way to breaking the world record—a record unchallenged since 1978—of 187 cars in one month. I'm going to sell at least 188. That's not arrogance on my part; it's confidence. I know what works, and in the past 20 years, I've been teaching it to thousands of others in practical, straightforward terms.

Although selling comes to me as naturally as breathing, I didn't get to this point without a lot of trial and error. I'm a second-generation sales trainer. I grew up with a flip chart in our living room. I was only three and a half years old when my dad, a motorcycle cop in Asbury, New Jersey, died of a heart attack. I was the youngest of three children, and my mom knew that she would have to find a way to provide for us. So, the day after Dad's funeral, Mom went knocking on doors, selling the *World Book Encyclopedia*. Within three years, she had one of the top-producing territories in the country. By the time I was nine, she had 16 salespeople working for her, and she was winning every sales award that was given out.

PAUL H. WEBB WITH CYNTHIA TOBIAS

I remember being nine years old and sitting at a table in the banquet room of a Holiday Inn. Mom was being honored for having the most profitable region in the United States. I wore a little suit and sat coloring in my coloring book. On stage, Vic Conant and Earl Nightingale (fathers of motivational speaking) were talking. By the time I was a teenager, I had heard Sir Edmund Hillary (the first man to climb Mt. Everest), Zig Ziglar (another great motivational speaker), and many other famous speakers talk about how to manage and deal effectively with people. I never really thought I was actively listening, but the information was obviously soaking in.

I spent some time in college, broke a rough-water distance record in swimming and then became a professional ski racer and a lifeguard. (I was paid to ski and surf full time for 17 years.) Then I happened to meet a man who was an accomplished professional speaker and sales trainer. He showed me his training materials, and as I read and discussed them with him, I realized, *Hey, I know this stuff. How come I feel so comfortable with this?* I quickly realized that it was because I'd grown up with this information my entire life.

The man hired me to sell his training and service. For six years, I was the marketing, sales and set-up guy who listened to one of the best speakers and trainers in the automobile, banking and real estate industries. Within a couple weeks, I figured out that I could learn an amazing amount if I identified and interviewed the top producers in every successful organization with which we worked. I took them to lunch, bought them coffee, and walked with them on their way to meetings. I was respectful and attentive, and I took the treasure chest of information they gave me and began applying it. Soon, I was doing as much training as I was doing selling. I eventually dissolved my business relationship with this man and started a company called International Training Solutions, Inc. It was immediately successful, and with five other top sales and management professionals, we trained Fortune 500 companies throughout North and South America, Europe and Australia.

Then my life changed drastically. My wife and I had two beautiful children, born within two years of each another. We decided we

both needed to be there for them. So I stopped traveling, took a 68 percent cut in pay, and went to work for three years at a local car dealership in Southern California. Using my sales techniques, I quickly proved myself on the floor as a lead salesman and was rapidly promoted to sales management and then to Director of Training.

As the kids got a little older, my wife and I agreed that I should return to being a national and international trainer. Once again I hit the road, though I made sure to set my weekends aside for my family. Within a short time I realized that these sales programs were becoming very popular. Yet even though I was training salespeople in many different industries and corporations, my heart, far and away, was still in automobile sales. When I became a certified trainer with the National Automobile Dealership Association (NADA), my management seminars were immediately rated as some of the most effective training ever offered in the industry.

I believe a big part of my success comes from the fact that I don't use tricks or flashy gimmicks to get folks to buy from me. I don't have to manipulate or pressure buyers to successfully close a sale. I love selling almost anything, and I particularly love selling automobiles.

I also enjoy being able to teach people how to build genuine trust in an industry that is traditionally distrusted by almost everyone. I am proud to prove in this book that you can be a person of honesty and integrity and achieve amazing success selling new and pre-owned vehicles. And I am especially pleased to be able to share techniques with you that will also apply to almost every other aspect of your life—especially your relationships with your family. After all, every time you see two people talking, one of them is selling and the other is buying—or not.

What I'll present to you in this book are seven keys for how you can better understand your customer's needs and turn that knowledge into increased sales. These seven simple keys can forever change the way you sell, and, more importantly, they can change the way you live.

I know these are ambitious promises. But keep turning the pages and you'll see how success in sales is possible, and in many

ways, just around the corner. Do more than just dream about the possibilities. Get in and fasten your seatbelt. You're about to take an amazing ride!

THE NUMBER ONE *BEST SELLING* BOOK

FOR *AUTOMOTIVE SALES* PROFESSIONALS



KEY 1

UNDERSTAND WHY YOU SELL CARS

HOW PASSION FOR SELLING CARS
MAKES YOU SUCCESSFUL

Michael Tjong was probably the most overqualified candidate I've ever interviewed for a car sales position at the large Ford dealership where I worked. Michael had been the top executive in the toy division of a major retailer, but when his company was "resized," he had suddenly found himself out of a job. He and his wife had two daughters who were about to enter college, and Michael needed to find a position where he could quickly earn a high income. In the interview process, he convinced me that he always did his very best at everything he attempted. He said that he was willing to be trained and work hard to succeed in the car business.

So, I hired Michael, and we began our training. During the next 10 days, Michael realized just how much he could make by using the proper training methods and sales techniques. He immediately began to use what I taught him, and then he took it a step further. Michael decided to give himself a distinctive name in the business. Every time he sold a car, his customers would receive a six-layer chocolate cake at their home the next day. On top of the cake was written, "Thank you, from Mustang Mike." Word quickly spread, and his loyal client base grew by leaps and bounds.

Within a matter of months, Michael was the top salesperson in our dealership. Today, several years later, "Mustang Mike" is the #1 Fleet Director in Southern California at a large Ford dealership. What started as a way to finance his daughters' college education

became a lifelong passion, a means for him to personally succeed, and a way in which he could return many blessings to the community that helped him attain his success.

THREE REASONS FOR SELLING CARS

There are probably as many reasons for selling cars as there are readers for this book. Before we go any further, however, let's take a few minutes to figure out why so many of us have made the choice to get into automobile sales.

A JOB

Why *are* you selling cars? Are you simply trying to provide for your family until something better comes along? If so, you're in the car business to have *a job*, a paycheck and a place to go to work every day. Even if this is your only goal, when it comes to commission sales, the more skills you develop, the better you can provide for yourself and your family. This book will give you quick, practical strategies for making the most of your job: selling cars.

A CAREER

Maybe you're in the car business because you love the challenge of meeting and exceeding sales expectations. Perhaps you're working toward management and want to gain as much job security as possible. If so, selling cars is your *career*, and you take it very seriously. You're in it for the long haul. This book will give you some new ideas and extremely effective ways to increase your income and responsibilities.

A LIFESTYLE

Perhaps you envision your name on a dealership, picture dozens of awards for breaking new sales records, dream of enjoying unlimited income potential and look forward to giving back to the community that has supported you in your business. If so, you consider selling cars your *lifestyle*. A lifestyle like this usually comes at a high cost—long hours, too much time spent away from your

family and an all-consuming focus on being the best car salesperson on Earth. This book will show you how you can have this satisfying lifestyle while actually spending the same number of hours (or even fewer) working in sales than you do on the job or career you have right now.

BIG CHALLENGES

There are more challenges for you as a salesperson in the automobile industry than ever before. With twenty-first century technology, today's customers are knowledgeable and discriminating consumers who often know more about the cars you sell than you do. By doing their homework on the Internet, many have become experts when it comes to what to buy, how to equip the vehicle and what the actual price should be.

Because of this, you'll need to have an extra edge to be competitive in your field. It won't be enough to just get by on whatever knowledge and training you can pick up from local sources. You'll need to subscribe to automobile magazines, attend car shows and sign up for electronic updates. You'll need effective and up-to-date training methods and strategies. You'll also need a strong sense of who you are and why you've chosen to sell automobiles instead of refrigerators. Your passion for this industry will help you succeed beyond your wildest dreams if you learn to blend that passion into incredibly effective sales techniques. This book will show you how.

Today, we're way beyond the stereotypical car salesman who wears plaid polyester jackets and uses slick, manipulative tricks to get people to buy cars they don't really want. We're talking about professional men and women who truly love what they do and who take the time and energy to learn how to understand and communicate in a way that helps their customers get what they need and want. In a recent study, it was determined that a "used car salesperson" was the least trusted profession in the country. You can change that perception. You can spend your life doing what you love the most and make a difference in the world—by selling cars!

This is no ordinary sales book. Your choice to sell automobiles has led you to what you're going to discover about yourself, your customers and your decision to enter the world of automobile sales. Regardless of your credentials, education or experience, you have the potential to use your personal resources to achieve the dreams and goals you have for your life by being the most successful salesperson you can be.



YOUR CHOICE TO SELL AUTOMOBILES HAS
LED YOU TO WHAT YOU'RE GOING TO
DISCOVER ABOUT YOURSELF, YOUR
CUSTOMERS AND YOUR DECISION TO ENTER
THE WORLD OF AUTOMOBILE SALES.

PASSION AND COMMITMENT

When I was the training and human resources director for a large, successful dealership in Southern California, I routinely went through huge stacks of applications in an attempt to find the best candidates for our sales staff. One day, I found an application that intrigued me. Eric Witt was only 19, and he had no sales experience at all. On paper he seemed a very unlikely candidate, but I decided to at least interview him to try to find out why he had applied for a job for which he was evidently not qualified.

In person, Eric was enthusiastic and friendly, and we had a good conversation. When I asked him about what he had accomplished in life so far, he thought for a moment and then said, "Well, I'm an Eagle Scout!" That's impressive, as not many people achieve that status. But why did he want to sell cars?

I took Eric out to the busy street in front of the dealership and asked him to start identifying cars that drove past. He brightened and immediately began to point out the makes and models of any car I asked about. I was amazed. "How did you get to know so

much about cars?” I asked him. He told me that he had grown up reading *Car and Driver* magazine and *Motor Trend* and that he had a dad and grandpa who knew a lot about cars and trucks. “I’ve always loved cars,” he said. “I just want to work in a place where I can be around them.”

I hired Eric that day, and he rapidly became one of our top salesmen. Several years later, he was promoted to management, and within two years of that, he was promoted to desk manager at one of the largest dealerships in Southern California. Three years later, he was promoted to director of finance—and all before the age of 30. Eric is living proof that passion and commitment can make up for a lack of experience in the field of automobile sales.

Regardless of the level of passion you feel right now for selling automobiles, by the time you finish reading this book, you’ll be excited about the possibilities that lay ahead of you. Whether you are a seasoned professional or have little or no experience, you’ll see your dreams come true—dreams for becoming a successful salesperson who loves what you do and cares about the customers you serve.



KEY 2

DETERMINE WHAT YOU BELIEVE

HOW TO TRANSFER YOUR BELIEF IN YOURSELF
AND YOUR PRODUCT TO CUSTOMERS

Tony's wife looked at him apologetically. "I'm sorry that there won't be anyone you know at the party tonight," she said. "It's just a bunch of corporate types from many divisions of the company. I think you'll probably be the only car salesman there."

Tony grinned. "I think I'm going to have a great time," he assured her. "I always look forward to meeting new people."

Several hours later as they were getting ready for bed, Tony emptied his pockets. Sarah looked at him in astonishment.

"Did you get all those business cards from people at the party tonight?" she asked.

Tony nodded. "I sure did. And they all got one of mine. Seems like they all want to find a car salesman they actually like and trust. I got along great with the other guests. In fact, the best compliment I got all night was the lady who said, 'You sure don't seem like what I've always pictured as the typical car salesman.' She's coming in to see me tomorrow."

Sarah shook her head and smiled. "You're still the same old Tony who was voted most likely to succeed after you created the campus newspaper that outsold the *city* paper. You've always been able to convince people to trust you. No wonder you're the top salesman, no matter what you sell."

"Well," said Tony, "I never sell anything unless I believe the product will make people's lives better. I want to love what I do, and do what I love."

A TRANSFER OF BELIEF

Tony is certainly a successful automobile salesperson—he leads his team in sales at the dealership every month. One of the biggest reasons for his success is the fact that he truly loves his job and believes in his product. When anyone asks Tony what he does for a living, he replies, “I sell the best cars you can buy at the best dealership you’ll ever find. I *love* my job! Can I show you what I’m driving?” His enthusiasm is genuine and contagious. Even the most skeptical car buyer finds him hard to resist.

How proud are you of the place where you work right now? How passionate are you about what you’re selling? How confident are you at your dealership? I’m sure you’re familiar with the saying, “You never get a second chance to make a first impression.” That’s especially true in the car business. When a customer walks onto the lot and you go out to greet her, you need to be able to immediately transfer your enthusiasm about the product and your belief in the dealership to the customer. You have to convince that person to buy a car from you. If you’re not convinced that you sell the best product and work at the best dealership, your customer will sense your doubts, and the chance of your selling a car to that person will be greatly reduced.

Through years of attending seminars and successfully selling all kinds of products to thousands of people, my mother captured the secret art and science of selling. She reduced the art to a single statement: “Selling is a transfer of belief.” What you, the salesperson, believe is that the customer should pay a certain amount of money for the product or service you represent. When the customer believes the same thing, a sale has been made. In order to sell something, you have to transfer your belief to the potential buyer.

For example, as a parent, I may believe that my kids should clean their rooms. As an employee, I may believe that the boss should give me a raise. However, no transaction will occur until my kids or my boss share my belief. Now, when I actually convince my kids to clean their rooms, or convince my boss to give me a raise, that’s a sale.

As I mentioned before, in every conversation, someone is selling and someone is buying—or not buying. I once heard a speaker say, “Selling is the oldest profession in the world.” When someone tried to correct him, he reminded him, “You may think something else is the oldest profession, but remember—a sale had to happen first.”

If you feel apologetic about having to tell people that you’re a salesperson, you need to figure out whether you’re selling the right thing. If you’re going to succeed in sales, it’s absolutely essential that you feel confident about your product and your company. If you don’t possess a strong belief, you can’t transfer that belief to your customers.



IF YOU FEEL APOLOGETIC ABOUT HAVING
TO TELL PEOPLE YOU’RE A SALESPERSON,
YOU NEED TO FIGURE OUT WHETHER
YOU’RE SELLING THE RIGHT THING.

There are at least two areas of belief you must transfer in order to complete a sale: (1) belief in yourself, and (2) belief in your product or service. Let’s look at each of these.

BELIEF IN YOURSELF

Self-esteem is critically important in sales because customers can pick up on your positive or negative feelings about yourself. They can sense if you are confident in your abilities. When you feel good about yourself, they’ll begin to feel good about you as well and, in turn, they’ll have positive feelings about themselves. When customers believe in you and feel good about themselves, they are more likely to believe in your product or service.

The opposite is also true. If you feel bad about yourself or doubt your abilities, you'll transfer that negative belief to your customers. They will likely have negative feelings about you and your product. In our story, Tony was successful because he let others know how confident he was in himself and what he did for a living. If you're asked what you do for a living and you say something such as, "Oh, I sell cars down at the ABC dealership," you don't sound as though you believe you have a great job selling a great product.

Maybe you're just getting started in sales. Or maybe you've been doing it so many years that now you're tired of it. Maybe you just need a quick reminder of how to look and sound as confident as you need to be in order to sell effectively. It's easy to find a place to begin. Start with your self-esteem. How do you do that? Well, you have to believe that you're successful and confident before you can transfer that belief to your customers. Here's one example.



YOU HAVE TO BELIEVE THAT
YOU'RE SUCCESSFUL AND CONFIDENT
BEFORE YOU CAN TRANSFER THAT
BELIEF TO YOUR CUSTOMERS.

I was teaching a CPR class for ski instructors. At the end of the class, the participants had to take a test to become certified. They each got three chances to pass the test, if they needed it, in order to become qualified. Most people passed the first test on the first try.

A dynamic, young, single mother originally from Mexico had enthusiastically participated all through the class, and I knew she wouldn't have any trouble getting her certification. On the first test, however, she only got 62 percent—which meant she had failed. She was really distressed and told me she'd always been terrible at taking tests. I told her not to tell herself that—she had to convince herself that she could *pass* that test.

After my quick pep talk, she smiled and took the second test. But this time, she got 54 percent. We were going the wrong direction, and now there was only one chance left for her to pass the test.

Then I asked her a question that surprised her: “Is there something you’re really good at?”

The woman frowned and thought hard. Then her face suddenly brightened. “Well, I’m a really good dancer,” she said shyly. I was encouraged.

“Can you think of the last time you really loved being able to dance?”

She quickly nodded her head. “I won a dance contest.”

“Close your eyes, get a picture and remember more details. Can you see yourself that day?”

She nodded.

“What color was your dress?”

She smiled. “Red,” she said. She opened her eyes and had a far-away look.

“What are you thinking right now?” I asked.

“I’m thinking I’m a lot better dancer than you,” she replied with a grin. I quietly slipped the third test toward her. This time she got a 90 percent. She brought a past experience in which she felt confident about herself into the present moment. You can do this as well.

Think about a time in your life when you experienced real success. Maybe you excelled in a sport. Maybe you achieved an academic award. Maybe you won a prize for doing something you never thought you could do. Whatever it was that brought you satisfaction in that accomplishment, take that feeling of success and make it part of you again. Write down what you achieved. Carry it around in your wallet. Let your mind dwell on how that achievement made you feel. Think about the confidence you felt in your abilities when you succeeded. Do it right now before you pick up the phone or talk to your next customer. You’ll see how that belief in yourself transfers to your clients.

Right before I step on stage as a professional speaker, I want to ensure my own self-confidence. I think back to a time when I won

a ski race. I've spent more than 3,000 days of my life skiing in my previous career, so when I step in front of an audience, I say to myself, "I'm the best damn skier in this room." That gives me the self-confidence to start my presentation.



WHATEVER IT WAS THAT BROUGHT YOU
SATISFACTION IN THAT ACCOMPLISHMENT,
TAKE THAT FEELING OF SUCCESS AND
MAKE IT PART OF YOU AGAIN.

BELIEF IN YOUR PRODUCT AND SERVICES

A few years ago, I taught a four-week sales seminar for a company. During the training, I emphasized to the salespeople that believing in their company's products and services was critical to them being successful in their organization. There were several participants in the training who seemed to lack passion and conviction about what they were selling, so I really pressed them to either get sold on their product or find another place to work.

During the third week of training, 18 people got up, walked out, and quit. When the vice president of sales later called me, I have to admit I was a little nervous about what his reaction would be. He quickly got to the point. "Thanks for the kick in the pants," he said. "All 18 of those folks were in the wrong industry. We're all better off."

One of the hardest things you'll ever have to do is to find out what you really want in life. Since chances are pretty good that you'll be spending a great deal of your time at work, what you decide to do will become a huge part of who and what you are. When you find work that fits your dreams, your beliefs and your passion, it's no longer work—it's an activity that enriches and adds to your life. If you never find the right place to be, work will

always just be a job, and you may spend the rest of your days in frustration and bitterness.

Why are you in the car business? What aspects of sales are you most passionate about? Do you look forward to going to work in the morning? Are you proud to tell people that you're a car salesperson? In the earlier example, Tony couldn't wait to tell folks what he did for a living. He was sold on his product and profession. His enthusiasm was contagious. He knew that he provided everyone he met with information and opportunities to be as happy about the vehicles they drove as he was with his own vehicle. His belief was genuine. He truly loved his work.

You may not be the type who likes to mingle at parties or shout from the housetops. However, if you're in the right business, your belief in your product or service will make you successful at sales and more satisfied with your life.



IF YOU'RE IN THE RIGHT BUSINESS, YOUR BELIEF IN YOUR PRODUCT OR SERVICE WILL MAKE YOU SUCCESSFUL AT SALES AND MORE SATISFIED WITH YOUR LIFE.

TRANSFERRING YOUR BELIEF TO YOUR CUSTOMERS

So you believe in yourself, you believe in your product and you're proud to be a sales professional. Now you're ready for some strategies that will effectively transfer that confidence and belief to your customers—strategies that will inspire them and result in a sale. Let's start with the basic concept at the foundation of every sale.

UNCOVERING NEEDS

In sales, you provide products and services to satisfy your customers' wants and needs. In order to do that, you first have to uncover their needs so that you can satisfy them. Often, customers

won't know exactly what they need when it comes to your product or service. There is, however, one need that you can always count on: the need to be right.

Think about it. People love to hear that they are right. The most common human need is not love or acceptance or physical contact—it's knowing you're right about something. If you don't agree with me, you just proved my point, because you think you're right. And that's the most common human need: *to be right!*

This is what makes the things you tell yourself so powerful. Let's say you've told yourself that Tuesday will be a slow sales day. With a mindset like that, the chances are good that Tuesday *will* be a slow sales day. Then you tell yourself, *See? I was right.* Or you tell your boss, "I can't make three sales in one day—that's too many." When you only come up with two sales at the end of the day, you can say, "I told you so." You're right, again.

Think about what happens when you turn this around. You tell yourself, *I am making three sales today.* When you turn in that third contract, it sure feels good to be right, doesn't it? The more you practice your belief in yourself and your product, the more you'll be right about your success.

TEACH AND TIE DOWN

Now you're ready for one of the most effective sales methods you'll ever use. If you understand that the customer needs to be right, and you then uncover a need that you can satisfy, you're on the road to making a sale. It's a two-step process: first, you teach; second, you tie down. You teach your customers to recognize their needs, and then you tie down (or reinforce) your ability to meet that need.

For example, you might *teach* your customers by saying, "This minivan has front and rear airbags along with side airbags for every passenger to protect them from an accident from almost any angle. It's important to provide that kind of protection, don't you think?" By saying this, you teach your customers the feature and then reinforce what you taught by getting them to agree with you.

You would then *tie down* or reinforce your ability to meet your customers' needs by saying something such as, "When you buy this

vehicle, you'll be able to take advantage of the cash rebate. You'll save thousands of dollars today and a lot more over the long run because of this car's level of fuel efficiency. It's more important than ever to save money and gas these days, isn't it?" Every time customers say yes, their desire goes up and they get the chance to be right.

By using a series of teaching statements followed by tie-downs that require the customer to say yes, you create a desire and need in that customer to buy your product while reinforcing his or her confidence in being right. With practice, this technique can become as natural to you as breathing. You'll be amazed at how often your customers will agree with you and how quickly that agreement will turn into a completed sale.



BY USING A SERIES OF TEACHING
STATEMENTS FOLLOWED BY TIE-DOWNS
THAT REQUIRE THE CUSTOMER TO SAY
YES, YOU CREATE A DESIRE AND NEED
IN THAT CUSTOMER TO BUY YOUR
PRODUCT WHILE REINFORCING HIS OR HER
CONFIDENCE IN BEING RIGHT.

To help you start practicing the teach-and-tie-down technique, write out 10 statements that will teach your customers about your product or service. Then add an example of one or two tie-downs that lead the customer to say yes. Let me get you started with a couple of examples:

- “This GPS system actually adapts to your patterns and preferences as you use it, so you don’t even have to re-enter a destination—all you have to do is just say the name of your destination. Pretty cool, huh?”

- “The Bluetooth feature has an easy step-by-step installation. If you change phones, there’s an easy process to switch to the new phone. That’s great, isn’t it?”

Take a few minutes today and write down your 10 statements with at least one example of a tie-down for each.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

PRACTICE BEING POSITIVE

Your belief in yourself and your product, along with your enthusiasm about getting your customers to believe the same thing, will make you one of the top salespeople in your profession and bring you tremendous personal satisfaction. Practice being as positive as possible in everything you say and do. When you’re tempted to say something negative, stop and think how you could turn it around in such a way that it will actually reinforce a thought or action to accomplish your goal. For example, instead of saying, “You know how on long trips your legs can get numb and fall asleep?” say, “You can make long road trips, and because of the way this seat is designed, you’ll arrive refreshed and relaxed.” You can practice on your family at home as well. Instead of saying, “You’re not watching television until that homework is done,” say, “Feel free to

watch TV as soon as your homework is done.” Same bottom line—just with a positive approach.

Once you’ve got a handle on this in your personal life, you’ll be surprised to find out how much easier it is to get your customers to agree with what you tell them. The more you and your customers agree, the more products and services you’ll sell. It’s important to close those sales, isn’t it?



KEY 3

ESTABLISH TRUST AND RAPPORT

HOW TO GET PEOPLE TO BUY FROM YOU

Without character and integrity, people will trust you once, and only once.

DINO ROSSI

The man was dressed casually, and he looked sharp. His hair was neatly styled, his shoes were fashionable and his shirt and khaki shorts were color-coordinated and wrinkle-free. I saw one of the newer salesmen at the dealership greet him, and I overheard their initial conversation.

“Good morning, sir!” said the salesman. “How are you?”

“Great, thank you,” said the man. “Hey, I saw a picture on your website of a beautiful silver Chrysler 300 with a special discount price. I wonder if I could take a look at it?”

“Absolutely! Let me tell you a little more about that vehicle.”

I watched the expression on the customer’s face change instantly. He looked confused.

“Is the car still available?” he asked.

“Yes, sir, it sure is—and wait until I tell you about the new price!”

The customer seemed frustrated.

“Where’s the car?” He scanned the lot.

Now it was the salesman’s turn to be a little frustrated.

“I’ll show it to you in just a moment,” he said. “Why don’t you step inside and I’ll go get the keys and let you take a look at it.”

The customer’s face brightened. “Good,” he said. “I really want to see it.”

It was a shaky start, and as the salesman and his customer walked toward the car, they both appeared just a little on edge with each other. It could have been an entirely different story if the salesman had understood what you are about to learn.

There is no greater compliment you can give your customers than understanding them. When your customers walk through the door, pick up the phone or send you an initial email inquiry, you can quickly recognize how they want to be treated. At that point, you can adapt your communication style so that they understand and process the information you give to them. Best of all, they will know that what *they* want is your top priority. They will understand that you're willing to listen and adapt to their needs.



THERE IS NO GREATER COMPLIMENT
YOU CAN GIVE YOUR CUSTOMERS
THAN UNDERSTANDING THEM.

RECOGNIZE YOUR OWN STRENGTHS

Although our brains are highly complex, there's no great mystery in figuring out how we want others to talk to us and give us information. Our minds have three distinct ways of remembering information:

1. *Visual*—what we see and can picture
2. *Auditory*—what we hear and say
3. *Kinesthetic*—what we feel and do

We have and use all three means of remembering information. They're like puzzle pieces—and they're not all the same size in our brains. Let's find out what *your* preferences look like before we talk about figuring out your customers' preferences. Take a few moments to go through the following checklist.

VISUAL-AUDITORY-KINESTHETIC (VAK) CHECKLIST*

Name _____ Date _____

Yes No

		I am more interested in what I can see than in what someone says.
		I tend to doodle or draw while listening or learning.
		I find it hard to concentrate if someone talks without showing me anything.
		I usually need to write things down if I want to remember them.
		I feel more confident when I know I look good.
		I find it easier to remember faces than names.
		I prefer watching someone else show me how to do a task before I try it.
		I am drawn to bright colors, glossy brochures and well-designed websites.
		I usually like to underline or highlight information in books and materials.
		I tend to evaluate others based largely on their appearance.
		TOTAL YES ANSWERS

Yes No

		I often repeat what I need to remember out loud to myself or someone else.
		I am often accused of giving long answers to short questions.
		I like talking through a problem that needs to be solved.
		I often say words as I'm writing them.
		I may interrupt others as they speak if a thought occurs to me.
		I often find myself repeating instructions out loud.
		I have been accused of asking too many questions.

Yes No

		I usually prefer to explain a process than draw a picture of it.
		I prefer listening to books instead of reading them.
		I tend to judge someone's sincerity by the sound of her voice.
		TOTAL YES ANSWERS

Yes No

		I need to take frequent breaks when working or concentrating.
		I often just jump in and do something rather than watch someone else do it.
		I tend to move quickly from one thing to the next.
		I want books I read or movies I watch to be filled with action.
		It helps me to use my finger to point to words as I read them.
		I usually write notes in order to remember.
		I almost always am compelled to move to the beat of good music.
		I like paper with big spaces to draw or write on.
		I often become impatient with a long explanation.
		I tend to evaluate a person by the way he or she shakes hands with me.
		TOTAL YES ANSWERS

* © 2008 Cynthia Ulrich Tobias and Paul Webb, based on research from Walter Barbe and Raymond Swassing.

WHAT DOES IT MEAN?

There are 10 items in each section of the VAK checklist, so you can easily convert your yes answers into percentages (for example, six yes answers equal 60 percent). Now, look at your percentages for each section. You probably have at least two sections that are close

in percentages. You will probably have at least a few yes marks in all three sections, and you may even have more than one section that has the same number of yes responses. No one is just one kind of learner. There are all sorts of combinations of learning styles. Remember, these are puzzle pieces, not categories or neat little boxes into which people are sorted.



NO ONE IS JUST ONE KIND OF LEARNER. THERE ARE ALL SORTS OF COMBINATIONS OF LEARNING STYLES. REMEMBER, THESE ARE PUZZLE PIECES, NOT CATEGORIES OR NEAT LITTLE BOXES INTO WHICH PEOPLE ARE SORTED.

As you read the following explanations, you will most likely identify at least a little bit with *all* styles. As you learn about the different styles, you'll also recognize the characteristics of many of the people you know and love, as well as your customers. This may help to explain why your communication with some of these people can sometimes be frustrating.

Keep in mind that the way people learn is also the way they buy. Understanding and adjusting to your customer's learning/buying style will increase your ability to establish trust and rapport in a short amount of time.

THE VISUAL LEARNER

If you placed the most yes marks in the first section, you tend to be more visual when you're trying to learn and remember information. You're more interested in what you can see than in what someone tells you. This means that you're much more likely to remember what you heard if you look at a picture or illustration while you're listening to whatever is being said.

On the other hand, when someone tells you something and you have nothing to look at, you may forget what was said the

moment you turn and walk away. The information went in one ear, gained speed, and then went out the other. For instance, if someone comes up to you and says, “Hi, I’m Steve,” and then shakes your hand and walks away, you will likely instantly forget his name. But if Steve is wearing a nametag, the chances of your remembering his name will drastically increase.

Visual learners are often accused of daydreaming. Their visual mind is constantly trying to picture what is being said, and it may not keep up with what the other person is telling them.

As a more visual learner, you’ll benefit by making lists or writing notes about what you need to do. Even when you aren’t writing something specific, you may find yourself doodling or drawing on a piece of paper while you’re listening or thinking. Visual aids are a big help to you, and you will be able to focus better and concentrate more if you can look at a handout, brochure, Power Point or other visual aid. You may not be much of a talker, as you prefer to sit back and watch what’s going on before you decide to participate. Even when it comes to expressing love for someone, you may want to write a note or send a card rather than look that person in the eye and talk about your feelings.

Because you can be distracted by too much visual stimulation, you tend to do best when you can work in an uncluttered and pleasant workspace. Chances are good that you’re drawn to folders, organizers and other items that are appealing to look at and that match your personality and surroundings. Your physical appearance is also important to you. Even if you don’t wear the most fashionable clothes, you’re concerned about making sure your outfit looks good and that your overall appearance is neat and attractive.

Because you’re a more visual person, you also have an active—and sometimes *overactive*—visual imagination. As soon as someone starts talking to you, your mind gets a mental image. It might not be the image you were *supposed* to get, but you definitely have a picture in your head. As you sit and think about your mental picture, you’re likely to get further and further away from what the speaker is actually trying to communicate to you. For instance, if you’re driving by a cemetery and you see a sign that says “cemetery traf-

fic,” you’re going to be a little sidetracked if you’re picturing something from *The Night of the Living Dead* coming out through the gates. Or, if you pass a local fast-food restaurant and the marquis outside reads, “Now hiring—any crispy burrito 99¢,” you may be wondering what that group of applicants will look like.

THE AUDITORY LEARNER

If you placed the most yes marks in the second section, you tend to be auditory when you’re trying to learn and remember information. You usually learn best by hearing—but *not* by hearing other people talk to you. Rather, you learn best by hearing *yourself* talk. Now that’s a whole new ball game!

If you’re highly auditory, you probably talk a lot more than you listen. In fact, until you hear your own voice talking about something, you won’t truly understand or remember what you’re trying to comprehend. You may find yourself frequently interrupting and asking a lot of questions, since your mind wants you to talk as soon as you think of something. Actually, you may need to talk in *order* to think of something, so others may be a little confused when they hear you talk about what you haven’t even *thought* of yet! Nevertheless, when you hear yourself saying the words, the ideas start to make sense to you.

As a more auditory learner, you need opportunities to talk your way through problems or issues, and you can’t concentrate well if you have to sit in silence for more than a few minutes. If you’re given a chance to speak frequently, you don’t have to hold on to your current thoughts while you make room for new ones. Once you’ve heard yourself discuss an issue, you’ll remember what you were thinking, and then you’ll be able to move on to the next topic. You may not even realize that you’re talking as much as you are—in fact, you might even think that you’re talking to yourself when you’re verbalizing out loud.

As an auditory learner, you’re especially tuned in to the sound of others’ voices, and it’s helpful if their voices are pleasant and not monotone. In fact, auditory folks love to hear someone who puts feeling and emphasis on words as they speak: “This is a *fabulous*

opportunity! I've never heard of such an *amazing* offer!" The sound of words is important to you. You may read a little slower than others—not because you're a poor reader, but simply because you have to actually hear the *sound* of each word in your mind as you go. You may also benefit by having some background music or white noise while you're trying to work or concentrate, as long as *you* get to decide what the noise will be.

Because you're auditory, you might be especially sensitive to sounds and verbal distractions. When you were in school, you were probably "shushed" more by auditory teachers than anyone else—after all, *they* needed to talk! You may have been called a "chatter-box" because of your tendency to talk about almost everything, whether others wanted to listen or not. One good thing about finding out you're auditory—now that you understand your verbal nature is normal—is that you can remind your friends and family of the up side: They never have to wonder what you're thinking!



ONE GOOD THING ABOUT FINDING OUT YOU'RE AUDITORY IS THAT YOU CAN REMIND YOUR FRIENDS AND FAMILY OF THE UP SIDE: THEY NEVER HAVE TO WONDER WHAT YOU'RE THINKING!

THE KINESTHETIC LEARNER

If you placed the most yes marks in the third section, you tend to be more kinesthetic when you are trying to learn and remember information. You concentrate and learn best when you can actually *do* something, so you tend to stay in motion most of the time. As a highly kinesthetic child, you might have been among those who were labeled "hyperactive" at times because of your energy, your movement and your restless and active nature. Even as an adult, it's hard for you to sit still for any length of time without taking at least a short break.

Your kinesthetic nature makes you want to get your hands on stuff, touch it, mess with it and use it. It's not enough to just see a picture of something or hear someone talk about it—you have to see it and touch it *yourself*. You like to convert concepts into action, experiment with ideas and manipulate the pieces of the puzzle. Because you're so active, you tend to be more in tune with your own body, and you trust your "gut instinct" more than others trust theirs. You're quick to get a sense of things. You want to be in the middle of the action so you can figure out what's going on. You can certainly read, but don't enjoy it much if it takes too long to get the information or it doesn't involve action. Sometimes, you may find yourself picking up a book just to flip through the pages.

You may distract others by your constant movement, even though you don't mean to do it. You find yourself tapping your foot, swinging your leg, banging a pencil on the desk—anything that can keep you in motion. If you have to sit in a chair, you do better if it's one that swivels or rolls or rocks or keeps you moving in some way. It will be almost torture for you to sit behind a desk or be confined to a small space to work. You need more room, and even the paperwork you fill out should have large spaces so you won't have to write small.



YOU DO BETTER IF YOU CAN WALK
AND TALK. THE WORDS SINK IN WHILE
YOU'RE IN MOTION, AND YOU REMEMBER
BEST WHEN YOU TAKE SOME KIND OF
ACTION WHILE YOU'RE LEARNING.

If you're talking to a person who insists you sit still and look at him while he is speaking, you're already in trouble. You do better if you can walk and talk. The words sink in while you're in motion, and you remember best when you take some kind of action while you're learning. You may be perceived as being impatient—usually

because you're anxious to get done and move on to the next task. Long, tedious projects are unappealing to you, and if you're stuck with doing one, the chances are good that someone will have to keep reminding you to stay on task. Your energy is a huge plus, but learning to channel it productively may be a challenge!

RECOGNIZE AND ADJUST TO YOUR CUSTOMER'S STRENGTHS

Now that you understand your own preferences for remembering information, let's take another look at the story at the beginning of this chapter. Notice that the prospective buyer who came to the dealership was sharply dressed and that the first thing he said was, "I *saw* your ad . . . I wonder if I could take a *look* at that car." The salesman received three clues immediately about how his customer wanted to get information—(his visual appearance, "I saw," "take a look")—each of which indicated a high *visual* preference.

However, instead of picking up on those cues, the salesman said, "Let me *tell* you a little more about that vehicle." This is a strong indication that the salesperson was an auditory learner. The customer's confusion was understandable—he was focused on getting information visually, but what he got from the salesperson was auditory. So the customer again asked to *see* the car, but the salesman insisted on *telling* him about the price. It wasn't until the salesman said he would get the keys and let him "take a *look*" that the customer finally began to tune in. He was relieved when he actually got to *see* the vehicle.

If this salesman had paid attention to how the customer spoke to him in the beginning, he would have been able to quickly and effectively establish trust and rapport—and he also would have drastically increased his chance for a sale. When you adapt your approach according to the VAK, you'll be stunned at the difference it will make in the number of sales you close and the number of customers you'll keep past the first transaction. You will *see* yourself making more money, *hear* yourself becoming more pos-

itive and *feel* yourself becoming more confident as you use these techniques.

Learning to recognize a customer's visual, auditory or kinesi-
thetic preference is as easy as reading this book. It won't take long
for it to become second nature to you. Let's look at some easy ways
to spot which VAK style a customer is showing or telling you and
how you can quickly adjust the way in which you communicate.

RECOGNIZING AND ADAPTING TO THE VISUAL CUSTOMER

One of the most obvious clues you can pick up on that will tell
you that you're dealing with more *visual* customers is by the words
they use. For example: "see," "picture," "point out," "show," "view,"
"look." Here are some common phrases you'll hear visual cus-
tomers use:

- "I saw your ad . . ."
- "I'd like to look at . . ."
- "What colors does the car come in?"
- "I wanted to see if . . ."

You can also identify visual folks as you greet and begin to in-
teract with them by paying attention to the following clues:

- *Visual learners will almost always be more interested in what they see than in what you say.* If their interest comes and goes, you may find that they tune in and brighten up when you show them the car, a brochure or anything else they can visibly experience.
- *They may bring a picture with them.* If they've printed out an online ad or brought in a magazine picture, take a hint and practice a more visual approach.
- *They may zone out while you are talking if you are not showing them anything.* If you see their eyes wander as you're

talking, or if they seem to be tuning out during your explanation, give them something to look at or picture in their mind.

- *They may quickly forget what you just said.* If you just explained the options on the car, but two minutes later they ask you the same question again, it's time to show them what you mean.
- *Their appearance, even when dressed casually, will be neat, and their outfit will match.* If their hair is styled, their clothes match in color and style, and it seems as if they put some thought into how they look, it's usually a good indication of visual strengths.

Whether or not you are a visual learner, you can adapt to the visual customer through some easy and practical ways:

- *Show them the vehicle as soon as possible.* Talk a lot less and get right to a visual aid!
- *Have a "brag book" or evidence manual with pictures, testimonials and endorsements available for them to see.* If the visual customer has to sit at your desk for a few minutes, have your brag book available for them to browse. If you're selling a pre-owned car, have a packet with information about the car.
- *Offer brochures or other promotional media.* Not every visual person will want to look at brochures and promotional media, but always have them within reach just in case.
- *Put the visual customer in a clean, uncluttered space.* You don't want to have too much visual stimulation or have them distracted by a messy workspace. You want them to be able to focus on the car they are going to buy.

- *Spark their imagination with descriptive language.* Give them mental pictures they can easily remember and recall later when they think about the vehicle (for instance, “Picture yourself driving down the Coastal Highway with the top down . . .”).

RECOGNIZING AND ADAPTING TO THE AUDITORY CUSTOMER

Auditory learners tend to use words such as “tell,” “ask,” “heard,” “said,” “explain,” “discuss,” “talk.” Some common phrases they’ll use include the following:

- “I heard you’re the ones who can get me the best deal . . .”
- “I want to talk to you about . . .”
- “Could you tell me more about . . .”
- “I was listening to your ad last night and . . .”

Listen for some of these clues to help you identify the more auditory people:

- *They tend to ask a lot of questions.* Sometimes they will ask questions to clarify information you gave them, but often they’ll repeat or rephrase what you just told them. Either way, realize that it helps them process information when they hear their own voice.
- *They may frequently interrupt you.* It’s almost impossible for an auditory person to listen without interrupting. They may often interrupt you with questions or comments. They can’t hold onto their thoughts for long without verbalizing them.
- *They will often repeat what you say.* It’s not just to echo or annoy you—hearing the sound of their own voice will help them remember what was said.

- *They may give you long answers to short questions.* It's hard to get the auditory person to answer yes or no because they'll be talking their way to the answer, even though you may not want to hear them as they think.
- *They will usually talk through their thought process out loud.* Don't be surprised if auditory customers change their mind several times during the thought process. If you interrupt them before they reach their conclusion, you may very well lose the sale.

Even if you're not an auditory learner, the following ideas can help you adapt to customers who are:

- *Ask them questions.* When you give the auditory customer a chance to give their opinion and you actually listen to them, you'll gain their respect, and they'll automatically like you better.
- *Let them do most of the talking.* Talk as little as possible. Give the auditory person plenty of opportunities to be heard. If you talk as much as they do, you'll almost certainly lose the sale.
- *Tell them about the vehicle.* Before you show them the car or take them for a test drive, be sure to ask them if they would like you to give them a little more information. If they say yes, let them ask questions or make comments as you give your explanation.
- *If possible, give them an environment free of irritating noises.* Auditory learners are usually more sensitive to noise and can be easily annoyed or distracted by sounds. Find a quiet place when you discuss the transaction.
- *Use emphasis and emotion on certain words.* Remember, the auditory person will often judge you by the way you talk.

Be genuinely enthusiastic. Practice putting emphasis in your speech (for example, “This is an *incredible* vehicle!”).

RECOGNIZING AND ADAPTING TO THE KINESTHETIC CUSTOMER

Kinesthetic learners are men and women of few words and lots of action. When you hear them speak, you’ll hear them say words such as “feel,” “test drive,” “go,” “touch base,” “follow,” “move,” “do.” Some of the common phrases they’ll use include the following:

- “I’d like to test drive a . . .”
- “Could we go . . .”
- “How long will this take?”
- “So, in other words . . .”

The following clues will help you spot kinesthetic customers:

- *They usually are more restless and active.* Most of them will stay in constant motion, even when they’re sitting down or standing in the showroom talking to you. Some part of their body will always be moving.
- *They often move quickly from one thing to the next.* They’re looking for short explanations and quick progression. Don’t spend too much time on any one thing unless they specifically ask you to do so.
- *They may appear impatient while you’re getting to the point.* If they’re looking past you or at their watch, take the hint and cut your speech or explanation short. Just get to the point.
- *They’re almost always eager to take some sort of action.* Get them to the test drive as soon as possible. Don’t keep them waiting while you get the keys—tell them to meet you at the vehicle so they can get their hands on it right away.

- *They are focused on the bottom line.* Answer their questions as directly and briefly as possible. Don't embellish your explanations or ask them too many clarifying questions, because they need to keep moving. Ask the questions during the test drive.

Even the least kinesthetic salespeople can adapt to their restless customers by practicing these strategies:

- *Get them sitting in and touching the vehicle as soon as possible.* Again, cut to the chase. Ask them if they would like to follow you to the vehicle right away.
- *Walk while you talk.* Don't ask them to sit at your desk or stay in one place while you show or tell them about the vehicle. Get them moving and stay with them. They'll listen better while you're walking.
- *Get to the point quickly.* You might even want to ask them, "Do you want the long version or the short version?"
- *Provide a large, comfortable space for writing and filling out paperwork.* Don't make them fill out lots of forms with tiny spaces and many questions. Offer to fill out as much of the forms for them as you can. (An exception: Some dealerships have a company policy that the customer must completely fill out the credit application.)
- *Create a relaxed, friendly environment.* They need to feel comfortable and at home, so see what you can do to provide a non-threatening, informal environment. (For instance, ask them, "Can I get you something to drink? Would you like some popcorn?")

Remember, most people are a mix of at least two of the VAK strengths, so as you raise your awareness of how your customers

react to you, you'll recognize ways to make them feel understood and valued. In a short time, it will be easy to understand why they'll always ask for you on return visits to your showroom.



KEY 4

TALK SO PEOPLE WILL LISTEN

HOW TO IDENTIFY THE WAY PEOPLE
THINK AND MAKE DECISIONS

Sara was looking forward to her first appointment. She was confident that she was going to make a sale that day. Her prospective buyer had asked about one of her favorite SUVs, and Sara had a fresh supply of the newest brochures and a video screen with interactive choices of options and colors to show the client. She had her “brag book,” which included photos and letters from satisfied customers, set out on a table for her to view. *That should take care of her if she is a visual customer,* she thought.

She was prepared to meet auditory needs as well—she’d spent an hour the previous night studying the manufacturer’s website, reviewing literature on the vehicle and quizzing herself on the specs and details so she could explain features and answer questions. In the event her customer was kinesthetic, she’d come in an hour early that morning to take one of the best-equipped models for a little spin. She’d made mental notes about every knob, button and feature that an active, restless driver would find especially appealing. Today, she was definitely going to sell an SUV.

The intercom buzzed. “Sara, Barbara Gray, your 10 AM, is here.” *Already?* Barbara was 15 minutes early. Sara stepped into the showroom and shook hands with her customer. *Barbara Gray is obviously a no-nonsense person,* Sara thought, and so far definitely seemed to be a visual learner. She was dressed impeccably in a business suit, with just a touch of elegant jewelry, and had a perfectly

styled haircut. Sara had barely finished shaking her customer's hand when Barbara pulled a file folder full of neatly sorted papers out of her thin leather briefcase.

"I saw your ad this Sunday," Barbara said, "so I decided to do some research and find out more about this SUV. Everything I saw indicated that this is the car I want."

"Great!" Sara smiled and thought, *Visual—and I already know she wants this vehicle.* She began her presentation.

"Let me show you . . ."

Barbara quickly interrupted her.

"I've printed out how I want the vehicle equipped, and at the bottom I put the price I'm willing to pay."

Sara was momentarily taken aback, and then decided she would continue to match Barbara's visual approach.

"Barbara, let me show you the models we have on the lot . . ."

Barbara interrupted again.

"Do you have one that's black cherry?" she asked.

Sara hesitated. "Actually, we don't have one in that color at the moment, but we can sure get it for you. You might want to take a look at a couple of the other colors—you may like one of those even better."

Barbara looked puzzled.

"Why? I already know I want the black cherry."

Sara suddenly felt a little less confident about selling a car to Barbara today. Barbara was looking at the printout she had brought and was frowning.

"How long would it take to get the black cherry vehicle with this list of options?" she asked.

Sara took the sheet and glanced at the list. *Wow—Barbara doesn't look like the kind of person who would want a six-speed manual transmission, rock rails and a performance exhaust. I wonder who this is really for?* But she smiled and told herself, *Okay, just think about how visual she is and deal with it.*

"Barbara, if you'll have a seat here, we'll look through this list and I'll highlight the items we can get right away."

Barbara frowned. "In other words, you can't get that vehicle in that color and sell it to me today?"

Sara tried to stay pleasant. “Not today, but soon. I’ll show you . . .”

Barbara stood up abruptly. “Never mind. It’s obvious I can’t get what I want here.” She spun around and walked out, leaving Sara standing there. *How rude!* She thought. *There was no way to please her!*

Actually, there was. Although Sara was accurate in her assessment that Barbara was a visual learner, and she correctly adjusted her communication to match that style, she overlooked a critical aspect of knowing what would motivate her customer to purchase the vehicle that day. Sara didn’t realize that Barbara Gray had a black-and-white, detailed analytic mind. Sara was operating as a big picture, global learner.

WHAT WAS MISSING?

In the last chapter, you learned to recognize the ways your customers need to receive the information you’re giving them in order to tune in and understand what you’re saying. The visual, auditory and kinesthetic strengths in individuals can pinpoint how they best take in information. But it’s equally important for you to understand how your customers’ minds are organized and how they make decisions about the information. This is not just a glimpse into personality differences; it’s a way to understand how each person’s mind is wired as it processes and makes sense of incoming information.

Even if you’re an expert in VAK and can accurately recognize and match your customers’ learning and buying styles, you’ll quickly lose trust and rapport with them if you don’t understand how their minds make decisions about the information. What you are about to learn is a practical way to master a basic framework for identifying and adjusting to your customers’ learning styles by recognizing their *decision process*.

There are literally hundreds of personality tests, but what you’re about to discover is one of the oldest and most reliable research models for understanding how a person’s mind works

when it comes to interacting with information. Dr. Herman Witkin, a psychologist who specialized in cognitive psychology, first developed this method, and while we won't use his formal test and evaluation methods, what you will learn is based on years of empirical research.

In a nutshell, only about half of the population was born pre-wired to be more independent, logical and *analytic* thinkers. The other half is geared toward the other end of the scale—with *global* minds that are designed to look for the big picture first, to see things in context and to recognize relationships. Like VAK learning styles, global and analytic traits are puzzle pieces, and we all have some of each. Most of us will have one piece significantly bigger than the other, but some of us will have traits almost evenly split down the middle.

As you complete the following checklist, you'll need to choose one answer over the other, even though you may want to choose both. Most people come out with a definite preference for either analytic or global, but it's not unusual for the difference between the two to be only one or two points.

ANALYTIC/GLOBAL CHECKLIST

ANALYTIC	GLOBAL
<input type="checkbox"/> I automatically listen for details.	<input type="checkbox"/> I listen for overall ideas before details.
<input type="checkbox"/> I prefer giving yes or no answers.	<input type="checkbox"/> I like to explain my answers.
<input type="checkbox"/> I want to read the directions for myself.	<input type="checkbox"/> Just tell me what the directions say.
<input type="checkbox"/> I need directions that include streets and numbers.	<input type="checkbox"/> I'm better with directions that include landmarks and signs.
<input type="checkbox"/> I like fact-based, objective learning.	<input type="checkbox"/> Learning means more to me when it's personalized.

ANALYTIC	GLOBAL
<input type="checkbox"/> I prefer a beginning, a middle and an end, in that order.	<input type="checkbox"/> I don't mind starting at the end or skipping steps.
<input type="checkbox"/> When I work on a team, I'm usually in charge.	<input type="checkbox"/> When I work on a team, I don't need to be in charge.
<input type="checkbox"/> I need to focus on one thing at a time.	<input type="checkbox"/> I don't mind doing several things at once.
<input type="checkbox"/> I need to have a plan and know what to expect.	<input type="checkbox"/> I don't mind just going with the flow.
_____ TOTAL ANALYTIC PREFERENCES	_____ TOTAL GLOBAL PREFERENCES

* Based on the research of Herman A. Witkin. For more information, see *The Way We Work* by Cynthia Tobias. © Cynthia Ulrich Tobias, Paul Webb Training.

As you review your responses, keep the following points in mind:

- As we mentioned, there's no such thing as a "pure" style—each of us will have both analytic and global puzzle pieces to some extent. Some of us will be almost evenly divided between the two.
- All of us can learn to adapt and adjust to the opposite style, but the research clearly supports the fact that we're born with natural inclinations and strengths.
- Recognizing how your mind is wired when it comes to taking in and processing information can help you understand how you think, make decisions and organize what you know.
- There's no smartest or best style, but sometimes the situation and circumstances can make one style more valuable than the other.

- It's more important to understand someone's behavior than it is to simply fit him or her into a category.
- We identify our learning style not to find excuses, but to have tools to understand and succeed.

Before we look at how this knowledge can help with your customers, let's take a look at what you can learn about yourself. It will give you valuable insight into why you sell the way you do and how you can communicate better with those who don't think as you do.



IT'S MORE IMPORTANT TO
UNDERSTAND SOMEONE'S BEHAVIOR
THAN IT IS TO SIMPLY FIT HIM OR
HER INTO A CATEGORY.

RECOGNIZE AND ADJUST TO YOUR CUSTOMER'S DECISION-MAKING PROCESS

If you placed more checkmarks in the left column, you're probably more of an *analytic* decision maker. It makes more sense to you to deal with individual concepts than to try to deal with the big picture. It's not that you don't *want* the big picture; it's just that if you're going to understand it, you need to break it down and understand it piece by piece. By contrast, if you had more checks in the right-hand column, you're probably more *global*. You tend to look at the big picture first, figuring there's no point in finding details if you can't see where they'll fit into the whole picture.

Here's a quick overview of some of the differences between the analytic and global learning styles. You may want to check everything that applies to you.

ANALYTIC STRENGTHS	GLOBAL STRENGTHS
Focuses on details	Sees the big picture
Works independently	Cooperates in group efforts
Organizes	Finds things in unexpected places
Is consistent	Identifies many options
Does one thing at a time	Does several things at once

WHAT KEEPS THE ANALYTIC HAPPY?	WHAT KEEPS THE GLOBAL HAPPY?
Having a process ordered step-by-step	Getting to the point without the details
Being prepared	Being flexible
Knowing what to expect	Going with the flow
Keeping emotions separate from facts	Feeling understood and appreciated
Maintaining a sense of justice	Dealing with a sense of fairness

ANALYTIC FRUSTRATIONS	GLOBAL FRUSTRATIONS
Having opinion expressed as fact	Having to explain yourself analytically
Not understanding the purpose of something	Not knowing the meaning of something
Listening to an overview with no details	Listening to details with no overview
Dealing with generalities	Having to prove how you know something
Getting excuses instead of results	Not getting credit for effort

Those who lean toward the analytic end of the scale are usually organized, tend to work best with a schedule and like to have tasks that can be done one at a time. Selling automobiles offers these types of individuals many opportunities to use their analytic strengths. They're naturally drawn to the sequential nature of presenting and closing a sale, and they like to have a proven process to follow. Their analytic minds are constantly looking for ways to improve almost anything—and they often wonder why more people won't listen to their suggestions (especially if they are an analytic auditory). After all, they've put careful and deliberate thought into virtually everything they do. They enjoy the problem-solving process of identifying what a customer needs and like finding the vehicle in their inventory that will meet those needs.

Those who are more global also love matching the buyer to the right car. However, for them it's not a problem-solving process as much as it is an art in finding the car that's meant to belong to that particular buyer—almost like the search for a new friend. Globals in auto sales usually enjoy their careers for a whole different set of reasons than their analytic counterparts. For globals, the opportunity to interact with all kinds of people is often the most appealing aspect of the job. Most globals can talk to, and get to know, just about anyone, and it matters to them whether or not they're liked and valued by their customers. Most global salespeople will make it a point to find out about their customers on a more personal basis, and they're willing to share more of their own life story with kind and interested strangers. They seem to naturally form networks and friendships and have an almost sixth sense about what people need and like. Unfortunately, they're not always appreciated by analytic buyers, who just want to get the job done in a precise, orderly, relatively impersonal manner.

Let's think about Sara and her prospective buyer, Barbara. Sara's ability to quickly recognize Barbara as a visual learner was an asset, but Barbara was also highly analytic. If Sara had realized that at the beginning, she would have been in a much stronger position to close the transaction. There are some unmistakable signs given by both analytic and global styles when it comes to how they

want to be treated and what will make the most sense to them. Let's start by taking a look at a few easy-to-spot signals that will usually indicate a customer's dominant learning style when it comes to their Decision Process (DP).

The More Analytic Customers...	The More Global Customers...
Are more focused on the task at hand than pleasant conversation	Are usually interested in getting to know who you are personally
Ask more specific questions and seek to clarify your answers	Almost always have at least one other person with them
Usually know what they want and are not interested in looking at other vehicles	Are almost always open to looking at a variety of vehicles
Probably have researched and read more about the vehicle than you have	Find themselves drawn to cars with extra options and unusual features
	Want you to know more about them personally

The chart you just read will help you identify how analytic or global your buyer seems to be. Now let's focus on what they will be looking for in the person who actually sells them an automobile.

WHAT MOTIVATES THE ANALYTIC CUSTOMER?

Analytic customers will be motivated to close the sale with you if they *perceive you know what you are talking about and can back it up*. Always be honest about your level of familiarity with a particular vehicle. You'll gain and keep their respect if you can at least quickly find the information. ("I'm not sure exactly what the gear ratio is, but I know how we can find out.")

Analytics will be motivated if you *are specific when giving directions, instructions or descriptions*. For example, you could say, "According to

the latest tests by *Consumer Reports*, this engine will give you the best performance and gas mileage in its class—24 MPG on the highway and 19 in the city.” They’ll want you to make *sequential, step-by-step presentations*, so be sure to have a definite beginning, middle and end to your sales presentation. The only time you should leave this path is when they clearly point in that direction. Often, it’s also helpful to let your analytic customers know up front that you’ll be giving them *a clear and organized presentation* and that you value their time and energy in the buying process. For example, “It works well to do this in three steps: first, I’ll show you the car and answer any questions; then we’ll take it for a test drive; and then we’ll work out the financing arrangements.”

Analytic customers will respond best when *you give them specific feedback*. For example, “That’s an excellent choice—a GPS will help you save time and money when you’re in unfamiliar cities.” They’ll want you to *keep your stories or examples objective and relevant*, so if you have specific, personal experience that’s relevant to your buyers’ questions or discussion, offer it briefly and be sure you’re clear about how it relates to them. For example, “My spouse is ‘height-challenged,’ so the adjustable pedals are important.”

Finally, analytics will want *you to state the purpose clearly*, so get to the point as quickly as possible—it will keep the transaction moving and give your customers a reason to pay close attention. For example, “We need to have you fill out this application so we can quickly put together some options to get you into the car you want.”

WHAT MOTIVATES THE GLOBAL CUSTOMER?

The global customer will be motivated to close the sale with you if you first *give an overview and general idea of what you are going to say*. Leave the details for later and focus on inspiring them with the idea of owning the vehicle. For example, “You’re going to love driving this car! This is a top pick for comfort and appearance.”

Globals will respond best if you encourage and accommodate teamwork in the decision-making process. Find ways to acknowledge your customer’s need for reinforcement and agreement with

their friends or family members. For example, “Take the car out for a drive, and you folks sit in it as if you owned it.” They’ll like their salesperson to *demonstrate flexibility in all areas*, so find as many ways possible to avoid making them feel as though there are a lot of rules to follow. Make sure they know that it’s all about them and that you can tailor almost anything to fit their needs and preferences.

Global decision makers will respond best if their car-buying experience is *personalized through stories and anecdotes*. They’ll want to know a little more about you, so feel free to share a personal experience that’s relevant to their current situation. For example, “I had a truck like this when I graduated from college, and I moved clear across the country. It was the most reliable one I could have chosen—and I found so many new friends who needed help moving!” Better yet, whenever possible, give them the opportunity to share a personal story with you.

Keep in mind that globals will want you to *explain things more than once and paraphrase whenever possible*. Globals will almost always be looking for the big picture, so they may lose their train of thought as you’re explaining the details, and they’ll appreciate your patience when they ask you to repeat what you so clearly just said. Start a lot of your explanations with, “In other words . . .” They’ll also appreciate it if you allow them to *patiently explain themselves*. Remember that globals want you to know more about them personally—they want you to know why this car is important to them and how it will make their lives better. The extra time you take to listen to their stories or explanations will help inspire their trust in you.

Finally, globals will respond well if you *notice and appreciate them as individuals*. Compliments are important to globals, so be sincere and take the time to notice the small things—a unique necklace, an attractive jacket, a well-told joke. Make sure they know how important they are to you and your dealership and how much you value their decision to make you their salesperson. In contrast, remember that analytic customers may be suspicious of your compliments, as they will perceive them as manipulation.

DIFFERENCES BETWEEN ANALYTICS AND GLOBALS AND THEIR DECISION PROCESS

Here's another practical way to summarize the contrast between analytic customers and global customers when it comes to getting them to buy a vehicle from you.

HOW THEY WANT TO GET INFORMATION

ANALYTIC CUSTOMERS	GLOBAL CUSTOMERS
Give facts without fluff	Put facts in context with personal examples and stories
Present ideas in sequential order	Be willing to sometimes let questions or issues take you in another direction
Give straight answers	Find a way to make it important to them
Talk as little as possible	Spend some time getting to know them

HOW THEY ARE GOING TO LISTEN

ANALYTIC CUSTOMERS	GLOBAL CUSTOMERS
Need details	May interrupt with what seems like irrelevant questions
Will pay attention to exactly what you say	Will try to figure out what you really mean

HOW THEY WILL MAKE A DECISION

ANALYTIC CUSTOMERS	GLOBAL CUSTOMERS
Will need time to think and analyze	Will ask someone to verify or reinforce what they should do
Will ask themselves questions such as, <i>Does it make sense? Is it cost effective?</i>	Will quickly decide how they feel about it

HOW DO YOU CHANGE THEIR MINDS?

ANALYTIC CUSTOMERS	GLOBAL CUSTOMERS
Give brief, compelling evidence (“a 4 x 4 may cost a little more at first, but your resale value will be higher with this type of vehicle”).	Tug at their hearts (“a 4 x 4 may not seem necessary now, but it only takes one time when you can rescue someone or get out of a tough spot to make it worth every penny”).

The most important item to remember at this point is that each person is a complex individual. You can't simply memorize techniques and count on them to automatically work. With practice, you'll get better and better at quickly recognizing the signals your customers give you about how their minds work. But even when you figure that out, there will still be more puzzle pieces. For instance, there's a difference between an analytic person who is highly auditory and an analytic person who is more visual. They both want you to be organized and objective; however, auditory analytics may talk so much that you'll think they're global! Kinesthetic globals may be easy to spot, but visual globals may not talk enough in the beginning to give you a clear picture of who they are.

In the end, your best tool for identifying and adjusting to your customer's style will be your powers of observation and your listening skills. Pay attention to what your customers look like, how they act and what they say. Listen to how they phrase their questions, what they ask questions about and how they answer *your* questions.



IN THE END, YOUR BEST TOOL FOR IDENTIFYING AND ADJUSTING TO YOUR CUSTOMER'S STYLE WILL BE YOUR POWERS OF OBSERVATION AND YOUR LISTENING SKILLS.

Remember, this is one time when the Golden Rule (“Do unto others as you would have them do unto you”) doesn’t work. If you’re talking to your customers the same way you would want them to talk to you—and they’re busy doing the same thing—you’ll miss a great opportunity to reach them in a way that they’ll actually listen to you. On the other hand, when you tune in and adjust your communication to match theirs, you give them a wonderful gift: the gift of being understood.

In the next chapter, we’ll begin to walk you through specific proven methods for selling an automobile and give you incredibly effective strategies for closing the transaction. As you learn to apply these strategies, by far your most powerful tool will be your ability to accurately recognize and adjust to your individual customer’s learning and communicating styles.

KEY 5

FOLLOW THE ROAD TO THE SALE

HOW TO PROSPECT AND INCREASE YOUR SALES

The approach always changes; the technique never changes. The basic techniques for successfully closing a sale are fairly consistent across the industry, and every dealership has its own unique version of “the road to the sale.” For this reason, everything you’ve read in this book so far will only enhance what your individual dealership teaches you about how to close the transaction.

Whether you’ve been in sales for a long time or are just starting a sales career, chances are good that you’ve already read at least a few books on how to navigate the well-traveled road to making a sale. In this chapter, however, you’ll find a few new twists and turns and some freshly blazed trails that can lead you to extraordinary success. It’s not just that you’ll learn new techniques; you’ll also be able to adjust your approach so that you can communicate information to your customers in the way their minds are designed to understand it. That, in the end, will get you to your destination more swiftly and surely than you can even imagine.

Here is the roadmap we’ve found to be the most successful in helping the customers find the process so appealing and satisfying that they come back to your dealership whenever they want another car.

STEP 1: PROSPECTING

Before you start your journey, take some time to gather your prospects and decide who you want to take with you to the destination. The

area of prospecting should always be your first stop. If new hires use just 20 percent of the following prospecting techniques during their first three months, they can sell 18 to 20 cars without ever taking an up (a customer who walks onto the lot). Let's talk about the various prospective methods.

CONTACT TODAY'S UPS TODAY

Most salespeople will call today's ups the next day. You need to be on a different path. Call them back the *same* day! Research states that every day you wait to contact today's potential customers, you will lose 25 percent of their interest in you and in the transaction. In other words, without contact, five days later your customers won't even remember who you are. Procrastination is a strong temptation, and if you wait until the next day to do your follow-up, the names and faces will begin to fade from your mind. So, before you go home at the end of your day, take time to contact each of that day's ups.



RESEARCH STATES THAT EVERY
DAY YOU WAIT TO CONTACT TODAY'S
POTENTIAL CUSTOMERS, YOU WILL LOSE
25 PERCENT OF THEIR INTEREST IN
YOU AND IN THE TRANSACTION.

The recommended method of following up on prospects is to send them a text or an email and then call them shortly afterward. You'll need to keep careful notes about each customer you talk to so you'll remember to communicate with them in the way that makes the most sense to them and adjust your follow-up according to their preferred style of VAK and DP. When you do this, keep the following in mind:

- *Visual Customers.* If you dealt with customers you recognized as highly visual, the message you send to them will

be the most effective way to get their attention after they've left your dealership. If you follow that up with a phone call, remember to use visual words in the conversation: "I have something I'd really like to *show* you . . ." or, "I'd love to have you come take a *look* at . . ."

- *Auditory Customers.* If your customers were more auditory, you may want to skip the visual approach altogether and jump right to the phone call. Let them do more of the talking. When you interact with them, use words auditory learners tune in to, such as, "Listen, I'd love to tell you more about . . ." or, "I wanted to ask you . . ."
- *Kinesthetic Customers.* Kinesthetic customers will likely be impatient with *any* form of follow-up you use, so cut right to the chase. These customers will likely throw away any message longer than two sentences. A phone call may be nothing more than an annoying interruption to them, unless you get right to the point and use kinesthetic words: "We had a car come in that you'd love to drive . . ." or, "Let's get together for a quick cup of coffee and pencil in some numbers with regard to that car you love . . ."

Regardless of your customer's VAK and DP, there are a few basic guidelines that will help you, the salesperson, be more successful when you pick up the telephone and contact those prospective customers.

- *Always say the name of the dealership first on outbound calls.* For example, say, "Hi, Mrs. Jones, this is ABC Motors. My name is Paul Webb." If you say, "Hi, my name is Paul from ABC Motors," the customer's brain will start spinning, thinking, *Paul? Paul who?* And they'll miss the name of the dealership entirely. That's why it's so important to say the name of the dealership first.

- *Never say, “Have I caught you at a bad time?”* When you ask that question, you’ve just given the prospective customer the opportunity to say yes and end the call.
- *Suggest only positive outcomes.* For example, say, “You came in earlier today and took a test drive. I’d like to talk to you about it. Is this a good time?” Or, “Have I caught you at a good time?”
- *Ask a friendly question, without pressure.* Say, “Sometimes customers will have a question they forgot to ask when doing a test drive. I’m calling to make sure all of your questions were answered. Can I help you with anything?” This gives you a good reason for calling and communicates that you have a genuine desire to be of service.

When a customer comes in for the first time, you have a 20 percent chance of selling them an automobile. When they come back the *second time*, your opportunity to get a sale goes up to 60 percent. That’s why follow-up is so important.

CONTACT YESTERDAY’S UPS

For this method, follow the same procedures we just outlined. Now you’ll be making your second contact with each customer. If you sent a message yesterday, follow it up with a phone call today. If you made a phone call yesterday, follow it up with a message or another phone call today.

PULL THE OWNER FILES

Surveys indicate that the best way to get people into a dealership is to pull the owner files and contact customers from the past. When following this method, pull the files of the customers who purchased vehicles in this order:

1. Three years ago (largest group)
2. Four years ago (second largest category)
3. Two years ago

As you can see, the highest percentage of people come back to the dealership to buy another car in three years, the next highest in four years, and the next highest in two years. Contacting customers in this order will provide the best opportunity for you to get customers to come back in and do business with you again. As you go through the files of customers who purchased automobiles from you in the past, you will be prospecting to see who may be ready to buy another car.

When you call, it's likely you will get more voicemail messages than live contacts, so plan in advance the message you will leave in order to get a person to actually call you back. Here's one of the all-time best messages to leave on a prospective customer's voice mail:

Mr. Jones, this is ABC Motors calling, and my name is Paul.
It's about your car. Please call me at . . .

The majority of customers will call you back because they're unsure what the issue with their car might be and why you would call. When they call you back, here's a good phone script to use:

Mr. Jones, our records show that you purchased/leased your car three years ago. Are you aware that with some of our new programs, we can get you into a [more dependable, safer, higher performance—adjust to the profile of the customer by their present car's maturity] car. I'd like to invite you in to introduce our new programs. What time would be best for you?

CONTACT ORPHAN CLIENTS

Another good source of prospects is "orphan clients." These are customers whose salesperson no longer works at your dealership. When you get in touch with these individuals, use this approach:

Great news, Mr. Jones, I've been assigned to your account! Mr. Smith no longer works here, so I've taken over his clients. Are you in the market for a new vehicle? Do you know anybody who is?

CONTACT "DECLINED SERVICE" CUSTOMERS

Ask your service director for a list of customers who have turned down having service done on their vehicle over the last three months. Call the customer and make them an offer they may find easy to accept:

Hello, Mr. Jones, this is the ABC Motor Company. My name is Paul Webb, and I understand you declined some work on your vehicle recently. We are really in need of some good quality used cars, and we may be able to *absorb some of that repair cost* and get you into a newer vehicle.

DO A "SERVICE DRIVE"

At least 60 to 80 people use the service department of an average dealership each day. They begin to line up early in the morning before the service department opens, which provides you with a golden opportunity. If your dealership doesn't already assign a salesperson to that early morning shift, take the initiative and assign yourself to that position. Be the first salesperson there as people arrive. Bring out refreshments, exchange friendly conversation or even ride on the courtesy van and talk to people. This alone can give you three to five extra ups a day. Here's a good approach to use when talking to these prospective customers:

Mr. Jones, do you understand you can take that investment you're making in your car today and put it toward the down payment on a new car?

The service advisors will not be threatened by this approach—when you take the car in on a trade, the service department gets the reconditioning, and everyone wins.

USE THE SHOTGUN APPROACH

Here's another great way to use the service department for prospecting. Imagine it's the afternoon and people are sitting in the waiting room of the service department watching television. You walk in, hold up a set of keys, and say:

Hey, folks—anyone want to go for a test drive in a brand new car?

It's a funny kind of "shotgun" approach, but often someone will say, "Yeah, I'll go." Taking that volunteer on the test drive will allow you to start building rapport. Now you're on the road to having another customer.

TRY THE BIO APPROACH

For this approach, you'll need to create a one-page format for your "bio" so the customer can take a quick look. List items such as your personal affiliations, the schools you attended, your military service, your associations and memberships, and put a photo on the page. Then walk into the waiting room of the service department and say:

Hi, folks! I just want to introduce myself. I'm Paul Webb, and here's my bio.

Be sure to use a disclaimer on the bottom of the bio that states, "If you're currently working with another salesperson, please note that this is not a solicitation for your business." Often, someone will look at your bio and find something they have in common with you. "Franklin High School? I went to Franklin!" The possibilities will surprise you!

USE OFF-SITE PROMOTIONS

You can generate a great deal of interest in your favorite vehicle by taking it out to the public. For example, you might take another salesperson with you (so that the vehicle is never left unattended) and drive a new car to a golf tournament, local mall or other location. Or you might take a pickup truck and put it in front of a home improvement store on a Saturday morning for a couple hours. People will come by, and you can show them how the truck holds sheetrock or other materials. You could even bring a wheel to spin for giveaways—not for the truck, but for an oil change, a tire rotation or another service regularly provided by your dealership. Have

everyone register for a drawing to be held at noon or at 5 PM. (Be sure to check with management or your city regarding any necessary permission or official permits for doing the event.) This also provides a good source of obtaining valuable contact data.

CONDUCT A SEMINAR

Go to a real estate company, a bank or other place of business and tell the people working there that you teach a short, practical communications seminar for free. Get an invitation, and then teach the employees the VAK and communication techniques you've learned in this book. When you're done with your 30- to 45-minute presentation, tell everyone, "By the way, I work at the ABC dealership. If you ever have any transportation needs, I'm your contact. Here's my card." Remember that people would much rather buy a car from an acquaintance than a complete stranger.

□□ BUSINESS-TO-BUSINESS SELLING

In some countries, it's common to find dealers selling their cars door to door. Although that isn't an accepted practice in North America, the basic concept of business-to-business sales can bring you some worthwhile results. For example, go into a large grocery store and tell the manager:

I've been assigned to your business. We're offering your employees a special no-hassle purchase program with our dealership. Could I put a quarter-page ad in your company newsletter to announce this? Or could we put an announcement up next to your time clock?

Then, each month go to the store and change the color or look of the flier to keep it fresh and interesting to the employees (see appendix B for a sample flier).

Another good approach is to ask the manager this:

Do you have managers' meetings? I teach short, practical communications seminars, and I'd like to offer a free seminar to you.

Again, briefly teach the communication techniques of VAK. At the end of the free seminar, give them a flier. What's the purpose of this? The same as in the last strategy: People would much rather buy a car from an acquaintance than from a complete stranger. Now you are that acquaintance.

CONTACT SERVICE ORGANIZATIONS

Contact the service clubs in your community such as the Rotary Club, The Kiwanis Club, the Chamber of Commerce and so forth. Offer to provide a communications program to them or join the organization or find other ways to reach out and establish rapport.

DO A FEW COLD CALLS

This is one of the oldest sales techniques of all and can still be the most effective when it comes to getting new customers. Whether you love the idea of cold calling or loathe it, there are some painless and proven scripts for both incoming and outgoing cold sales calls that you can easily follow (see appendix A).

STEP 2: MEET AND GREET

Many people dread the idea of driving into the parking lot of a dealership and facing a pushy salesperson. They may even be braced for the stereotype of the slick, fast-talking salesperson they've pictured from movies and television. With a few basic techniques, you can establish a positive first impression and immediately begin to build trust and rapport with every customer.

BEFORE THE MEET AND GREET

Before you begin your shift or meet your first customer, you need to set up and plan your day. You need to prioritize your activities for maximum return on the investment of your time. Specifically, you need to be doing one of three things:

1. Following up with a customer
2. Looking for a customer
3. Working with a customer

When you do one of these three things, you're *working*. If you don't, you're wasting your time and the dealer's time.

Before you talk to the first prospect or customer, take the time to review your to-do list on your CRM (Customer Relations Manager) or other software tools at your dealership. Next, get out and walk the lot. Get familiar with the selection of cars your dealership offers and get excited about the ones that are ready for you to sell. You need to know where each car is located before you greet a customer. Your customers need you to be familiar with your inventory and excited about what you have to offer.

In addition, you need to believe that you're going to sell some cars that day, so don't let the test drive with a customer be the first time you're inside that car. Drive it first yourself. It may take a while to drive all the cars on the lot, but once you catch up, you'll only need to drive the ones that are added to the inventory each day.



YOUR CUSTOMERS NEED YOU
TO BE FAMILIAR WITH YOUR INVENTORY
AND EXCITED ABOUT WHAT YOU
HAVE TO OFFER.

DURING THE MEET AND GREET

Most businesses have their employees answer telephones with a greeting that includes the phrase, "How can I help you?" People's brains take words literally and human beings can only act on the information they're given. So when customers hear, "How can I help you?" they may be thinking, *Well, if you don't know how you can help me, how do I know?* So instead, make a label to put on your phone and practice using the phrase that has had highly successful results all over the country:

This is [your name]. I'm happy to help you.

Whether your initial contact with customers is over the telephone or on the lot, this phrase will allow you to start building their confidence in you right away. The customer feels relieved. *At last*, they think, *someone who can help me!* You've just committed yourself to helping that person, and you've also taken the first step toward establishing trust and rapport with them.

As you go out to greet a customer on the lot, be professionally dressed, state your name, and then use the same phrase:

Good morning, my name is [your name]. I'm happy to help you.

From the moment you first see your customer, you need to be aware of how that customer perceives you. It's not hard to pick up on obvious clues—and you're undoubtedly accustomed to those customers who are wary of being pressured with a slick sales pitch. Consumers today are more educated, more aware and more guarded about fending off sales pitches.

You may not realize how important the more subtle clues can be. Match your customer's pace and mood with your own conversation and actions. If the customer appears slow and deliberate, be sure that you slow down a bit as you speak. If your customer seems to be in a hurry, speed up your conversation rate and skip the small talk and chit-chat. Be genuinely interested in people and listen to what they're saying. Remember that it's important to take note of *how* the person is saying something. It is your first chance to pick up on the visual, auditory and kinesthetic signals that can help you put customers at ease and establish trust and rapport.



BE GENUINELY INTERESTED IN PEOPLE
AND LISTEN TO WHAT THEY'RE SAYING.

REMEMBER THAT IT'S IMPORTANT
TO TAKE NOTE OF HOW THE PERSON
IS SAYING SOMETHING.

Now that you've made a positive first impression, you're ready to move forward and sell your customers the vehicle that's going to be just what they need.

KEY 6

GO WHERE THE CUSTOMER WANTS TO GO

HOW TO ASK THE RIGHT QUESTIONS
AND CLOSE THE SALE

Wouldn't it be nice if everyone thought the way you do? It would certainly make life easier, and your road to the sale would definitely be smoother! If you resist the temptation to simply do what fits your comfort zone and pay more attention to the way your customers want to proceed, you'll sell more vehicles. Some customers may ask you questions to get more information about specific vehicles right away. Others may want you to direct them and give them some advice. In this chapter, we'll talk about the right questions to ask to determine what the customer needs in a vehicle.

Sometimes customers will wave you away, telling you they're "just looking" and making it clear they don't want you around. Step back, but never walk more than five or six cars away. Although leaving customers completely unattended would be poor service, you don't want them to feel pressured. Let them know that you'll be close by to answer any questions by saying something such as, "I'll be right over there. Just look in my direction, and I'll come right over to answer any questions you have." If the customer doesn't ask you to come back, approach them again in a few minutes anyway.

PAUL H. WEBB WITH CYNTHIA TOBIAS

As soon as you go out and greet the customer, pull out a notepad (always carry a pad and pen) and make notes as you get information from them. Be polite and professional, not apologetic. The customer knows you want to sell a car—after all, they didn't come to the dealership to buy produce. Say that you want to write down their contact information for your records and to keep track of what they're looking for. Always keep your focus on the customers and not on your notepad. Let them recognize that what they say is important to you.

This is the time when you really need to make a friend of your customers. You must establish trust and rapport so they'll realize it's much more effective to have you as a guide through this process than it is for them to walk around alone from sticker to sticker. Your smile and sincere desire to find out what they need and want will make the answers to the questions you're about to ask them much more meaningful. It will also move you more quickly to closing the sale—and opening a relationship.

THE INSIDE INTERVIEW

The Inside Interview (which must be approved by management staff) will create rapport faster and help you identify the customers' needs. When customers go from sticker to sticker on the lot, they have a tendency to become confused. In addition, when greeting customers standing on the lot looking at a car, you may encounter more aggressive people who just ask one question: "What's your best price? Just give me your best price." You haven't even said hello yet!

Many customers are under the impression that when they buy a car from the dealership they have to fight with someone, so they will already have a defensive posture when dealing with you. For this reason, the best response to their question is, "That's a great selection. We have a wide variety of vehicles spread out around our dealership and the back lot. Why don't we go inside, and I'll ask you a couple of quick questions that can save you time and help you find the vehicle that meets your needs. Fair enough?"

When you do this with conviction, eight out of 10 of these “toughened” customers will come inside. Two will not, and you don’t want to argue with these individuals. Stay on the lot and answer their questions, or walk away if they’re feeling pressured—but stay attentive.

The process is simple. Let’s say you greet a customer on the lot, he or she shows interest in a car, and you go on a test drive. When you get back to the dealership and invite the customer inside, he or she will often be afraid to do so. On the other hand, if you invite the customer inside right at the greeting, that customer will know he or she isn’t going inside to buy a car. You’re able to sit down, get the person a bottle of water, find out what his or her needs are, ask some questions and then take the customer to the correct vehicle, which eliminates the confusion of going sticker to sticker. Now when you go on a test drive and come back, your customer will go back in a second time because he or she was comfortable being there the first time.

STEP 3: QUESTIONING AND LISTENING

There is truly an art to asking the right questions when it comes to finding out what it is that will convince your customers that you have the car they want and need. If you simply pepper a person with questions, you’ll be seen as a high-pressure salesperson. If you don’t ask enough questions, you may be wasting your time in trying to get the person to buy a car he or she never wanted in the first place. However, if you spend some time and master the art of questioning, you will be amazed at the success you’ll have with even the most reluctant buyer.

There are two types of questions you need to use with your customers: (1) discovery questions (these can be both broad and narrow), and (2) creative questions. We’ll discuss each of these in turn.

BROAD DISCOVERY QUESTIONS

Always start with a *broad* discovery question, or what some training programs call “open questions.” One of the best broad discovery

questions to ask first is this one: “What do you feel is important in a vehicle?” If the customer replies, “Gee, I don’t know,” you can then switch to narrower questions: “Are you looking for a car or a truck?” “Is the vehicle for business or pleasure?” “Do you like two-door or four-door?”

As you ask your broad discovery questions, avoid using the word “why” whenever possible (for example, “Why did you buy this type of car you’re using as a trade-in?” “Why do you want to buy a new car?”). Asking why tends to be perceived as a challenge and makes the customer feel defensive. Words or phrases such as “how,” “tell me,” “what” and “when” work much better for putting customers at ease and engaging them in a conversation.

From the start, you want your customers to talk freely—which means you need to ask broad discovery questions that have longer answers. For example, you can ask, “How did you choose to purchase this type of vehicle you’re using as a trade-in?” “What do you feel is important in a vehicle?” If you already know you’re dealing with more auditory customers, the more you let them talk, the more they’ll like you. On the other hand, if your customers seem shy or reluctant to do much talking, asking broad discovery questions will only make them feel as if you’re pressuring them into the sale.

Once you ask the broad discovery questions, it’s time to switch to the narrow discovery questions.

NARROW DISCOVERY QUESTIONS

Narrow discovery questions direct the conversation and help quiet customers give you more information without feeling pressured. For example, “Did you choose our dealership because you live nearby or work close by?” No matter which answer the customers choose, they’ve just confirmed that they’ve chosen your dealership.

Discovery questions can help you gather important information from customers. Jot down notes on your notepad as customers answer your questions. You want to make sure you get it right, and you also want to remember what your customers say they want.

When you are finished asking narrow discovery questions and the customer seems less interested, it is time to move on to a more advanced form of questioning: creative questions.

CREATIVE QUESTIONS

Creative questions are essentially just what you learned in key 2—the “teach and tie down” closing technique. It’s a two-step process. First you make a statement that teaches customers about your product or service, and then you ask them for agreement. For example:

- “When customers purchase a vehicle from me, they’re comfortable with the sales process. It’s important for you to feel comfortable when you buy a car, isn’t it?”
- “Driving with side airbags sure makes it safer for your passengers. It’s important to have a safe vehicle, wouldn’t you agree?”

The questions you ask are designed to get a yes response from your customers. Every time they say yes to your question—no matter what the question is—their desire for the car goes up.

If you haven’t done so yet, this is a great place to write down 10 creative questions you can use for your teach-and-tie-down technique (see page 30).

LISTENING SKILLS

Now that you have asked the correct questions, you need to show your customers that you’re actively listening to their responses. There are five ways to do this:

1. Repeat what your customer says. If he or she says, “I’d like a car with more room,” you say, “more room,” take out your notepad, and write down those exact words.
2. Write down what your customer says. This way, you are sure to remember it later, and it will show that you value what your customer is saying.

3. Rephrase your customer's questions in a way that gets the dialog going. For example, ask, "How important is more room to you?"
4. Nod your head, make eye contact, and say, "uh-huh." This lets customers know you see them and hear them.
5. Ask for clarification. For example, ask, "How would you describe 'more room'?" Again, make sure you don't use the word "why"—use "how."

REINFORCING AND COMPLIMENTING

Earlier in this book, we discussed the most important human need: *TO BE RIGHT!* People love to be right, and by agreeing with them you validate their decision. This, in turn, confirms their choice—and makes them right. For example, if the customer says, "I want four doors," you say, "Great choice, because that way it's going to be easier getting people in and out of the car." If a customer comes in and asks for a truck that has a full-sized bed, you say, "Great! That way, you'll have plenty of room to carry a variety of materials." Inside the customer's brain, he or she is thinking, *I knew I was right!*

When workers build a house, they pour cement into troughs in the ground called "footings." However, before they pour the cement in, they put in bars. The bars are called "re-bars" (reinforcing bars). What do those bars add to the foundation? Strength. You make your customers feel as if they're right by reinforcing their decisions whenever possible. When you do so, you strengthen the relationship.



YOU MAKE YOUR CUSTOMERS FEEL
AS IF THEY'RE RIGHT BY REINFORCING
THEIR DECISIONS WHENEVER POSSIBLE.

Reinforcing also involves the art of complimenting your customers. Instead of saying "nice shirt" or "nice tie," compliment the

person, not the thing: “You look great in that shirt” or, “you look great in that tie.” When you start your compliments with the word “you,” people will respond to you more positively.

When it comes to your customers, there are several areas in which complimenting them comes naturally. These include complimenting their choices about the vehicle, complimenting their children, complimenting their patience in the car-buying process, and complimenting the research they’ve done in selecting a car. When you reinforce and compliment customers, you add strength to the relationship you’re building and put yourself on the road to making a sale.

STEP 4: PRESENTATION

When you are presenting the product you’re selling, follow this successful formula:

1. Create or uncover a need.
2. Satisfy a need.
3. Close a need.

We’ve already covered how to create or uncover a need through your greeting, questioning and listening skills, so in this section we’ll discuss how you can satisfy the customers’ needs as you present your product. Before we move on, however, let’s review where you are:

- You’ve prospected and have brought a customer into the dealership.
- You’ve concluded your meet and greet.
- You’ve performed your inside interview.
- You’ve asked enough questions to determine what your customer wants and needs.
- You’ve listened to your customer, using the five steps to active listening.
- You’ve reinforced your customer’s choices.
- You’ve figured out which vehicle should be just right for him or her.

- You know your inventory and where the car is located.
- You're excited because you found the car.
- You're enthusiastic because you have a strong belief in your products and service.
- You know your customer will love the vehicle.
- You will now get the car—preferably in four minutes or less.

THE TEST DRIVE

Let's say you've found the car that's the best fit for your customer's needs and wants and you've driven it up to the door so he or she can get a closer look. At this point, you never want to ask, "Do you want to go for a test drive?" If you've established trust and rapport with your customer and you've paid attention to the VAK and DP signals he or she has given you, now is the time to help the customer understand that this car is the one he or she needs to drive home. Do a walk-around with the customer and point out features you believe will interest him or her the most.

If this is a new car, the customer will almost always look at the sticker first. Point out the aspects of the vehicle that the customer has already told you are important (remember your notepad). If you're selling a pre-owned vehicle, you'll need to do a more generic presentation in your walk-around, supplemented by an information packet that's been placed in the vehicle (see the details on page 119). Remember that you've already seen and driven this car—and you know what it has to offer.

When you show, explain or present the car to customers, you'll introduce it most effectively if you match your presentation to their VAK learning style. For example:

Visual: "Let's take a closer look."

Auditory: "Let's talk about it."

Kinesthetic: "Let's see how this feels."

Before you begin the test drive, make a mental note about where the customer's potential trade-in is parked, as this will be important to know on your return.

For the test drive, always drive the car off the lot yourself. Go to a pre-determined area—a parking lot or other chosen location—open all the doors, and present the vehicle. Emphasize the customer's areas of concern that you uncovered during your inside interview (and *only* those areas, to prevent overselling). Before you do the driver switch, move all the mirrors and the seat out of adjustment so that when the customer gets in, he or she will need to adjust everything. This will get the customer familiar with the car. When you're sitting in the back seat of the vehicle, carry a laser pen and point to different features on the dash without leaning over the person's shoulder.

Always have customers take a pre-determined test-drive route, and have them drive around it twice. Why is this important? The first time around, customers are becoming familiar with the road, the turns and so forth. Having them drive around a second time will allow them to become familiar with the car. (This technique alone can get you two extra car sales a month!). After you return to the dealership, always have customers park their vehicle next to the car they drove. This is important because people buy with their eyes. Have you ever purchased a pair of shoes, and when the salesperson went to put the new shoes in the box, you said, "No, put the old ones in the box—I'll wear the new ones"? The same phenomenon happens with a new and old car.

As the test drive comes to an end, use the VAK approach again:

Visual: "I've got something great to show you . . . wait until you see this . . . let's go inside and look . . . follow me."

Auditory: "Let's go inside and talk . . . wait until you hear this . . . you're going to love how this sounds . . . follow me."

Kinesthetic: "I'll show you the numbers . . . explain things in detail . . . so you'll feel comfortable . . . follow me."

The traditional "follow me" statement adjusted for VAK will get you more write-ups. One student actually reported 100 percent more write-ups when using the kinesthetic transition statement.

When you bring customers back inside, pay attention to what you've observed about their DP style. Analytics usually want to know a lot more details about the car. If they're also visual, they may want brochures and pictures. Auditory analytics usually want to ask you questions. Make your responses enthusiastic but not phony, and keep your answers brief so they can continue doing a lot of the talking. Be careful not to interrupt or finish their sentences, even though they will frequently do that to you. Analytics who are more kinesthetic may need more facts, and they'll want you to quickly get to the bottom line. They'll probably want to know about seat adjustments, trunk space, button placement, and so forth.

Globals are usually not too concerned about details. They'll be getting an overall feel for the car, and if you've succeeded in building trust and rapport, they'll likely ask your opinion about the car and whether or not it seems right for them. Globals who are also visual will be more influenced by unique gadgets, features and the color of both the interior and exterior of the car. The color and luxury-type features will be especially important to them. Auditory globals will respond better if you ask them what they think of the car and give them a chance to hear themselves think through what they want to do. Globals who are more kinesthetic need to get excited about the car by touching stuff, sitting in different spots, and being asked, "Does this feel like your car?"

Visual

Auditory

Kinesthetic

PRESENTING THE NUMBERS

After you have presented the product through the test drive, you're ready to make a presentation of the numbers and what it will take for your customer to buy the car. At this point, it's important for you to get the customer back inside, so you might want to say something such as, "Follow me inside and we'll go over some numbers, okay?"

Remember to adjust for your customer's VAK and DP style. If the customer is kinesthetic, the action of following you in may sound appealing. If they're visual, however, a better statement might be, "I have something to show you inside—so let's go in together and look." Your auditory customers will often respond better to you if you say, "I have something great to tell you—wait until you hear how easy it's going to be to get this car!"

Once you get the customer back inside the dealership, begin the process of going over the numbers. Each dealership has a different process for actually doing this step, and you've most likely received specific training for doing it. So let's just take a look at some of the general principles for this critical step on the road to the sale.¹

Start your overview by looking at the manufacturer's suggested retail price (MSRP). MSRP is based on supply and demand. (Note that some cars will sell up to \$125,000 over MSRP.) The customer usually knows what the invoice is if he or she has researched the asking price on the Internet. The presentation of numbers includes four elements, which are often called "The Four Square":

Monthly payment	Trade in value
Down payment	Actual cost of car

Most dealerships have a piece of paper or form that addresses these four elements. In addition, most dealerships will teach that you need to start the process by getting agreement with the customer on one of the squares. According to the customer and his or her hot buttons, that's the square where you should begin. There are many variations, but the simplest thing to do is to get agreement with the customer on the item that is the most important to him or her.

For most customers, the most important square is the monthly payment. Second in importance is usually how much they're going to get for their trade-in. The third most important issue is usually the down payment, and the fourth concern is the actual cost of the car. Again, check with your dealership on how they want you to present the numbers to prospective customers.

STEP 5: CLOSING TECHNIQUES

Instead of viewing the end of the transaction as closing the sale, treat it as opening a relationship with a future customer. Because the average customer will purchase 17 cars in a lifetime (a new-car customer every 4.5 years and a pre-owned-car customer every 26 months), opening a relationship is a long-term commitment for top professionals in the automotive industry. For the sake of familiarity, we'll still refer to this step as "closing," but remember that it's all about opening a relationship and keeping a customer for life.

There are at least 50 different types of closing techniques that are used in the automobile industry. Here are five of the most successful methods.

ALTERNATE CHOICE CLOSE

In this closing technique, you give customers two options and ask which they prefer:

"Would you like the two-door or the four-door?"

"Do you want the red or the blue?"

One of the all-time best training manuals for the alternate choice close is *Green Eggs and Ham* by Dr. Seuss. If you haven't read it in a while, pick up a copy and take a look at it from a new perspective. Sam-I-Am tries to sell green eggs and ham 16 different times—and in the end, it works. Persistence and alternate choice pays off!

3M (ME, MACHINE, MONEY) CLOSE

This can be an effective close when the customer has said no and is walking out the door. Ask the customer whether his or her refusal to buy the car is caused by one of the three Ms—"me," the "machine" or "money":

Me: "Is it something I did?"

Machine: "Is there something about the car or dealership?"

Money: "Is there something about the cost of the car, the trade in, the monthly payment plan?"

When you get down to the real reason (which is often money), say, "Give me a couple more minutes and I will see what I can do about . . ." and then use the reason the customer has given for why he or she is leaving. One top sales professional used this money close when his client hesitated over paying \$84 more on the monthly payment: "You're going to like this car more than you like your \$84 a month." The customer sat back and said, "You're right. I'll take it."

ASSUMPTIVE CLOSE

If you've followed the steps in this book, you've kept track on your notepad of what the customer has listed as his or her requirements and what features are most appealing to him or her. Now turn the notebook around so the customer can see it and say, "As you can see, we've met all your requirements. Obviously, you've found your vehicle!" Then stop talking and let the customer respond. This technique is especially effective with the analytic, auditory customer!

PUPPY DOG (RECIPROCITY) CLOSE

How did they sell dogs years ago? They let people take the dog home for the weekend. The same is true for your customers—the more time they spend with the car, the more they'll want to keep it. Some car dealers will let customers take the car home for the weekend or will at least give them a longer test drive. This approach is especially effective for globals, who love to get approval and show the vehicle to their friends and family.

SHARP ANGLE CLOSE

With this approach, you ask customers if they would buy the car if you were able to meet their demands on a particular item. For example, "If I could get the car in blue, would you . . . ?" "If I added this feature, would you . . . ?" Although this close is often used too frequently and too soon, if you've spent two or three hours with the customer and you've established trust and rapport, you've earned the right to use it.

STEP 6: HANDLING CUSTOMER ATTITUDES

You may be more familiar with the word "objections" than the word "attitudes." Customers can have a lot of different reactions to your presentation of products and services. Here are four major classifications for dealing with the most common attitudes:

1. Skepticism ("I doubt you")
2. Indifference ("I don't need it")
3. Objections (whether valid or not)
4. Acceptance (the vehicle is sold)

SKEPTICISM

If the customer doubts that you can do what you say you can do, or the product can do what you claim it can do, offer proof in a 1-2-3 sequence:

1. Tell the customer you're sold. (Remember that the customer buys *you*, so transfer your belief.)

2. Offer proof.
3. Explain that is why you're sold on the product.

As an example, if the customer says, "I don't *think* this car will get 32 MPG," you can use the 1-2-3 step as follows:

1. "Well, I'm *confident* it does!"
2. "Here's what [Federal Highway Reports/other customers/car magazines/J.D. Power and Associates] say about this car."
3. "That's why I'm so confident it gets 32 MPG."

INDIFFERENCE

Let's assume the customer claims he or she has no need of a feature on the car. For example, the customer might say, "The car has a towing package that I don't need; take \$695 off the price and I'll buy it." In such a case, use your teach-and-tie-down approach:

Although you may not tow anything, a towing package includes a larger radiator and a larger crankcase with more oil so the car will run smoother and more efficiently in all weather conditions. As a result, you'll save money on repair and maintenance. It's important for you to save money on maintenance, isn't it?

When the customer says yes to your question, it's an implied yes for buying the vehicle at the stated price. Remember, every time the customer says yes, his or her desire for the product goes up.

OBJECTIONS

There are two types of objections: valid and invalid. With the first type, the customer has a valid concern about something associated with the car. An example of a *valid objection* would be a statement such as, "It costs too much." Showing empathy is the fastest way to overcome this type of objection. You can then handle a

customer's valid objection by *always* getting back to the benefit: what will the vehicle *do* for the customer?

A simple and effective tool for showing empathy is to use the feel/felt/found (FFF) formula. Virtually all trainers teach this method of overcoming objections, and it works especially well for kinesthetic customers: "I know how you *feel*. Other customers also *felt* that way until they *found* that . . . [state the benefit]." Again, use the teach-and-tie-down approach: "Spending a little more for a quality product saves money on repairs. It's important to save money in the long run, isn't it?"

What about the other VAK styles? For visual customers, use a statement such as this: "I *see* what you mean. Others customers also *viewed* it that way until they *saw* the benefit of . . . [state the benefit]." For auditory customers, say, "I *hear* what you're saying. Other customers also *said* that until they *heard* about the benefit of [state the benefit] . . ." If you adjust to your customer's VAK, you'll be amazed at the difference it will make in your sales.

The other type of objection is the *invalid objection*, where the customer has received wrong information about some aspect of the car. An example of an *invalid objection* is a statement such as, "I can't buy this car because it won't tow 6,000 pounds." To counteract this objection, simply state, "There seems to be some misunderstanding. In reality, the car can tow up to 8,100 pounds."

Remember, adjusting to the customer's attitudes is the quickest way to overcome objections.

ACCEPTANCE

If at any point during your presentation you detect agreement or get a buying signal—*close immediately*.

Acceptance is an attitude to which all sales and management co-workers should be sensitive. You may detect agreement at any point during your two-way conversation, and regardless of how you feel about your progress, you should always recognize it as a signal to cross sell, suggest services, do a close or trial close and ask for approval. Do so *immediately*, for failure at this stage can result in your client becoming confused, which will only make your

job more difficult when you have to lead him or her back to the suggestion again.

Auditory salespeople have a tendency to *talk past the sale*. For example, let's assume on a test drive, that the salesperson overhears a wife say to her husband, "Honey, this is the perfect vehicle for us." Should the salesperson at this point say, "Let me show you the trunk?" NO—the immediate response is, "Great, folks! Let's go back to the dealership and wrap this up."

Again, remember that if the customer gives you a buying signal, you should do a close or trial close—and do so *immediately*.

Note

1. Each dealership is specific about how the numbers should be presented, and there are huge variations from company to company, so this section is intended as just a brief overview of the write-up. Check with your manager for the exact process in your dealership.



KEY 7

START YOUR ENGINES

A 28-DAY ACTION PLAN
FOR INCREASING THE "STICK FACTOR"

Have you ever bought a blue car you thought was unique, only to see many similar blue cars driving down the road? This is a matter of heightened perception. Those blue cars were on the road all the time, but you didn't focus on them until you bought one. This book is a lot like the blue car—once you realize what to look for, you'll see things you never saw before, even though they were there all along.

By using the following review, you'll be able to increase the "stick factor" for what you've just learned so that the concepts and techniques will stay with you from now on. Our suggestion is that you focus on one concept or technique from the book each day for 28 days. When you get to the end of that time, you might want to start over and do it again. Soon it will become second nature to you.

DAY 1: TRANSFER YOUR BELIEF (KEY 2)

Think about a time in your life when you experienced real success. Write it down on a piece of paper and put it in your wallet. Let your mind dwell on how that achievement made you feel. Transfer that feeling of success and accomplishment to the times when you're working with your customers.

DAY 2: UNCOVER NEEDS (KEY 2)

Remember, the greatest human need is the need *to be right!* What you tell yourself is powerful—you can change your whole mindset.

Tell yourself what you're going to accomplish, and you'll be right!
You become what you think about most.

DAY 3: TEACH AND TIE DOWN (KEY 2)

Write down at least five statements that will teach your customers about your product and services, and then add an example of one or two tie-downs that will lead your customer to say yes. Remember, the more often you can get the customer to say yes, the more you will create in that customer the desire and need to buy your product.

DAY 4: VISUAL CUSTOMERS (KEY 3)

Practice using visual language and strategies with your customers. Listen for words such as “show,” “see” and “look.” Make or update your brag book or evidence manual.

DAY 5: AUDITORY CUSTOMERS (KEY 3)

Practice using auditory language and strategies with your customers. Listen for words such as “ask,” “talk,” “listen” and “say.” Find the area where you can talk to your customers that has the fewest auditory sounds and distractions.

DAY 6: KINESTHETIC CUSTOMERS (KEY 3)

Practice using words such as “do,” “go,” “take” and “drive.” Identify the features in several of your cars that would especially appeal to the kinesthetic customer.

DAY 7: ANALYTIC CUSTOMERS (KEY 4)

Review analytic preferences and behaviors—focusing on details, being organized, and having a specific purpose. Remember what motivates the analytic customer. Be sure you know what you're talking about and be specific when you talk about your product. Make sequential step-by-step instructions and keep your stories and examples objective and relevant.

DAY 8: GLOBAL CUSTOMERS (KEY 4)

Review global preferences and behaviors—seeing the big picture, going with the flow, and working as a team. Remember what mo-

tivates the global customer. Give an overview, personalize the buying experience, paraphrase whenever possible, and value and appreciate the person as an individual.

DAY 9: TODAY'S AND YESTERDAY'S UPS (KEY 5)

Contact today's ups. Adjust your follow-up to the customer's VAK style—send a note, create a video clip, make a phone call, or do a quick check-back. Remember when you make a call to always say the name of your dealership first, and then your name. Say, "Have I caught you at a good time?" Contact yesterday's ups and do the same thing.

DAY 10: OWNER FILES (KEY 5)

Go through your dealership's owner files. Start with customers who purchased vehicles three years ago, then four years ago, and then two years ago. When you leave a voicemail, make it short and friendly: "Mr. Jones, this is ABC Motors calling, and my name is John Doe. It's about your car. Please call me at . . ."

DAY 11: ORPHAN CLIENTS (KEY 5)

Look up orphan clients. When you make your call, say, "Great news, Mr. Jones, I've been assigned to your account! Mr. Smith has moved on, so I've taken over his clients. Are you in the market for a new vehicle? Do you know anyone who is?"

DAY 12: CUSTOMERS WHO DECLINED SERVICE (KEY 5)

Concentrate on those customers who have declined service. When you make your call, say, "Hello, Mr. Jones, this is the ABC Motor Company. My name is John Doe, and I understand you declined some work on your vehicle recently. We're really in need of some good quality used cars, and we may be able to *absorb some of that repair cost* and get you into a newer vehicle."

DAY 13: SERVICE DRIVE (KEY 5)

Be the first salesperson to arrive. Bring refreshments out to the folks in line waiting for the service bays to open. Exchange friendly conversation and talk to prospective customers.

DAY 14: SHOTGUN AND BIO APPROACH (KEY 5)

Practice the shotgun approach. Walk into your dealership's service department waiting room and hold up a set of keys. Say, "Hey folks! Anyone want to go for a test drive in a new car?" Also practice the bio approach. Use a one-page format for your résumé so the customer can see at a glance the schools you attended, your military service, a photo of you and so forth. Walk into the service waiting room and say, "Hi, everyone! I just want to introduce myself . . ."

DAY 15: OFF-SITE PROMOTIONS (KEY 5)

With another salesperson, take a vehicle to a home-improvement store, a mall or other busy public places. Hold a drawing, talk about the vehicle, and look for new customers.

DAY 16: SEMINARS (KEY 5)

Offer to teach a brief communications seminar for local businesses or community service groups and share VAK. At the end of the session, leave your business card and let the business or group know you're their contact if they have any need for a new or used vehicle. Remember that people would much rather buy a car from an acquaintance than a complete stranger.

DAY 17: BUSINESS-TO-BUSINESS (KEY 5)

Go to local businesses and say, "I've been assigned to your business. We're offering your employees a special no-hassle purchase program with our dealership. Could I provide you with a quarter-page ad or an article for your company newsletter to announce this? Or put an announcement up next to your time clock?"

DAY 18: COLD CALLS (KEY 5)

Practice using the phone scripts in appendix A and make a minimum of 10 to 15 cold calls today.

DAY 19: MEET AND GREET (KEY 5)

Work on making a good first impression. Remember to introduce yourself by saying, "Good morning, my name is [your name]. I'm

happy to help you.” Match your customer’s pace and mood with your own conversation and actions.

DAY 20: GO WHERE THE CUSTOMER WANTS TO GO (KEY 6)

Make sure you always have a notepad and pen with you when you talk to customers. Write down what the customers say they want. Smile and express your sincere desire to help them find what they need and what will make them happy. Remember, you’re not just focusing on closing a deal but also on opening a relationship. Your goal is to keep those customers for life.

DAY 21: BROAD DISCOVERY QUESTIONS (KEY 6)

When talking with customers, always start with broad or open discovery questions: “What do you think is important in a vehicle?” Substitute the word “how” for the word “why” whenever possible: “*How* did you choose to purchase your current vehicle?”

DAY 22: NARROW DISCOVERY QUESTIONS (KEY 6)

Narrow discovery questions direct the conversation and help quiet customers give you more information without feeling pressured. “Did you choose our dealership because you live or work close to here?” Be sure you’re jotting down notes on your pad as the customers answer your questions. You always want to make sure you get what they said right, and you also want to remember what they said they want.

DAY 23: CREATIVE QUESTIONS (KEY 6)

Write down several different creative questions you can use when speaking with customers. Remember that this is a two-step process: First you make a statement, and then you ask questions that confirm the customer is in agreement with you. For example, you could say, “When customers purchase a vehicle from me, they’re comfortable with the sales process. It’s important for you to feel comfortable when you buy a car, isn’t it?” Or, “Driving with side

airbags sure makes it safer for your passengers. It's important to have a safe vehicle, don't you think?"

DAY 24: REINFORCE AND COMPLIMENT (KEY 6)

A big part of reinforcing is the art of complimenting your customers. Remember, don't comment on something they are wearing—"nice tie"—but instead say, "You look great in that tie." Start your compliments with the word "you" so that people will respond to you more positively. When it comes to your customers, practice complimenting them on things such as their vehicle, their children, their patience in the car-buying process and the research they've done.

DAY 25: THE TEST DRIVE (KEY 6)

Do a walk-around with your customers and point out features of the car that you believe will interest them the most. Point out the aspects of the vehicle they've already told you are important. (Remember your notepad?) When you show, explain or present the car to the customer, you'll introduce it most effectively if you match it with customers' VAK learning style:

- *Visual*: "Let's take a closer look."
- *Auditory*: "Let's talk about some of the features of this car."
- *Kinesthetic*: "Let's walk over to the car so you can see how it feels."

Always have customers take a pre-determined test drive route, and have them go around the route twice. After they return, have the customers park the vehicle next to their potential trade in. (Remember the analogy about the shoes: If you're buying new shoes, you don't want to wear the old ones home.)

DAY 26: PRESENTING THE NUMBERS (KEY 6)

Practice using "The Four Square." Look at (1) the cost of car, (2) the down payment required, (3) the monthly payment amount, and (4) the trade-in allowance.

DAY 27: CLOSING THE SALE AND OPENING A RELATIONSHIP (KEY 6)

Practice using the top five most effective closing techniques: (1) alternate choice close, (2) 3M close, (3) assumptive close, (4) puppy dog close, and (5) sharp angle close.

DAY 28: CUSTOMER ATTITUDES (KEY 6)

Practice dealing with the most common customer attitudes in a positive manner:

1. Skepticism: "I doubt it."
2. Indifference: "I don't need it."
3. Objections (valid or invalid)
4. Acceptance (the customer purchases the vehicle).

List the three objections you hear most frequently and then write responses that address that attitude and objection.

WRAPPING UP

In two or three sentences, describe how these new skills will help you be successful in sales.

How will you know these new skills are working?

Now that you understand the techniques for becoming a better sales person, I look forward to hearing about your successes. You will succeed as you apply these strategies. Please write to me and tell me how you applied the techniques. I'm visual, so an email works better than a phone call—share your success story at my email address: Paul@WebbVT.com.

APPENDIX A

ADVANCED AUTOMOTIVE TELEPHONE SKILLS

ONLINE VIRTUAL TRAINING MANUAL

Note: This portion of the book is the virtual training manual for the Webb Online Interactive Virtual Training System. Memberships are available at www.WebbVT.com.

Good telephone manners, like all good manners, are a reflection of your respect for the other person. For this reason, before answering your first telephone call, it is a good idea to focus on some fundamental telephone techniques. The following skills will apply to talking with people on the telephone, or in person, or in any circumstance. The basic rules involve being prompt, polite, helpful, courteous—and human. Think of the telephone as the front door to your business. Your customers will judge you and your organization by the welcome they receive and the warm, friendly attitude you convey.

WHEN YOU RECEIVE A TELEPHONE CALL

Here are a few basic steps that you should follow when you answer a telephone call.

PAUL H. WEBB WITH CYNTHIA TOBIAS

1. BE PREPARED TO ANSWER

Make sure pencils, pens, message pads and calendars are on hand before you pick up the telephone. Be mentally prepared to handle the call and block out all distractions in your environment so you can concentrate on your customer.

2. ANSWER PROMPTLY

Quick service will help build a reputation of efficiency for you and your company in your customer's mind. So when someone is calling, answer promptly and with a smile.

3. IDENTIFY YOURSELF

It is more professional if you always answer the telephone with both your first and last name. It gets the conversation off to a good start and helps personalize the call. For example, "Good morning, Bob Jones, I'm happy to help you" or, "Hello, ABC Motors, Bob Jones speaking, I'm happy to help you" is far better than just, "Hello" or, "Sales, please hold . . . [click]." If you are working a switchboard, a good way to start the conversation is to say, "ABC Motors, this is Bob Jones, how may I direct you call?"

4. CALL THE PERSON BY NAME

Get the customer's name at the beginning of the call. In fact, the four most important words on the call will be, "Certainly, and your name?" Write the person's name down and use it throughout the conversation. For business calls, use the person's last name (Mr. Smith, Mrs. Jones). This courtesy displays respect for your customer and communicates your businesslike manner. If customers want to be addressed by their first name, they will give you permission to do so.

5. TAKE ACTION

Always take a course of action when you answer a phone call. For example, you could say, "One moment, Mr. Jones, I'll connect you with Bob, our truck specialist . . ." or, "I'd be glad to help you with that, Mr. Jones, please tell me about your . . ." or, "How did you

come to call our dealership, Mr. Jones?” Now you’re on your way to helping customers in a courteous and professional manner.

Cut out the following script and tape it to your phone:

“Good morning,
this is [dealership name].
I’m happy to help you.”
[Customer response.]
“Certainly, and your name?”

GUIDELINES FOR INCOMING CALLS

Here is a step-by-step walkthrough of how to address your customers and respond to various questions and concerns they might raise.

1. “Sales department, this is [your name], I’m happy to help you.”

Customer: “Do you have any . . . ?”

2. “Certainly. And your name?”

Customer Response A: “Bob Harrison.”	Your Response: “Great, Mr. Harrison. What information can I get for you about our . . . ?”
--	--

Customer Response B: “Why do you need my name?”	Your Response: “I understand, [sir or ma’am]. What informa- tion can I get for you about our . . . ?”
--	--

Customer: “I have some questions about your pre-owned/new cars . . .” (*Customer asks questions such as how many miles a car has, what colors it comes in, and so forth.*)

3. “Let me see what’s available . . .” or, “Let me get that information for you . . . please hold for a moment and I’ll check.”

(Customer is placed on hold for about 8 to 10 seconds.)

4. “Thank you for holding.”

(Provide an answer to the customer’s question, and then ask the next follow-up question.)

5. “Do you mind if I ask you a quick question? What else do you feel is important in an . . . ?”

(Allow the customer to answer. Switch to narrow questions if he or she isn’t giving you the proper information you need. For example, “Do you prefer dark or light colors?” Next, address the customer’s concerns—2-door or 4-door, manual or auto, 4-cylinder or V-6, cloth or leather—and make a list of the customer’s needs. Conclude by verifying the information.)

“Great. So, if I understand what you’re saying, you want . . .”

(Repeat the list and ask for confirmation.)

“Is that right?”

(Repeat the list of your customer’s needs—and be sure not to change the order.)

Customer: “Yes, that is correct.”

6. **Trial Close:** “Great. I’d like to invite you to the dealership to look at/discuss/check out [*vary according to VAK*] the [*product*].”

(At this point, you will want to use one of the following options to adjust for the tempo and response of your client.)

Option A (customer with quick tempo)

“Let’s get together at 3:40 PM, okay?”

(Set appointments on the 10/20/40/50 “parts” of the hours on the clock, as this will create more of an impact and a sense of urgency in the mind of the customer. Proceed to step 7.)

Option B (customer with slow tempo)

“When is the earliest we can get together?”

(Ask for the appointment and give choices. If the customer calls in the morning, offer an afternoon or evening appointment—TODAY! If the customer calls in the afternoon, offer a late afternoon or evening appointment—TODAY! If you have to set an appointment the next day or later, confirm by FAX or email IMMEDIATELY. Proceed to step 7.)

Option C (customers who say no to an appointment)

I want to thank you for calling. We would really like to help you find what you are looking for. What can we do to earn your business?”

(Note that this is a LAST RESORT. If the customer still says no, end the call. Otherwise, proceed to step 7.)

7. “Wonderful! Do you have a pencil? Please write down [repeat the date and time]. When you enter the dealership, have the receptionist page me, and I’ll meet you in the showroom. Okay?”

Customer: “Sure.”

8. “Mr. Harrison, would you please spell your last name?”

Customer: “H-a-r-r-i-s-o-n.”

9. “And your number?”

(Make sure when you ask this question that you do so using a “tone down” voice inflection. When you ask, “And your number?” with a rise in your tonality, your customers will perceive it as a “weak question;” when you ask it using a flat or even tonality, they will perceive it as a statement. This is why you want to use a tone down inflection, so your customers will perceive you are making a command.)

Customer: 805-555-1234

10. “Great. Please write down this information . . .”

(Provide the appointment time, date, your name, location of dealership and directions [if needed].)

11. “Please remember, I work by appointment.”

(Close by thanking the customer for being able to talk with him or her.)

12. “Thank you very much. I look forward to seeing you on [date] at [time].”

GUIDELINES FOR OUTGOING CALLS

Here is a basic step-by-step walkthrough of how to conduct various outgoing calls that you make to clients or prospective clients.

GENERAL POINTS WHEN MAKING A CALL

1. *Verify the name* of the person to whom you are speaking.
2. *Take the “curse” off the call.* Say something such as, “Mr./Mrs. Jones, did I interrupt anything important?” or, “Did I interrupt anything important, Mr./Mrs. Jones?”

(*Don’t change the words. Say the person’s name first or last.*)
3. *Introduce your company and yourself.* Remember to state your company name first and then your name. For example, “This is [dealership name], and my name is [your name].”
4. *Give the reason for your call.* For example, for a customer relations program; to update records; to introduce new programs for purchasing or leasing a vehicle; for a service follow up; for a purchase follow up; for a floor follow up; for a phone inquires follow up; to prospect auto publications, past clients, local business human resource department’s directors; and so forth.

SECTION 1: MAKING COLD CALLS

Calls to Potential Clients: Customer Agrees to Talk

You:	Customer:
“Hello, is Mrs. Jones there?”	“Yes, this is Mrs. Jones.”
“Mrs. Jones, have I interrupted anything important?”	“No. What’s this all about?”
“This is ABC Motors calling, and my name is [your name]. The reason for my call is . . .” (<i>Refer to specific script in section 2.</i>)	

Calls to Potential Clients: Customer Doesn't Agree to Talk

You:	Customer:
“Hello, is Mrs. Jones there?”	“Yes, this is Mrs. Jones.”
“Mrs. Jones, have I interrupted anything important?”	“Yes. I’m eating dinner.”
“Please excuse the call ma’am. My name is [first name only]. You have a great evening. Thanks very much.” (<i>Hang up.</i>)	

Calls to Past Clients: Customer Agrees to Talk

You:	Customer:
“Hello, is Mrs. Jones there?”	“Yes, this is Mrs. Jones.”
“Mrs. Jones, have I interrupted anything important?”	“No. What’s this all about?”
“Great. The reason for my call is . . .” (<i>Refer to specific script in section 2.</i>)	

Calls to Past Clients: Customer Doesn't Agree to Talk

You:	Customer:
“Hello, is Mrs. Jones there?”	“Yes, this is Mrs. Jones.”
“Mrs. Jones, this is ABC Motors calling and my name is [your name]. Have I interrupted anything important?”	“Yes. It’s not a good time to talk.”
“I see. When would be a better time for me to call you? Sorry for the interruption. I will call you at [date and/or time customer gave]. Thank you. Goodbye.”	

SECTION 2: STATING THE REASON FOR YOUR CALL (OPTIONAL)

Script A

“I see here that you came in for service the other day, and I’m calling to make sure everything was taken care of to your complete satisfaction. Was everything taken care of on your visit? We really care about our customers, and we want to make sure everything is right.” (*Handle the customer’s concerns, and confirm action if needed. Thank the person for his or her time and log for a call back in two weeks. Ask for a referral.*)

Script B

“I see here that you came in for service the other day and you’re driving a [year, model, type of vehicle]. Is that right? You know, right now we’re really hurting for quality pre-owned [year, model, type], and the used car market is so strong that my manager has given me approval to give above-market value for your type of vehicle. I’d like to invite you down for a free appraisal with the intention of buying your vehicle.” (*Go to Section 4, “Appointment and Confirmation.”*)

Script C

“Are you aware that if you purchased your vehicle more than three years ago, we have some great purchase and leasing programs that could save you hundreds each month on your payments? And get you in a safer and more reliable vehicle?” (*Go to Section 4, “Appointment and Confirmation.”*)

SECTION 3: GENERAL BENEFIT STATEMENT

Preliminary Considerations

Qualify: Are they still using the product you sold them, or what are they using?

Sell: Are they interested in a newer product?

General Benefit Statement

“ABC Motors has a new program that we’re introducing throughout the [location] for purchasing or leasing cars and trucks. We

customize a package for your specific needs, and I'm wondering if you've ever considered driving a [newer/safer/more reliable/more comfortable/more affordable/exciting] vehicle?"

Customer Response A: "Yes," "Maybe," "Could Be," "I Don't Know"

1. "Great. What type of vehicle do you feel would work the best for you?"

(Start writing information down on a clean pad or sheet of paper.)

2. "Great. What features would you like to purchase on that type of vehicle?"

(Make a list.)

3. "So, if I understand what you're saying, you want a [repeat list of needs and wants]. Is that right?"

4. "Now, if I can find you a vehicle that [repeat list of needs and wants], is that what you want?"

(Go to Section 4, "Appointment and Confirmation.")

Customer Response B: "No," "Not Today," "Not Interested," "Don't Bother Me with This"

1. "We've been able to save our customers a lot of money on transportation, and I think you'll agree that saving money in today's uncertain times is important, don't you?"

(If you get the customer's interest, proceed to section 4, "Appointment and Confirmation." If you get a second no, go with the following ending.)

2. "Thank you very much. You have a great day. If you know anyone that needs transportation, please send him or her to see me at ABC Motors. My name is [your name]. Thanks. Goodbye."

SECTION 4: APPOINTMENT AND CONFIRMATION

Closing Script

1. “Great, we show our vehicles by appointment. After seeing that [car/SUV/truck] you’re interested in, I’ll explain all the details of our programs.”
2. “Let’s get together [today/this afternoon/this evening/this week], okay? Say, at [give appointment time].”
3. “Great. Do you have a pencil? Please write down my name [give your name].” *(Also give your address and directions if needed.)*
4. “When you enter the showroom, tell the receptionist that you have an appointment with [repeat your name], and she’ll page me.”
5. “Thank you very much for your time and interest. I’ll see you at [time/date].”



APPENDIX B

INCOMING CALL SCRIPT

The following is a general summary of the incoming call script that you should use when answering telephone calls from customers or prospective customers. Copy this script and post it near your telephone for easy reference.

1. "Sales Department, this is [*your name*]. I'm happy to help you."
2. "Certainly, and your name?"
3. "Great, [*repeat customer's name*]. What information can I get for you about our [*repeat customer's inquiry*]?"
4. "Let me see what's available," *or*, "Let me get that information for you. Hold for a moment and I'll check."
5. "Thanks for holding, [*customer's name*]." (*Provide an answer to the customer's question.*) "Do you mind if I ask you a quick question? What else do you feel is important in a [*ask a question related to the customer's inquiry*]?"
6. "Great. So, if I understand what you're saying, you want . . ." (*repeat what the customer has listed.*) "Is that right?"
7. "Now, If I can get you [*repeat the list*], is that what you want?"
8. "Great. I'd like to invite you to the dealership to check out the [*give name of product*]."
9. "Let's get together at [*give date and time*], okay?"
10. "Wonderful, do you have a pencil? Please write down [*repeat date and time*]. When you enter the dealership, have the receptionist page me, and I'll meet you in the showroom. Okay?"
11. "[*Customer's name*], would you please spell your last name?"
12. "And your number?" (*tone down*)
13. "Please remember . . . I work by appointment."
14. "Thank you very much. I look forward to seeing you on/at [*give date and time*]."



APPENDIX C

SAMPLE FLYER

Great News!!

*** * * TO ALL CO-WORKERS * * ***
Great Selection on Vehicles

I've been assigned to your company!
My name is [insert name], and I'm the sales and leasing specialist at

[Company Name]

Discover Why BUSINESS-TO-BUSINESS Customers Love the Easy
Shopping Experience that Gets Results.

OWN A NEW CAR OR TRUCK TODAY!

Did you know that [Company Name] has:

- ❖ **A HUGE Selection of Vehicles**
- ❖ **An Award-winning Service Department**
- ❖ **More than 80 Models to Choose From**
- ❖ **A Great Selection of Pre-owned Vehicles**
- ❖ **Great Leasing/Financing Programs**

[Insert Your Name Here]

Sales and Leasing Specialist

Come in to see me now and find your dream vehicle . . .
Or make an appointment to suit your busy schedule—today!



APPENDIX D

PRE-OWNED VEHICLE INFORMATION PACKET

Any pre-owned vehicle in your inventory, whether certified or non-certified, should have a packet *in the car*, not at the manager's desk (purchasing a presentation folder at a local office supply works well for this). Having this packet available is especially important for your visual and kinesthetic customers, as well as your analytic customers who place a lot of credibility on documentation. Be sure that you have as many of the following items in the packet as possible:

- Original MSRP sticker (obtain a copy of this online)
- Car Fax or Car Proof
- A repair order (if applicable)
- A certified checklist (if applicable)
- Three to four pages from the original brochure (available online)
- Trade magazine articles (if available)
- Third-party endorsements (such as Cars.com or Edmunds.com)

Note that implementing this process alone will increase up to 25 percent of the profits in your dealership!



PAUL WEBB



Paul H. Webb is a principal of Paul Webb Sales Training and WebbVT—both divisions of International Training Solutions, Inc., a company whose clients range from service professionals to vehicle manufacturers and national associations. Since 1988, Paul has provided training and consulting to leading private and publicly owned corporations and has presented as a keynote speaker to numerous conventions, seminars and associations.

Paul Webb’s unique training approach combines an interactive and “guide discovery” learning process with timed-tested effective sales and management techniques. He uses humor in his presentations (After all, when they’re laughing, they’re listening. When they listen, they learn!). A licensed NLP Master Trainer since 1999, Paul Webb is an internationally recognized expert in the field of neuro-linguistic programming and uses this science as the foundation for his training programs. Through Paul’s training techniques, he transfers information and focus learning to his audience to create an environment that helps them find the motivation in themselves to achieve their greatest business goals—increasing sales and multiplying profits!

For more opportunities to train with Paul Webb Training, go to:

www.WebbVT.com

and preview all our Training System.



CYNTHIA ULRICH TOBIAS



Cynthia Tobias received her Master's Degree in Education from Seattle Pacific University. Her successful background includes more than 25 years of business ownership, eight years of teaching high school, and six years in law enforcement. She is the bestselling author of nine books, a featured guest on radio and television, and a popular presenter for business, government agencies, churches and schools throughout the US and the world. Cynthia is the mother of twin sons who have recently graduated from college. She and her husband live in the Seattle, Washington area.

For more information on Cynthia Tobias and **Apple Street, LLC** (Applied Learning Styles) contact her at:

Apple St. LLC

PO Box 23162
Federal Way, WA 98093
(253) 988-4120
email: ctapplest@gmail.com
Website: CynthiaTobias.com



“What is selling? Create a Need, Satisfy a Need, Close a Need.”—Paul Webb

Learn the most advanced techniques to help you become the number one best in selling.

When it comes to developing a top-tier sales organization, Paul’s energy, deep knowledge of our marketplace, and measurable success has made him a go-to for Cars.com. His book is a must-read for every auto sales professional looking to take their sales to the next level.

Cars.Com

Mitch Golub, President

Paul Webb possesses a profound instinct for the basics of the industry as well as an unusual sensitivity to its nuances and subtleties. He is brilliant, daring and provides his seminar attendees a life-expanding experience of human nature, business and social skills. In short, he is a treasure.

VAuto, Live Market View

Dale Pollak, Founder

Paul Webb is without question the best automotive sales trainer I have ever heard. We have used him in various capacities over the years and the dealer community has totally bought into his training abilities.

National Independent Automobile Dealers Association

Michael Linn, CEO

Paul Webb’s new book builds on his unsurpassed knowledge of the intricacies of the used car market and where it’s going in the future. There are so many profit-improving gems in this book that the reader’s biggest challenge will be in deciding which ones to go after first.

AutoTrader.com

Chip Perry, President and CEO



For more than 43 years, **Street Smart—Paul Webb Training** and **Webb Virtual Training** (divisions of I.T.S., Inc.) have helped dealerships turn strategy into results through the power of their people. Paul’s training programs enable companies around the world to generate measurable results in critical areas of customer service, sales effectiveness, and leadership development. Paul is married to Candace and has two children, Harrison and Madeline. They live in San Clemente, California.

PAULWEBB
TRAINING



Printed in the U.S.A.