

BDC SALES ADVISOR®

Driving Front-End Solutions



Jon Purdy
DIRECTOR OF TRAINING

Resolutions vs. Resolution

COACHES CORNER ISSUE 21

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THE OBJECTIVE OF THE BDC SALES ADVISOR®



As the automotive industry continues to evolve, your business development practices take on

a more prevalent role. Our goal at Traver Technologies is to bring everyone in your dealership organization the very best ideas and solutions for today's business development challenges. From culture to methods, I hope you are applying these articles to your daily process!

Best Regards,



TRAVER
TECHNOLOGIES®
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It's that time of year when many people reflect on the previous year and make a list of things about themselves they'd like to improve. Many people refer to these as their "New Year's Resolutions." Studies show that 92% of all New Year's Resolutions are not kept. Less than one in ten are able to follow through with their vision to success. Why?

New Year's Resolutions are often made by people who put a great deal of thought and planning into their goals and then put in the effort to achieve the result or outcome. These people have the vision, the determination, and the *resolution* to be successful. Unfortunately, many more make their resolutions for the coming year without taking the time to go past the idea or objective, and plan for the three steps necessary to complete their mission.

Strategy

We've said it before and it is just as true today – hope is not strategy. The moment someone says, "I hope this year I'll..." they've already set themselves up for failure. The first step in achieving your objective is to develop a strategic plan that clearly defines each step from the start of your journey to the successful outcome. The first step of a good strategy is a clearly defined outcome. What, specifically, are you trying to achieve? What will success look like? How will it be measured? What will result?

Once you have an outcome, you can begin to write the steps necessary to get to the outcome. Many find it easier to work backwards from the end result, through each step necessary to the start point. Example: Your end result is "Z". In order to achieve "Z", you'll need process "Y" executed daily. Process "Y" will require that "X" personnel are proficient with "W" skills. "W" proficiency will require "V" training by "U" staff on a "T" fre-

quency. Notice that as each step is examined, the supporting needs are revealed. If you were as challenged by algebra as I was, perhaps a real world application solving each variable above might be helpful:

Your end result is a 2:1 Appointment Ratio. In order to achieve 2:1, you'll need Business Development executed daily. Business Development will require that your sales consultants are proficient with FUFU (Floor-Up Follow-Up) skills. FUFU proficiency will require "One Thing" training by the Sales Managers and/or the Business Development Manager on a weekly frequency.

The next step would be to determine what would be necessary to conduct weekly FUFU training, then what would be necessary to do what comes before that, and so on. Solid strategy is the framework that supports success. Of course, the best plan is useless without...

Execution

A very famous coach once said, "I'll give you my playbook and I'll even tell you what play I'm going to run – and I'll still beat you. It all comes down to execution." That's probably why there is a trophy named in his honor; he understands that plans are only as valuable as the ability to execute them.

Execution is the product of each team member knowing exactly what is expected of them and being skilled at those tasks. Start by reviewing the strategy or plan with the whole team so they can see the big picture of how their part contributes to the outcome (win). Then meet with each team-member one-on-one to dive deeper into his or her specific assignment, objective, or task.

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Ted Larsen
SOLUTIONS MANAGER

A Manager's Mission

So what is a manager's mission anyway? Yes, there is plenty that most managers need to get done on a daily basis and, because of that, many managers are often guilty of confusing activity with productivity. The fact that they remain busy in an attempt to accomplish everything that needs to be done during the day gives a manager a self worth that they were busy during the day and, yet, the store did not achieve its daily sales target. The manager is sure to let those around him know that he is not responsible for the lack of sales because he was "busy" all day. Besides, he told each of the salespeople that they needed to "go find a customer and sell something."

The question the managers need to be asking themselves is, "Am I doing the most productive thing that I could be doing right now that is going to help sell a vehicle and help one of my salespeople be successful?" The answer to the question is there is nothing you will do during the day that is more important than helping one of your salespeople selling a vehicle. The Traver process requires that a manager is present in the Business Development Center during the scheduled shifts. This is the period of time we ask a manager to commit to

the Business Development process. It is the same 90-minute commitment that we ask the salespeople to make which provides the manager an opportunity to lead by example. During this time, the primary focus is helping each salesperson find a car deal, or at least find one person who we can get to agree to visit the store, and provide us with an Opportunity to do Business. Obviously, our ultimate objective is for each salesperson to have three scheduled appointments each day knowing that two of them will show up and one will result in a car deal.

Most importantly, the 90-minute commitment to participating in the scheduled BDC® shift provides a manager an opportunity to engage with the salespeople on their team. In an ideal world a manager would be able to interact with each of the salespeople who are in the BDC shift. Remember, if our individual salespeople are not successful then we as a team, and as a store overall, will most likely not achieve our objective. It is imperative that each salesperson understands that their individual success is important to us as a manager/team leader as well as to the overall success of the store.

If your store utilizes a BD culture instead of

having a BDC then the manager must make it a top priority during the day to interact with the members of their team as they have the opportunity throughout the day. Make it as early in the day as you can so it is done before you get caught up in the other activities of the day. To not do it and using the tired old excuse of, "I was too busy," just won't cut it.

Remember, you aren't just a manager in the store. You are a leader in the store and the members of your team will be looking to you for that leadership, so please, don't let them down. Ask yourself the question, "Am I doing the most productive thing that I could be doing right now that will help my people be successful?"

If each of your salespeople is able to achieve their individual objectives then you should achieve the goal for your team and the store as well. Remember to invest time EVERY DAY in helping one of your salespeople be successful because there is nothing you will do today that is more important than helping your team members. Go ahead and put down the Sales Advisor now and go find a salesperson that could use your help. You probably already know who it is that could most use your help. Good Luck!



Brian MacEwan
RETAIL COACH

Associate Name	Brian MacEwan
Associate Title	Retail Coach
Hometown	Akron, Ohio
Date I Joined Traver	October '06
I'm Passionate About	Coaching – Helping others develop the skills to achieve their goals!
A little about me	I am a 30-year retail automotive veteran having spent the last 9 years in the training and consulting arena. As a retail coach for Traver Technologies I am passionate about the development and implementation of result-driven processes and understand the success of our dealerships relies on the ability of our personnel to execute at a high level on a consistent basis.
Something you'd never guess about me	I am actively involved in our local youth and high school sports programs as a coach, official, and administrator.



Brian MacEwan
RETAIL COACH

When the Opportunity Comes You Have to be **READY**

I want to tell you a quick story about a youth I know that loves the game of basketball. This kid would play the game 24/7 if he could. He'd spend hours in his driveway working on his ball handling skills, perfecting his right- and left-handed lay ups, and shooting free throws and three pointers until there was not enough sunlight left to see. He did this daily and if the weather was bad he'd spend hours in the garage dribbling through the legs, behind his back, etc. He wound up having exceptional skills; I mean this kid was good! But he was short. Not very tall. A small man in love with a big man's game. As he began trying out for various teams he learned that height matters to coaches. Taller kids with only half his ability would be picked for the better teams, leaving him playing for the scrub teams that lost almost every game. And he wanted to win. He wanted to play for an elite team. As the season progressed he began to work on his game less and less. He began to feel that no matter how hard he played they'd still lose—so why work hard?

His game began to suffer and he thought about giving up the game. Then one day his father, seeing what was starting to happen sat the boy down and had a talk with him. He told him that you can't do anything about a coach that looks for tall players; you have no control over that. He also explained that sooner or later a good coach of a good team would see the kind of player he was and would want him to be part of the team—but only if he continued to work on

his game. He told him that his time will come. Not maybe, not hopefully, but that sooner or later the right coach would see him play and not care about how tall he was. He told him it might be next week or next month or next year, but *when the opportunity came he had to be ready!* He had to be able to show his "A" game if he wanted to be asked to play for an elite level team. So the boy, hoping that his dad was right, continued to play and work hard.

And his time did come. Later that season an opposing coach approached the boy and his father after a game and invited the boy to try out for his AAU travel basketball team. The boy made the team, became the starting point guard, and led the team to many tournament championships. Today as a freshman he is the starting point guard on his high school team. And he's still only 5'3. I love telling this story! You see, that boy is my son.

Your Time is Coming... Are You Going to be Ready?

As the new year rolls in most of us in the retail automotive industry are glad to say good-bye to 2009. In fact, the last 18 months have been an unprecedented time for our business with major manufacturers filing bankruptcy, the involuntary closing of many dealerships, credit markets tightening to the point that it seemed even people with "A" tier credit were hard to deliver. Outside influences like the housing and job markets all had an adverse effect on con-

sumer confidence and our daily business. We had no control over any of this. But as we charge forward into 2010, are we beginning to feel the winds of change?

The manufacturers emerged from bankruptcy somewhat leaner, but still intact. Both the prime and subprime credit markets have begun to buy paper again based on realistic criteria, and for most of the country, the housing market has stabilized with some areas even showing renewed growth. According to an article I read in Business Week online even consumer confidence is showing signs of rebounding.

In my opinion, all of these indicators mean that *our time is coming* and you need to be ready! You need to be on your "A" game. Our business is now an appointment-based business. Accept it, embrace it, and start focusing on creating an appointment culture at your store. Master your ability to take inbound phone calls and set appointments. Review and role-play the inbound call guide in sales meetings and individually. Commit to calling every unsold prospect the next day using the Unsold Call Guide to uncover the "One Thing". Mine your owner base on a daily basis and watch your referrals and owner loyalty sales increase. Attend some Traver CIT online training course monthly to keep those skills sharp because your time is going to come too!

What's your plan for 2010? Are you going to be ready?



**TAKE A 30-DAY TEST DRIVE
BY CALLING US
AT 866.659.5515
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OUR WEBSITE**

- January 2010**
- 4TH-7TH E-COMMERCE SERIES
- 11TH-14TH BUSINESS DEV. SERIES
- 18TH-21ST BUSINESS DEV. SERIES
- 25TH-28TH SALES PATH SERIES
- 25TH-28TH SERVICE DEV. SERIES

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During this one-on-one coaching time, be sure to evaluate the ability of each team member to perform. When a person knows what's expected of them but don't have the skills to achieve it, they quickly get frustrated or overwhelmed and often give up. Coach them through any issues (see previous Coaches Corner issues for tips) and be supportive, yet unwavering in your vision of everybody participating in the team's success.

Accountability

The missing link in many organizations that have great strategy and solid execution is, perhaps, the most important to long-term performance, growth and success – accountability. Holding your team accountable isn't about yelling at them when they've missed an objective or penalizing their paycheck for failure to perform. Accountability is only effective when it is implemented with the same heart a parent has for their child. This is about team performance, growing the team person by person, and about achievement. This is NOT about "gotcha" moments or opportunities to "catch" people.

Accountability can be thought of as the relationship between a great personal trainer and their client. The client knows they should be working out, eating better, and staying active. The personal trainer helps the client achieve this by first agreeing on the objectives and setting a plan in place to achieve them (strategy). Then he helps his client learn the various skills and exercises to achieve the goal. The trainer works out with the client and coaches them throughout to make any necessary adjustments (execution).

Most importantly, the trainer serves as a resolute line in the sand against which performance is measured. The client knows their progress and performance will be measured and the trainer will hold them accountable for the results. The trainer celebrates the victories with his client when they exceed the goal and provides appropriate motivation when they fall short.

At our core, we're really only accountable to our maker and to ourselves. Having another hold us accountable is really just having someone help us stay focused who understands our objectives, and is invested in our success.

We're vastly more likely to respond to someone who is more focused on helping us achieve our objectives than on achieving their own.

Your Traver Technologies Senior Account Executive or Solutions Manager is, in essence your very own personal trainer. They will certainly help you develop successful strategy designed around your specific needs and unique situation. Your SAE/SM will then help you consistently execute your daily, weekly, monthly, and quarterly plans at the maximum performance levels through training, conditioning, coaching, and many other proven methods. Finally, they will be your partner in success who will keep you holding yourself accountable to hold your team accountable. They will be cheering the loudest every time you win and coaching through every setback.

Strategy, Execution, and Accountability are the three components of success. Contact your Senior Account Executive or Solutions Manager and **RESOLVE** to implement each component today. Don't settle for a resolution – be **resolute** in your commitment to success in 2010!



CURRENT COURSE CALENDAR

For enrollment and course information, visit our website at www.travertech.com/college/ or call Chrissy Cozzi at (800) 929-8478.

JANUARY 2010

11th – 14th BD Liftoff*

FEBRUARY 2010

8th – 11th BD Liftoff*

15th – 18th NextLevel

22nd – 25th @YourService

MARCH 2010

8th – 11th BD Liftoff*

“On-demand” classes require online enrollment requests in order to be put on the calendar. Pre-enroll today for the class of your choice at www.travertech.com/pre-enroll/

**This event is offered to BD College - Unlimited Members only.*

***HOURS (Monday 2:30 p.m. - 6:30 p.m.; Tuesday-Wednesday 8:30 a.m. - 6:30 p.m.; Thursday 8:30 a.m. - 2:30 p.m.)**

(Course dates are subject to change. Please inquire upon enrollment.)