

BDC SALES ADVISOR®

Driving Front-End Solutions



Ryan D. Morrison
VICE PRESIDENT

Five Leadership Secrets

These secrets have been unlocked by studying organizations that excel in their business. Understanding and executing any of them will have an impact on business, but embracing all five will open doors and pave ways that historically have been impassable for many dealerships.

When you view an organization from a distance you can sense such things as attitude, culture, pride, and intensity. However, when you take a closer look at these amazing busi-

nesses, you begin to see the things they are doing to actually cause these attributes.

1st secret is they are “different” and it doesn’t bother them at all. They see what the industry and competition are doing around them and purposely go in different directions. This behavior affects their advertising, hiring and recruiting, retention, and selling practices. They have abandoned ordinary entirely and work proactively not to fall back into the majority.

2nd secret is they have “authentic pride.” This is not an overzealous pride that prohibits or prevents; instead, it is actually the type of pride of which you can be proud. Some professional athletes are overly proud. Their pride gets in their way. Their pride sometimes is a cancer to great successful people around them. I am sure you can think of a few right now. Authentic pride is an organizational pride and propagates their willingness to learn and adapt. Being great at this requires the right formula of success, pride, humility, and appreciation.

3rd secret is to “learn your people.” Notice this does not say “know your people.” The difference between the two is dramatic as it plays out in leadership styles. Convention states the greatest assets to a business are its people. This fact is constantly challenged by struggling and failing organizations that do not know how to practice this principle. Success in this area is about leadership that invests the time and learns the uniqueness of its people and practices effective ways to motivate and care for each person.

4th secret is “flexibility.” I once met a leader that everyone liked but could not lead. I also met a leader that everyone despised but also could not lead. Leading is a personal game that must be won one-on-one. It is not won in meetings. It is not won in compensation plans. It is not won with performance planning, threatening, or punishing. It is never a single-sided victory. Leading is when two people win. How can two people play checkers and both win? Easy, simply play two games at once. This clearly illustrates the complexity and simplicity of leading.

5th secret is “openness.” This is not the “open door policy” of benevolent dictators; those people who leave their door open so they can solicit more prey. Contrarily, this is the “open mind and heart policy” that draws and inspires creativity, belonging, and loyalty. They welcome criticism, admonition, conflicting ideas and suggestions, and most importantly, real dialog. Great leaders do not fear getting their way, and instead fear that they are getting in the way.

All organizations can be great at these secrets if they learn and apply the lessons. Traver has invested the past decade developing and refining its leadership curricula. We provide the most comprehensive and relevant automotive leadership training in the industry.

If your leadership team needs their bar raised, talk to us about incorporating the Raising the Leadership Ceiling series in your solution. This 2-year series will dramatically impact and grow the leadership capabilities at your organization.

APRIL 2010

FREE
*Test Drive
for Internet
Training*
See page 2



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Ted Larsen
SOLUTIONS MANAGER

CIT—What Is It and How Well Are You Using It?

Hopefully you read our Vice President Bob Gower's recent article in the Sales Advisor about "spaced repetition" and realized that you all have a fantastic learning tool available to you. It is Traver's CIT (Continuous Interactive Training) and is available to you Monday through Thursday 1-2 weeks of every month, depending on the series you choose. Like some of the other resources available to you in the store, you may not be fully utilizing it. We talk about 100% turnover to a manager too and then you have to ask yourself the question, "What T.O. percentage do we accept?"

As Bob mentioned in his article, spaced repetition is the secret to making people develop better habits. Ken Blanchard writes in his book *Know Can Do!* that spaced repetition is the bridge between someone knowing what to do and actually doing it. He refers to spaced repetition as the mother of permanent change. The secret is having the material or information repeated over and over and over. Not immediately, but as the name implies, spaced out over a period of time. Blanchard points out that any important message requires repetition over time if it is going to have the desired result.

Spaced repetition is the concept on which CIT training was designed. It is about delivering the important concepts that are a part of building an appointment-based Business Development Culture in your store on a repetitive basis. This enables your salespeople to access the material on a schedule that allows them time to take any of the courses from the BD series Monday through Thursday at a minimum of a couple of times during most weeks of the month. The CIT e-Commerce and Sales Path series are also available to your salespeople while the Service Development series is there for your service personnel and the Leadership series is there for your management people one week out of the month. All this can be done at a pace that fits their spacing requirements.

Remember, the human mind is always in one of two stages: It is either learning something new or in the process of forgetting something. If we neglect or don't use something we soon forget the skills that we need to use it effectively. (Anybody solved an algebra equation lately?) The spaced repetition process that is a part of CIT enables your salespeople to engrain the Traver processes by giving them access to it repetitively until

they have the right habits firmly established.

Bob pointed out in his article that as a manager you will be required to do a skill assessment of your salespeople to figure out what area they need help on. This can and should be done with the help of your Traver Solutions Manager. If you are a salesperson, you need to do a self assessment and determine where you need some help with your Traver process. Based on these assessments, take a look at the CIT class schedule and figure out when you can take the class you need and then commit yourself to making sure you attend the classes that will benefit you the most at the scheduled time(s).

Good habits are not just going to take hold. Whatever your position is you need to commit yourself to the processes that are a part of Traver. You are all fortunate enough to work for a dealership that has invested the money in making CIT available to you; now it is your responsibility to invest the time to take advantage of the resource they have invested in. The only thing it will cost you is a little time.



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April 2010

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WWW.TRAVERCIT.COM

180 Days with Google Juice

Jeff Jarvis is creator of the word "Google Juice" which he explains in his book *What Would Google Do?*

Dr. Jarvis is the proprietor of one of the web's most popular and respected blogs: buzzmachine.com. He is on the faculty of the City University of New York Graduate School of Journalism.

In *What Would Google Do?*, he explains that Google Juice is a magic elixer. "...when Google™ values you more because the world values you more. It's another virtuous circle: The more links, clicks, and mentions you get, the higher you rise in Google's search results, offering you the potential for yet more clicks. The rich get rich and the Googley Googlier."

Every company wants to be found on Google. We all want Google Juice. Customers now expect any information available to them at any given time when they search the Internet and, specifically, search your dealership on Google. These days, not updating vehicle specials or spiff/old age vehicles daily is as effective as not having your phone number over the door back in 1970.

You have a website—now you need it to be searched and found but without Google Juice, your customers will not find what they're looking for—especially if you don't have it in a searchable form on your website (Google Juice). In fact, as we all know, it's not just good enough to show up on Google, but now we want to have "Reputation Management" on Google—presenting first page Google results that we in the dealerships create and are not created about us. This again comes from the pages we have and manage to have Google Juice. If everything you're doing online can't be found on Google, it might as well not exist. So give everything online some Google Juice. Make it searchable with key-

words, links, and video (Google pulls video links higher than HTML links).

While we are mindful of the importance of social networking and having "Google Juice", let us not forget the importance of having a solid 180-day follow-up process for the leads that do come in! You've been hitting your Internet leads hard for the first ten days. You probably have set some appointments and sold a few cars. What do you do now? Establish your long-term follow-up process, which should include both e-mail and phone contacts.

Day 11 through 20 should typically have about half the contact points established in your first 10 days, followed by at least one e-mail and phone contact every 10 days thereafter for 180 days. Why follow up leads for 180 days? Statistics indicate that half the customers may take up to 180 days or longer to purchase a vehicle after submitting their initial lead. You may or may not reach all of your customers that submitted a lead, but you need to keep trying until the customer indicates they are no longer interested. Don't forget, customers can always "opt out" and we should not decline anyone from future follow up until they have directed us to do so.

Some customers are ready to set an appointment, others may just show up in your showroom armed with the information you have supplied them. In both cases, entering good notes into your lead management tool is critical to ensure the information supplied to the customer is available for sales managers working the deal. Desk managers should always cross reference customers in their ILM or CRM tool before working a deal to see if any previous contact information exists.

Successful long-term follow-up processes provide a dealership the opportunity to com-

municate with all of its unsold leads, while providing valuable information to both the customer and the sales department during the buying cycle. Always have a benefit to the customer and they will appreciate your e-mails. The very second you send them an e-mail with no benefit to them they will simply delete your e-mail with no reason to open any of your future e-mails. This is the secret to having successful long-term follow up with your Internet plan and capitalizing on every lead your dealership receives.

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,



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Scott Turner
RETAIL COACH

Your Appointment is Here

Appointment set, recorded, and confirmed. Now you wait. You wait for the customer to show up and if they do, you'll do everything you can to sell them a car. Meanwhile, you can take a break. Maybe not an official break, but you can at least relax a bit with the boss now off your back. You've met your daily quota, you've got an appointment on the board and now you can rest easy knowing that no one will suspect you of slacking off. Maybe a little stroll around the store, some socializing (all you need is your phone) or even a little mindless entertainment (there's an app for that). Hey, isn't it time for some food? You should go pick something up real quick. It doesn't have to be too quick though, after all, you've got an appointment coming in later to buy a car. Or do you?

Hopefully I'm not the only one who thinks that every sentence in that first paragraph is misguided and wrong. Realistic though? Unfortunately yes. And with no real preparation, your customer can come and go without any real obligation to stay and buy a car. In fact, you know that nicely elevated closing ratio that comes with most appointments? You can cause it to drop before the customer even arrives. If you treat your appointment customers like everyone else, they'll buy

cars like everyone else, which is less than 20% of the time. But if you meet your appointment customers' higher expectations, or better yet, exceed them, you can bank on that closing ratio you earned over the phone: 40-60% or in some cases it's even higher. See, it's one thing to develop business; it's another thing to take care of it.

So how do you take care of your appointments and guard your high closing ratio? You certainly have to be prepared. You have to know what the customer expects, and to figure that out you need only ask yourself this question: What would you expect? For most people, setting an appointment to visit you and your dealership is like making a reservation at a restaurant. Only instead of trying to calculate 20% of \$66.12 at the end of the evening, the bill might include a life changing decision and a comma in the amount due. That's a big comma by the way. Not to mention the possibility of your customer's mindset being similar to that of a struggling actor who just won a role in the next episode of CSI and shows up for rehearsal only to hear the director say, "Just lay there and be still please." Here is a 15-minute checklist to make sure you're prepared for your next appointment, and a couple extra ideas to really impress:

- Is the vehicle ready? Keys, gas/battery, location, appearance
- Are you ready to sell it? Inspect the car, drive it, know all the key selling points
- Have you reviewed all the appointment details? Customer info and hot buttons
- Are all the key players ready? You, managers, receptionist
- Extra steps to impress: Have a welcome packet or letter to hand to the customer upon arrival, hang a reserved tag in the car with their name on it, greet them with an acknowledgement of any special needs or questions they had. Make sure you and your manager both say hello!

Remember, every little thing you do or don't do influences your customer. And sometimes the smallest thing you do for someone can cause them to do something bigger for you in return. I'm not saying your customer will buy a car from you just because of your smile and handshake when they walk in, although it does happen. Here is what I am saying: That wall that was up when they pulled onto the lot, that plan they had all along to not give you any real information and hurry up and leave before they get sold...well, you can push a lot of that stuff out of your way in those first 2 minutes that you spent 15 minutes preparing for. The path to the sale just got a whole lot easier.

CURRENT COURSE CALENDAR

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**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.)**