

PRO SALES TRAINING MANUAL

*A Restyler's Guide to Selling
Dealer-Direct, Third Edition*

Featuring:

- Essential elements of a sales strategy
- Valuable tips on selling dealer-direct
- Innovative ideas to develop profit-generating accessory programs
- Effective strategies to overcome objections
- Key tactics to build and grow your customer base
- Everything you need to drive sales and profits!



PRO
PROFESSIONAL RESTYLERS
ORGANIZATION



TORA
TRUCK & OFF-ROAD
ALLIANCE

PRO SALES TRAINING MANUAL

*A Restyler's Guide to Selling Dealer-Direct
Third Edition*



MISSION STATEMENTS



SEMA

SEMA's mission is to help our members' business succeed and prosper. Our members are the producers and marketers of specialty-equipment products and services for the automotive aftermarket.

We will do this by:

- Proactive leadership in our industry to help it expand domestically and worldwide.
- Developing programs, activities and information in response to the ongoing and emerging needs of our members.
- Emphasizing education to help members focus on and achieve acceptable world-class standards.
- Legislative and regulatory advocacy.
- Producing the industry's leading trade shows.



PRO

The Professional Restylers Organization (PRO), a SEMA council, is dedicated to representing the collective interests of all SEMA-member companies serving the restyling and accessory market, and to developing effective strategies for dealing with industry-specific issues.

PRO's primary objectives are to:

- Support the industry's efforts to achieve the highest level of professionalism.
- Improve customer satisfaction.
- Establish and promote a code of ethics for participating companies.
- Interface with vehicle manufacturers and the car-dealer community to foster heightened awareness of and confidence in the industry's products and services.
- Provide a forum—through PRO's participation in SEMA-sponsored events—through which member companies can buy, sell and market the products and services, which drive the industry.

TABLE OF CONTENTS

INTRODUCTION3

KEY ELEMENTS OF A SALES STRATEGY:
HOW TO STAY AHEAD OF YOUR CUSTOMERS5

WHAT CONSTITUTES A GOOD SALES REP 13

RULES OF SALES SUCCESS33

PARTNERS IN PROFIT:
TIPS ON SELLING DEALER-DIRECT 41

PRO-MOTING YOUR IMAGE,
BRANDING YOUR COMPANY58

MARKETING TOOLS AND RESOURCES65

PRO CODES OF RECOMMENDED
BUSINESS PRACTICES69

ACKNOWLEDGEMENTS73

ADDENDUM74

INTRODUCTION

Welcome to the second edition of the “PRO Sales Training Manual.” Initially inspired and developed by SEMA’s council, the Professional Restylers Organization (PRO), the manual was first published in 2005. It was widely acclaimed as a valuable tool aimed at helping restylers, trimmers and accessory retailers build a more successful dealer-direct sales strategy.

Many of the step-by-step guidelines and techniques included in the original manual are as valuable and pertinent today as they were in 2005. But the market has evolved, and it was time for an update. In the past decade, vehicle technology has become more complex; the Internet has continued to play a more prominent role in the way some companies do business; and more and more accessory specialists are looking for ways to expand their reach into the dealership arena.

To appeal to a more diverse audience and embrace a wide range of ideas that would help make this manual more relevant in today’s marketplace, PRO leadership teamed up with SEMA’s Truck & Off-Road Alliance (TORA). The viewpoints and input of TORA’s leadership were invaluable in helping to revise and bring this manual up-to-date.

There’s an old sales adage: Nothing happens until somebody sells something. But in today’s market, competition for a dealer’s business can be stiff and selling to vehicle dealers can be challenging. So it stands to reason that to be successful your company needs to excel and differentiate itself from the pack.

The key lies in developing and implementing an effective sales strategy and in having a sales team that has the skills and know-how to make savvy sales presentations and build lasting, value-based relationships with your customers. The “PRO Sales Training Manual” is your handy guide to developing a more professional—and effective—approach to selling car dealer-direct.

INTRODUCTION CONTINUED

For instance, perhaps you or your sales team needs some help refining sales techniques or knowing how to overcome objections and turn a cold call into a hot sale. Or maybe you want to gain a better understanding of the inner workings of a car dealership and how to qualify—and identify—the key decision maker.

Beginning with an overview of the key elements of a sales-marketing strategy, the manual contains a chapter-by-chapter outline of what it takes to affect a more professional approach to selling car dealer direct. From understanding how to make an effective sales presentation and refine negotiating skills to the importance of product knowledge and how to image your company for success, the sales-training manual offers hints and tips critical to the day-to-day operation of your business.

Other essentials focus on things you can do to position your company as a market leader—adherence to the PRO voluntary code of ethics, knowledge of market trends, merchandising know-how and installation expertise. And, of course, a focus on quality, reliability and customer satisfaction. There are also some useful resources you can turn to, including the “PRO Business Development Guidebook,” and the PRO brochure, “Vehicle Accessorization: The Fast Track to Greater Profits,” the latter aimed at educating car dealers about the value of vehicle accessorization and the importance of working with a professional accessory provider.

Pair them with the sales-training manual, and you’ll have an unbeatable set of tools, assets you can turn to—and rely on—to help elevate your value as a restyling professional, and enhance the image of both the industry and your company.

In short, you’ll want to keep this manual at your fingertips and use it to educate and train your staff. As you thumb through it, you’ll gain new knowledge and insight that you and your employees can put to use and implement daily—sure-fire techniques and practical information of significant value that will get your sales team in the door of any dealership and help you build and retain your customer base.

KEY ELEMENTS OF A SALES STRATEGY: HOW TO STAY AHEAD OF YOUR CUSTOMERS

Six Steps to Selling Success

- The “Wow Factor” Sells Cars
- Charting a Path to Success—Think it, Write it, Do it
- Letting Your Customer Do the Talking
- Inspiring Confidence and Trust
- The Importance of Good Sales Representation
- Identifying Your Target Audience

Selling to car dealers is not a simple proposition. No matter how good you think you are at selling, or how good you think your workmanship may be, it takes more than simply installing a few accessories on a vehicle and walking cold into a dealership in jeans and a T-shirt to make a sale and build a rapport with a dealer.

It actually takes quite a bit of effort and nurturing—months, even years—to cultivate and maintain solid working relationships with car dealers. It also can be challenging and frustrating to prospect for new business, especially when dealing with dealers who don’t yet see the value and benefits of vehicle accessorization or in doing business with your company.

To get where they want to go, drivers rely on maps or navigation systems. The same is true for business owners. To achieve real sales success in the dealership arena, restylers and accessory retailers need a roadmap, a clearly defined plan for implementing and executing an effective dealer-direct sales strategy.

THE “WOW FACTOR” SELLS CARS



Dealers are not born wanting to accessorize or understanding its value. They don't necessarily restyle their vehicles because it's trendy or they like the “look.” But they do want to sell cars and make more money. And the “wow factor” does both.

Call it curb appeal, standing tall or just plain cool, restyling makes a vehicle more attractive to the buyer. The more traffic a dealer pulls in, the more vehicles a dealer sells—and the more his gross profits go up.

So it stands to reason that your message should focus on the three things dealers want to hear:

- How restyling attracts buyers and boosts floor traffic.
- How restyling helps move more metal.
- How restyling increases per-vehicle gross profit.

It's your job to create a sales strategy that focuses on what your company can do to make that happen—and to get these points across every time you make a sales call.

There are some basic rules of the game. Your challenge is to use and master them, and apply them every day.

CHARTING A PATH TO SALES SUCCESS: THINK IT, WRITE IT, DO IT



No two companies are exactly alike, so their formulas for sales success may be different, too. What do you want your company—and your sales team—to accomplish? Whatever goals you target, your company's sales efforts should be channeled in the direction you want them to go. How do you make that happen? Not with a hit-or-miss scattershot approach.

Your first step is to create a roadmap, a written game plan that clearly defines attainable sales objectives, not pie in the sky. Your plan should include both short-term and long-term goals—what you seek to accomplish and how you're going to get there.

Once you've got a plan, post it where you can see it as a daily reminder. That will help you stay focused and on track. Your next step is to get everyone else on board. If you've got a sales rep in the field calling on dealers, you'll sleep better knowing they know the direction in which your company is headed and the route you intend to follow.

LETTING YOUR CUSTOMER DO THE TALKING



No one ever said selling is easy. But it is easy to be over-eager and rely on high-pressure sales techniques that don't always yield the best results. The key is to master some basic sales fundamentals.

One of the most basic is learning how to listen. Because when you listen and let someone else—in this case the dealer or manager—do the talking, you'll pick up valuable tidbits of information. This will help you identify and learn what's important to the dealer, and what you and your company can do to earn the dealer's trust and his business.

Body language is another important aspect. Try to relax, lean forward in your chair and try not to interrupt. Make eye contact; nod your head in agreement from time to time. These simple steps will help put the dealer at ease and speak volumes about how interested you are in what your customer has to say.

Take notes. That will help you remember what you and the dealer talked about, both during and after the meeting. Use your notes as reference to pose questions that will fine tune your presentation and give you a better understanding of your customer's wants and needs.

INSPIRING CONFIDENCE AND TRUST

Your goal as a sales professional is to inspire confidence and trust—to give the dealer a good reason to do business with you and your company. Here are some tips to add credibility to what you say and do:



- *Just the facts, ma'am.* Keep your presentation short and to the point. As someone once said, “Tell me the time, don’t build me a watch.”
- *Tell it like it is.* Honesty is always the best policy when dealing with any customer. Promise the moon, and it’s likely that one day you’ll have to eat your words. That’s not to say you shouldn’t promote your company’s products and services—of course you should. Just be sure you can deliver on what you promise.
- *Customers buy benefits not features.* Help the dealer understand how your company’s products and services will benefit his or her dealership.
- *Think positive.* Your company may, in fact, be the best act in town. That doesn’t mean you should disparage the competition. If you’ve done your homework, you should be able to quote chapter and verse on the benefits of doing business with your company without taking pot shots at anyone else.

INSPIRING CONFIDENCE AND TRUST CONTINUED

- *Present the evidence.*
 - Site specific examples of how the dealer can greatly increase per-vehicle gross profits using accessories supplied by your company.
 - Show the dealer testimonial letters from satisfied customers, or create a handout with testimonial quotes.
 - Tell how other dealers have increased sales and profits as a result of doing business with your company.
 - Use articles from trade or consumer publications, available in print or online, that talk about accessorization as tools to reinforce your message.
- *Think customer satisfaction.* You know your shop sells quality products and your installers are highly skilled. Yet, it's inevitable that service issues will crop up from time to time.

From a dealer's perspective, keeping vehicle owners happy after the sale is as important as making the initial sale. If there's a problem with an accessory, the customer expects the dealer to take care of it—even though the product was not installed at the factory.

So it stands to reason that dealers want—and need—to know they can rely on you and your company when things go wrong. When there's a problem, fix it—and do it fast, if you want to keep the business.

You need to make the dealer feel you are a trusted partner. And it's up to you to convey the message that your business is customer-focused—and to back it up with deeds, not words.

THE IMPORTANCE OF GOOD SALES REPRESENTATION



It's all about selling—because nothing happens until somebody sells something.

The challenge is that dealers can be fickle. Restyling is not the most important thing on their agenda when they turn the key in the door every morning. They're focused on selling more vehicles and making more money on the units they sell.

When times get tough and sales taper off, many dealers tend to pull in their horns and look for ways to spend less money. Perhaps they reduce their inventory, maybe advertise less often or accessorize fewer vehicles for inventory. That will hurt your sales.

The trick is to keep your dealers focused on doing business with you—*because you will help them sell more vehicles and make more money regardless of how brisk business may or may not be.*

The key lies in having a strong sales effort—in being organized, in having a game plan of dealer calls and in being visible on a consistent basis.

IDENTIFYING YOUR TARGET AUDIENCE



A good place to start is to decide how big a territory you want your shop to service. Are you starting small with just a handful of dealers? Or do you want to carve out a larger customer base? Whatever you decide, your next step should be to get a map of your local area. Have it enlarged and hang it on a wall in your office or shop.

Now draw a circle on the map around the territory you want to service. Think of your shop as the hub and the dealerships as the spokes on a wheel. Put stick pins in the map to identify the dealers you want to target. Use different color pins for current customers and prospects to make it easy to see who's who.

In many communities, dealers are clustered together in an auto mall or along a main thoroughfare. To make the best use of your time—and avoid driving helter-skelter all over town to visit a handful of dealers—start sales calls at 12 o'clock and move clockwise around the circle.

Plan to hit a different spot on that circle every time you or your sales rep are on the road. Think visibility. You want to see and be seen. *That means visiting every current customer at least once a month and solid prospects every 60 days.*

WHAT CONSTITUTES A GOOD SALES REP

- Invest in Your Sales Team, Reap the Rewards
- Dress for Success
- Know Your Products
- Know Your Company
- Building Rapport: Getting to Know Your Customers
- Be Goal Oriented
- Be Prepared
- Tools to Drive Your Business
- Structuring the Sale

Generally speaking, people don't like to be "sold." But they do like to "buy." Provided, of course, they perceive value and understand the benefits. That's where your skills and know-how come into play. Give a dealer a good reason why your company's products and services are a perfect fit for his dealership, and you're far more likely to gain his attention and ultimately earn his business.

But that's not all. Your product won't fly off the shelf by itself. You first have to convince somebody to buy it. But simply "selling" the dealer doesn't necessarily make you a success. If you haven't built a relationship with the dealership, if management isn't committed to supporting an accessory program, and if the salespeople on the floor don't follow through and sell your product, neither will you.

So whether you're working with existing accounts or making cold calls to prospect for new business, there are steps you can and should take to maximize every sales opportunity.

INVEST IN YOUR SALES TEAM, REAP THE REWARDS

A salesman is born not made, true or false? While some people may be innately skilled at selling, the truth of the matter is that good sales skills are hard to come by.

Most shops invest in training their technicians, often working with key suppliers, which provide factory installation training and technical assistance. Shop owners also make available the equipment and tools needed to do a good job each and every time. So why not expend just as much time and energy training a sales rep?

All too often, shops compete for a dealer's business by claiming to be the cheapest act in town. If selling were only about price, then only the least expensive cars and accessories for them would ever be sold. But it's not all about price—*it's all about value*. And your company's value is determined by the skills and know-how of your sales rep.

Dealership salespeople are trained negotiators. Those in top management positions have been honing their skills for years. That's what's made them successful. Step into the lion's den unprepared and under-trained, and you're likely to walk out empty handed. Good salesmanship is vital to the success and growth of your business. Give your sales reps the tools and training they need, and they will take your business to the next level and you will reap the rewards.

DRESS FOR SUCCESS

There's no such thing as a second first impression. As much as people say they don't judge books by their cover, the truth is, they often do. So appearance—how you and your sales team look and act—has a lot to do with how you are perceived and received by dealership personnel.

Dealers and their salespeople are professionals. They are trained to qualify a customer the moment he or she walks in the dealership—even before any conversation takes place. And more often than not, that qualifying is based on someone's appearance or body language.

If you want to be treated like—and project the image of—a pro, you should look and act like a pro. You don't need an Armani suit or a Gucci purse. But you do have to trade in the jeans and T-shirt for something more appropriate.

Not sure what you should wear? Been working in the shop all day? Here are some tips.

- Keep a change of clothes in your office for the days that you plan to make sales calls.
- Take a look at how the dealers and salespeople in your area typically dress and try to mirror your customers' image.
- Studies show that people feel more comfortable dealing with people who look like them.

Remember: Dealers are businesspeople and dress for the part. Dress like a pro, and you will put your customers at ease more easily and more easily earn their respect.



KNOW YOUR PRODUCTS

To work in sales, dealership managers and salespersons have to know all about the product line they're selling. They have to be able to do a "walk-around"—to take the potential buyer on a tour of the vehicle, under the hood, inside and outside, pointing out the vehicle's benefits and features.

Dealers will expect you to be able to do the same thing with the products you're selling. This is especially likely to occur when your company introduces a new product line or a vehicle is delivered to a newly opened account, where the sales or service personnel may not be familiar with either the product or your company.

If they ask a technical question or want to know which vehicles in their line-up a particular product will fit, they expect you to know the answer. And there's no better way to prepare—or train a newly hired salesperson—than by spending time in your shop reading product literature and learning the basics of how accessories are installed and how they operate.

There will be times, however, when you won't have all the answers. Whatever you do, don't fake it and pretend to know something you don't. Sooner or later, the dealer will find out he was conned and lose confidence in you and your company. Be proactive instead.

If you don't know the answer to a dealer's question, pick up your cell phone, call your shop and explain the answer to the dealer's question then and there. This simple act says a lot about your level of interest in addressing a dealer's concerns and goes a long way toward putting your customer at ease.

KNOW YOUR COMPANY

As important as it is to know about the products your company sells, it's just as important to know about your company.

- What is your company's reputation and image in the field among customers and competitors alike?
- What are your company's strengths? Are there key people on your staff who make unique contributions to your company? If so, what are they?
- Do you offer products and services of higher quality or that are not available elsewhere?
- Does your company have a policy regarding discounts?
- Are the products you provide covered by nationwide manufacturer warranties? If so, what are the warranties?
- Does your company offer a warranty on workmanship and labor? If so, what is your company warranty?
- Do your installers have special technical skills that set them apart from the average technician?

These are critical questions. Answer them, and two things are likely to happen. You will make more convincing sales presentations, and you will improve your ability to market your company's products and services to current and prospective customers.

BUILDING RAPPORT: GETTING TO KNOW YOUR CUSTOMERS

Call it getting acquainted or relationship-selling, savvy sales professionals know that customer rapport leads to long-term relationships. In fact, relationship-selling is an essential part of the sales process. It's the glue that holds a relationship together. And it's up to you and your sales team to establish rapport with your dealers, because more sales are made with friendship than with salesmanship.

Relationship-selling doesn't just happen. You need to invest time in learning as much as possible about your customer and his or her needs, and on delivering post-sale customer service. So it stands to reason that the best place to start is with some common ground.

Look around the dealer's or the manager's office. Perhaps you'll see family photos taken on a fishing or camping trip. Maybe there's a trophy earned in a bowling, tennis or golf tournament. Whatever it is, there's bound to be something that reflects the dealer's or the manager's personal interests, hobby or lifestyle. Ask questions, start a conversation that's related to what you see. Put the dealer at ease, and you will likely spark a conversation that has little to do with selling and a lot to do with bonding.

Once you've established a relationship with a dealer, feed it—literally. Treat the dealer or manager to an occasional lunch. Ask to host a sales meeting and bring donuts or pizza.

BUILDING RAPPORT: GETTING TO KNOW YOUR CUSTOMERS CONTINUED

Work with the dealer or manager to develop an incentive program that compensates sales staff and motivates them to sell accessories. If you play golf, invite the dealer to be part of a foursome.

While you're at it, don't overlook the dealership's sales force—they're the ones on the front line. Get to know them. Chat with them while you're waiting to see the manager. Dealership salespeople are a wealth of knowledge and can provide valuable tips on what's selling and what's not.

Bottom line: Whatever it takes, do it. The more you do to foster friendships and build rapport throughout the dealership, the better your chances that somebody will sell something and that you'll build a strong customer base.

BE GOAL ORIENTED

The test of a good sales rep is the ability to pull work out of a dealership. Are there a specific number of vehicles you want to bring into your shop each week or each month? What do you hope to achieve over the long haul in terms of increasing your sales and growing your customer base? To answer these questions, start by establishing some goals—*know what you want to achieve before you make a sales call.*

There are two ways to go about it. First is the short-term approach, which centers on achieving immediate results that generate business right away. A long-term goal is focused on building mutually beneficial—and profitable—business relationships that yield results over the long haul.

Both tactics should be part of your overall game plan. Combining—and defining—the two strategies to fit your business model will help direct your sales effort and give you a way to measure whether or not you hit your sales target.

And if you employ an outside salesperson, be sure your rep is dialed in as well. Work with your sales rep to set clear-cut goals and realistic sales objectives. This approach will help your sales team stay on target. Plus, it gives you a way to benchmark their performance and success in achieving the goals you have established.

BE PREPARED

The Boy Scouts aren't the only ones who take preparation seriously. So do sales professionals. And it's up to you to structure your sales call so the dealer can't say no.

- **Whether you're planning to visit a current account or a prospect, you need to do some homework ahead of time.** A good place to start is by identifying the dealer or dealers you plan to visit on a given day. Before your visit, take the time to walk each dealership's lot. Take a pad and pen or a tablet. Jot down stock numbers. Make note of the makes and models in inventory, paying particular attention to:
 - An overstock of specific models, particularly those in the entry-level and mid-priced range or off-lease program cars. These vehicles make especially attractive targets for restyling packages.
 - Vehicles in various model lines and/or trim levels your company could best accessorize.
- **Spend time at the office identifying packages or products that would work best on the dealership's vehicles, based on the notes you took during your walk-around.** Pick out a few vehicles in each model line. Be prepared to talk about those specific vehicle packages—to sell them—to the dealer when you meet. The dealer will be surprised—and impressed—that you took the time to visit the store and that you came prepared to discuss serious business.

TOOLS TO DRIVE YOUR BUSINESS

On the day you visit the dealer, be sure to bring your sales tools—they're essential to making a good first impression.

- *Business cards: Does yours tell the story?* It's a good idea to carry a stack of business cards wherever you go. Hand one out to everyone you meet—dealer principals, service managers, sales managers, salespersons. They're an inexpensive and effective marketing tool—provided, of course, they're well designed and contain all the right elements.
 - Your name and position within your company.
 - Your company name and complete street address, including zip code (U.S.) or postal code (Canada).
 - Phone and fax numbers, with area code.
 - Cell-phone number—a must for a salesperson on the road.
 - E-mail address.
 - Your company logo, if you have one, and, perhaps, a one-line tag line that describes what your company does.
 - SEMA-member/PRO-member and/or TORA-member logos.

TOOLS TO DRIVE YOUR BUSINESS CONTINUED



- **Presentation materials: Putting your best foot forward.** Looking good is essential, and in this case, a three-ring binder often works best. But not just any binder. Remember, you want to make a favorable impression. There are two ways to go about it.
 - One option is to have your company name and logo imprinted on the cover of each three-ring binder. You may also want to consider imprinting your company name on the spine as well. This will help dealers find your binder more easily if it's stacked on a shelf.
 - Another option is to select a generic binder with a clear plastic sleeve on the cover that can accommodate an insert. That way you can design an attractive, but less expensive, cover sheet promoting your company and simply slip it into the protective sleeve.

STRUCTURING THE SALE

Now that you've gotten your foot in the door, your objective is to sell something—that day, during that specific dealer visit. The binder is your primary sales tool and should contain everything you want the dealer to know and have on hand for future reference.

- **Start with an introductory page.** Briefly describe your company, how long it's been in business, the types of products you carry as well as reference to your company's mission to help the dealer grow his business and his profits. Be sure to include:
 - Your business card
 - Various product sell sheets
 - Sample fabric swatches, if applicable
 - Pictures of the package or packages you're going to sell that day
 - Price lists
 - Be absolutely sure the material is specific to the makes and models the dealer sells.
 - And don't forget to include the third-party credibility builders referenced in the previous chapter.
- **Go through the binder with the dealer or manager.** Point out the packages you've selected for the models in inventory. Be prepared to offer a menu of A-B-C choices. This leaves the dealer less wiggle room to say no.



STRUCTURING THE SALE CONTINUED

- **Objections: Obstacles or Opportunity.** Despite all your preparation and salesmanship, there will be times when a dealer voices an objection. How you handle it will determine the success or failure of your sales call. For starters, think of objections as feedback—the customer’s way of seeking more information—and not as a stumbling block or an outright turndown. Use the objection instead as an opportunity to grab the dealer’s attention. Here are some typical examples.
- **We don’t do any aftermarket accessories here.** This is one of the easiest and fastest ways for a dealership to dismiss an aftermarket opportunity. Because the decision maker varies from dealership to dealership, the key is to identify the decision maker ahead of time and make sure you are meeting with the person who has the authority to make decisions (see the chapter “Rules of Sales Success”).

Then be like Missouri, the “show-me-state.” Bottom line: Dealers and salespeople are motivated by profit. Show them in real dollars what they can make on the products you provide and how you can partner with them to increase sales and profits—essential keys to developing and expanding a business relationship.

- **We have to sell OEM accessories, because we get incentives from the factory and selling aftermarket accessories may affect that.** Think of this an opportunity for collaboration.
- Many dealers experience success selling OEM accessories. However, it does not—and should not—preclude selling aftermarket accessories as well. In fact, dealers can often achieve the most success by using a combination of OEM and aftermarket products.

The key is to determine what overall margin a dealer makes on factory accessories as a baseline. Many dealers note they average 10%–20% on OEM products. Nowadays, however, many OEM accessories can be found on the Internet, and dealers often discount them to help alleviate the

STRUCTURING THE SALE CONTINUED

burden of having to carry larger inventories to meet OEM guidelines or targets. This is where a good aftermarket partner can benefit the dealership.

While it's mainly true that dealer rebates can be achieved at month's end, it's crucial to point out the margin gain—which can be as much as or more than 50%—selling a comparable (or perhaps identical) aftermarket product. Why should the dealer wait for the end of the month when you can offer immediate added profit and margin at the point of sale?

- It is likely there may not be a full line of OEM accessories for every vehicle model or trim level in a dealer's lineup. It's up to you to know what OEM accessories are available in each of the model lines/trim levels that you intend to target. Use that knowledge to your advantage. *Fill in the gaps with quality aftermarket products.* By using a combination of OEM and aftermarket products, you and your dealers can create unique, profit-generating accessory packages.
- **We are concerned about warranty issues.** An educated dealer is your best customer, and your ability to neutralize this position with manufacturer data is simple and easy. Most reputable aftermarket suppliers offer nationwide warranties that meet or sometimes exceed OEM warranties. It's your job—and an excellent selling point—to mention that the products you provide are warranted nationwide. This will instill confidence that no matter where a dealer's customers live or visit, they will be taken care of and covered under the accessory manufacturer's warranty.

It's also critical that your company has its own garage keeper's legal liability insurance, which covers owned and non-owned vehicles. Many dealerships also request an insurance certificate from third-party vendors, in which they are designated as the named insured. Providing a dealership with an insurance certificate and copies of manufacturer warranties will go a long way toward inspiring confidence that your company is well qualified to work on their vehicles, and it will help your company stand out from the competition.

STRUCTURING THE SALE CONTINUED

- **There is just so much out there. How do I decide?** While this is a reasonable concern, it's also where your preparation comes into play. (See "What Constitutes a Good Sales Rep: Be Prepared.") Showing a dealer a whole catalog can be confusing. It's best to target the dealer with key products and/or services. It's your job to crawl before you walk and walk before you run. So start slowly. Let the dealer get comfortable and experience the positive results, and expand from there as the relationship builds.
- **I don't have room, nor do I want to carry a large inventory of accessorized vehicles.** There can be a simple solution, but there first must be an understanding of mutual risk. Managed inventory has proven successful at many dealerships. A dealership can commit to products it will support and promote, and the restyler or retail partner can commit to a just-in-time delivery and installation process.

It's also up to you and your sales staff to point out one of the key benefits of aftermarket accessorizing: inventory flexibility. Rather than stocking vehicles equipped with factory-installed accessories (such as high-cost option packages that may include products customers do not want or can't afford), your accessory center can transform a dealer's factory-plain stock units into lower-cost, upscale look-alikes, generating faster sales and greater profits.

- **We want to do the installations in our dealership.** Many dealerships take this posture because they feel the installations may be quick and easy, and they want to keep the accessory business in-house. Other dealers may feel the pressure of trying to schedule the work through their service department and having to apply a high labor rate to accessory installations.

STRUCTURING THE SALE CONTINUED

Dealers who are successful doing installations in-house, typically create a separate department with a “discounted” labor rate. However, it is important to keep some key factors in mind.

- Regardless of a dealer’s labor costs and overhead, retailers and restylers can typically deliver a higher level of service at a competitive cost.
- Restylers and retailers can generally provide a broader array of accessory choices than dealers will stock in inventory. This can help reduce a dealer’s inventory-carrying costs and offer their customers a greater selection of accessory options—a win-win for you and the dealer.
- There are some products your company offers that may require a higher degree of technical expertise than is available at the average dealership—sunroofs, leather interiors, electronics upgrades, suspension and performance modifications, for example. Be sure to point this out, and use your company’s technical expertise as a selling point to get your foot in the door.

STRUCTURING THE SALE CONTINUED

- **I can't trade this vehicle.** Dealerships selling the same make and models sometimes trade vehicles. Dealers refer to it as “DXing.” Some dealers are reluctant to pre-mount accessories, because they’re concerned that another dealership won’t want to trade for a vehicle that’s been accessorized. Your response to this should trip the dealer’s hot button—“Why would you want to DX this car? It’s the special-edition vehicle that’s going to gross more money for your dealership!”
- **It costs how much?** You’ve told a dealer how much a package will cost. After an uncomfortable moment of silence, known as the “pregnant pause,” he responds by saying, “What? That’s too expensive.” Now you’re left squirming in your seat trying to justify that cost. Try this approach instead.

As you deliver the information about the package and provide the cost, go right to the suggested retail price. Now you’ve taken the dealer from his cost to his profit. Now you’re speaking his language. And you’ve turned an objection into a probable sale. Not many dealers are going to say, “I don’t want to make extra profit on the sale of that car.”

STRUCTURING THE SALE CONTINUED

- Profit is a great motivator and an essential selling point. That's because dealers often make more money on the accessories installed on a vehicle than on the sale of the base vehicle.

It's your job to point out the benefits and features of the products you're selling. Explain to the dealer or manager that the profit potential on the accessories your company provides is generally far greater than the profit margins on similar factory-branded accessories.



For example, the average gross profit on dealer-installed accessories that your company provides is 50%–75% versus 10%–20% from the factory. That will get his attention.

STRUCTURING THE SALE CONTINUED

- **Your shop's ability to install accessories on a just-in-time basis is a big selling point.** That's because neither the dealer nor his customer has to wait weeks for a special-order vehicle to be delivered from the factory. The result: The customer gets exactly what he or she wants right away, and the dealer generates a higher gross profit on the accessory package than on a comparable factory-option package.
- **Give your dealers a marketing advantage.** Today's car buyers have access to a great deal of information about the cost of a vehicle. Consumer guides offer tips on how much a dealer paid for a vehicle, including the dealer's holdback. Internet shopping gives consumers even more opportunities for comparison shopping and dealers less opportunity to make money.

But there is no consumer guide on accessories: customers can't comparison shop online or at an auto discounter. This builds value and gives dealers a significant edge, and you need to reinforce this message every time you make a sales call.

STRUCTURING THE SALE CONTINUED

In the end, the ability to be successful in the dealership arena is based on basic business principles:

- **Service:** It's the cornerstone of any successful business. What differentiates your company from the competition? What added service can you bring to the table to help make the relationship seamless and profitable? These should be spelled out so the dealer understands the value of what you can offer.
- **Quality:** From products to the services offered, dealers want and expect products that get sold to stay sold. One of the critical challenges dealers face occurs when an aftermarket product fails to perform as it should and a vehicle comes back to the dealership for service.

Dealers are set up to deal with, and have a long history of handling, OEM product and component warranties. That's not necessarily the case when it comes to aftermarket installations.

Because maintaining a high customer satisfaction index (CSI) rating is of paramount importance to most dealerships, it is incumbent on your company to sell and install high-quality, warranted products and to quickly take care of and respond to service issues—steps that go a long way to ensuring long-term, successful relationships.

- **Price:** Critics will tell you that price should never be the leading feature of closing a sale. That said, there are many aftermarket products that meet or exceed OEM quality, offer superior features and design, and are available at a lower acquisition cost. In the end, the lower cost, positioned as a value proposition, can help the dealer close more sales and generate a higher margin and profit.

RULES OF SALES SUCCESS



- **Current Customers: See and Be Seen**
- **Cold Calling: Getting Your Foot in the Door**
- **The 80-20 Rule: Your Best Prospects Are Your Current Customers**
- **Making the Delivery**
- **The Importance of Follow-up**

CURRENT CUSTOMERS: SEE AND BE SEEN

Merchandising to dealers falls into two categories: working with existing accounts and cold calling. If you're working with an existing territory, the first rule of thumb is not to take your customers for granted. They need to see you regularly, so be visible on a consistent basis.

Use the occasion to bring the dealer or manager up to date on any new accessories recently added to your product portfolio. Take along pictures or sell sheets as well as new price lists and insert them into the binder you previously gave to the dealer or manager. That way they'll have them on hand for future reference.

Look around the dealership to see if the vehicles your company accessorized for inventory have been sold. If they have been, suggest to the dealer—based on your walk-around—that you dress up one or two models with the new items that are now available and that they be prominently displayed in the showroom or front-lined on the lot.

Stop by the service department to visit the service manager. Ask questions about delivery time or if there are any concerns. If there are issues that need to be addressed, be sure that your shop owner or manager knows about them and deals with them quickly. This is a good way to show the dealership that you—and your company—are concerned and want to provide top-notch service.

COLD CALLING—GETTING YOUR FOOT IN THE DOOR

To even the most seasoned sales pro, the prospect of cold calling can sometimes cause a bad case of cold feet. That's because it not only can be daunting to call on a customer you don't know. It also can be frustrating, especially if you're not sure who it is in the dealership that you should target.

To be successful at cold calling, you need to do some homework ahead of time.

- **Who's in charge?**—Your first step is to try to identify the decision maker—*before you visit the dealership*. Frequently, restylers head straight for the sales manager. But he or she may not be the designated point person for accessory sales or have the authority to buy anything without first asking permission from someone higher up the ladder.

That person may, in fact, be the dealer principal, general manager or the general sales manager. Or there may even be a designated accessory manager. But you won't know unless you ask. One way to find out is to speak to the receptionist, either in person or over the phone. Or you can ask one of the salespeople. Better yet, if you know someone who works at the dealership, ask that person to introduce you to the decision maker. That will ease your way into the dealership and position you in a more favorable light.

To get a better idea of how a typical dealership is structured, and how different departments interact, see “Partners in Profit: Tips on Selling-Dealer Direct.” Use the information provided in that chapter to weave your way through a dealership and understand the pecking order.

- **Get the facts**—Try to find out ahead of time if the dealership is doing business with another restyling center or accessory retailer. You may learn the dealer is quite satisfied with that company. Or you may discover there have been some problems that were not addressed in a timely manner. Either way, it will help you prepare for your initial introduction to the dealership.

COLD CALLING—GETTING YOUR FOOT IN THE DOOR CONTINUED

- **Know your competition**—If you want to take business away from a competitor, you need to know what that company does and how your company can outshine. This will help give you a competitive edge.
- **Is there a track record?**—Find out if your company has ever done business in the past with any of the dealerships you plan to visit. You may learn, for instance, that there were problems with your company's service or product. Or you may learn that the dealership decided to buy accessories elsewhere. That information is vital in forming a new or renewed relationship with a dealership.
- **Pin the dealer down**—Once you meet the dealer or manager, suggest a specific date and time when you can set up an appointment to discuss the benefits of doing business with your company. The dealer is likely to either agree to the time you set or suggest a different day and time. This is far more effective than an open-ended request to meet again, which opens the door for the dealer or manager to put you off and simply say no.
- **The three Ps: persistence, patience and perseverance**—If the answer is no, don't get discouraged. There's an old sales adage that says it takes seven sales calls to close a deal. Be persistent, patient and persevere. Each time you are in the area, be sure to stop by and say hello. You never know when the dealership may be in the market for an accessory provider—and you want to be sure your company is top of mind.

THE 80-20 RULE

Every market has a potential customer base—be it big or small, depending on the size of the target market. But not every dealership is a potential customer. Your time—and that of your sales team—is valuable, and as time goes by, you're likely to find that your best new prospects are current customers.

As a rule of thumb, 80% of a company's business is generated by 20% of its customers. So though the goal when prospecting is to drum up new business, you should devote your time and energy to the prospects with the greatest potential to become loyal customers. A good place to start is by asking yourself some basic questions. Honest answers will help you decide where to focus your efforts.

Qualify your leads:

- Is the dealership doing business with another restyling center? If so, is the competition too well established for you to get your foot in the door?
- Will you have to devote a great deal of time and energy to get an order from this dealership? Given the effort required to generate the business, will it be profitable in the long run?
- Does the dealership have the potential to be a significant source of business in the future? If so, should you spend the time now to plant the seeds?
- What are your chances of reaching the decision maker?

MAKING THE DELIVERY

It is common practice at most dealerships for the salesperson who sold the vehicle to handle delivery to the customer. After all, this is the salesperson who made the sale, and now it's their chance to point out the vehicle's features and benefits, and thank the customer for doing business with the dealership. It helps to cement the relationship and leaves a positive impression in the customer's mind.

The same holds true when you accessorize a vehicle, *especially when it's for a new account*. Now is the time to put your best foot forward and shine.

- **Start by having your salesperson at the dealership when the vehicle is delivered.** You may even want him or her to deliver the vehicle. What better way to reinforce your appreciation for the business than to have the person who sold the accessory package on hand to show how the products work, answer any questions and extend personal thanks.
- **Be sure to invite all the salespeople to look at the vehicle.** Do your own walk-around; point out the newly added features. This will get them excited about selling the vehicle and help them learn about the products and services your company provides.
- **Take advantage of the show-and-sell value of a newly restyled vehicle.** Want to get your foot in the door of another dealership which sells the same make and models? Time permitting, stop by en route to deliver the vehicle and show it off. This speaks volumes about the quality of your shop's workmanship and may be just what's needed to secure the account.

THE IMPORTANCE OF FOLLOW-UP

The average trade-show exhibitor spends a great deal of time and money to showcase its offerings and lure prospective customers to its exhibit. But exhibitors aren't very good at post-show follow-up. In fact, statistics show that most exhibitors follow up on fewer than 70% of the leads they generate.

When you're busy, it's easy to fall into the same trap, to forget to follow up on something you or your sales rep discussed with a dealer. Once you plant the seed, if you don't follow up with a phone call or personal visit, you'll never make the sale. Worse yet, you've wasted your time and primed the pump for your competitor when he/she walks in the door later on.

- One way to ensure good follow-up, as noted previously, is to pin down the dealer or manager and make an appointment. Enter the information in your smartphone or tablet. That way, you know you'll stay in touch.
- Another useful technique is to maintain a record of all sales calls and to record each dealer visit on a call sheet. Be sure to include all the pertinent contact information as well as details and comments about any packages you discussed during your initial visit. Make note of when you plan to follow up and with whom.
- Create a folder and maintain separate files for every dealership you contact—even if you don't do business. Track each dealership's purchases by noting the types of vehicles restyled and the kinds of accessories added to them. Note the date the dealership was last visited.

THE IMPORTANCE OF FOLLOW-UP CONTINUED

This profile will help you track your sales rep's efforts, determine who does what and, if a new product is introduced, which dealerships would make the best candidates to merchandise it for you. It will also tell you when a dealership's sales are starting to slack off in time to take remedial action—before it's too late.

In the Addendum, you'll find samples of a dealer contact information form, a salesperson daily schedule, and a vehicle inspection form. Use them as references to create your own internal systems and procedures. For other information sources, see the chapter titled "Marketing Tools And Resources."

PARTNERS IN PROFIT: TIPS ON SELLING DEALER-DIRECT



- Dealership Profit Centers
- Understanding the Pecking Order
- Knowing Who's Who—and Why

It's fairly common to direct sales efforts to the new-car department. That's an excellent approach that can reap big dividends for any restyling center. It also leaves untapped territory—potential profit centers just waiting to be mined.

Throughout a dealership, there are key departments that are important to the growth and success of your sales efforts. Succeed in increasing profitability throughout the dealership and your company will be viewed not just as a vendor, but as a value-added partner in profit.

DEALERSHIP PROFIT CENTERS

NEW-CAR DEPARTMENT

The new-car department is the front line of a dealership's sales efforts. And it's up to you to maximize every possible sales opportunity. Much of your success—and that of your dealers—depends on a few key factors:

- **You can't sell from an empty shelf—and neither can your dealers.** It's a fact. Consumers don't buy cars from a catalog nor will they likely purchase accessories from a sell sheet. By they do stop and spend at dealerships that prominently display restyled vehicles. It's up to you to help the dealer understand that pre-mounting accessories on display vehicles is a wise investment that will:
 - Pique customer interest.
 - Stimulate impulse purchases.
 - Boost floor traffic.
 - Generate faster sales for greater profit.
- **Focusing on focal points.** There are several key areas in a dealership that are ideal focal points:
 - the showroom.
 - an outdoor pad.
 - front-lined in an outdoor display.
 - the service drive.

Another potential focal point is the Internet sales vehicle-pick-up area. Many dealers are now selling vehicles on the Internet, but these vehicles are rarely sold with pre-mounted accessories on them. See Internet Sales in this section for tips and tactics.

DEALERSHIP PROFIT CENTERS CONTINUED

- *Work with your dealer contact to select three or four vehicles in each model line.* By choosing different accessory packages for each vehicle, you can transform in-stock units into unique models and turn entry-level vehicles into lower cost, upscale look-alikes.

Word of caution: Avoid the temptation to accessorize too many of the same model vehicle. An overstock of similarly restyled vehicles defeats the purpose—they no longer stand out from the crowd. By the same token, if a dealer only stocks one or two accessorized vehicles, customers tend to view them as “oddballs” and shy away from them.

- *Addendum stickers—how and why they work.* Every new vehicle has a window sticker, commonly referred to as a Monroney sticker, in reference to the senator who sponsored the bill. Most dealerships that sell custom accessories add an addendum sticker listing the various dealer-installed add-ons. But all too often, the stickers look homemade, with items and their individual prices simply scribbled on a piece of paper. Not very professional or impressive. Here are some tips on how you can help dealers use addendum stickers to their advantage:
 - *Addendum stickers are a marketing tool.* Professionally produced stickers, such as the one shown on the next page, favorably influence the customer’s perception of the accessory package.
 - *Information on the sticker should be typed, not handwritten.* Think of the accessories as an option package. Consider listing only the total retail cost of the package—rather than itemizing the price of each accessory.
 - *Option packaging helps in the sales and negotiating process,* because customers are less likely to haggle over the cost of an individual item or ask that it be included in the deal.

DEALERSHIP PROFIT CENTERS CONTINUED

POPULAR OPTIONS

AVAILABLE FOR THIS VEHICLE

Toyota

2015 Toyota Tacoma
VIN: TTXTM123456789012

Options

Leather Interior	\$1499.00
Heated Seats	\$699.00
Remote Car Starter	\$499.00
Fog Lights	\$499.00
Back-up Camera	\$799.00
Powered Sunroof	\$1,699.00
Fog Lights	\$399.00

**ACCESSORIES CAN BE
INCLUDED IN YOUR
MONTHLY PAYMENT**

ASK YOUR SALES CONSULTANT FOR DETAILS

SPECIAL EDITION

JEFFS KIA

KIA

2015 OPTIMA LX
VIN: SXXGM123456789012

**Manufacturer's
Suggested Retail Price** \$24,315.00

Deluxe Edition Package

Rear Trunk Lid Spoiler	\$189.00
Clear Bra	\$699.00
Wheel Locks	\$79.00
Vin Etch	\$59.00
Back-up Camera	\$799.00
Powered Sunroof	\$1,699.00
Remote Car Start	\$499.00

Option Total \$4023.00

Total **\$28,338.00**

**ACCESSORIES CAN BE
INCLUDED IN YOUR
MONTHLY PAYMENT**

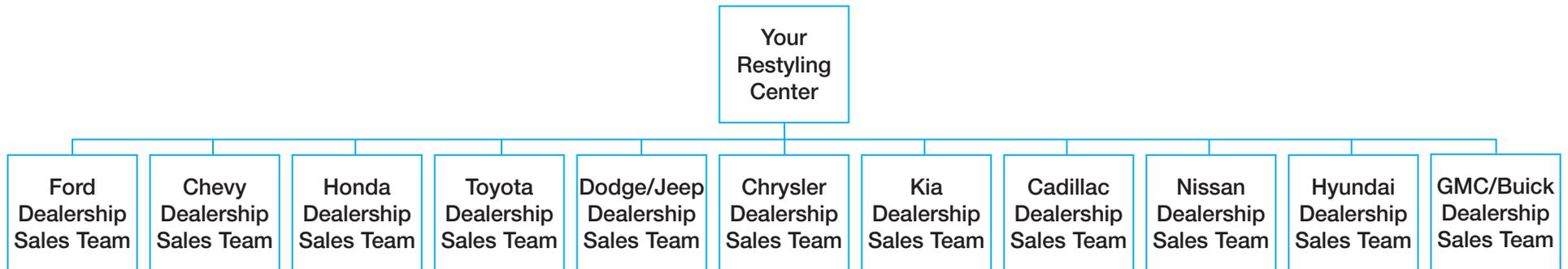
ASK YOUR SALES CONSULTANT FOR DETAILS

DEALERSHIP PROFIT CENTERS CONTINUED

NEW-CAR SALES TEAM

Dealership salespeople are generally paid a commission based on a percentage of the gross profit on a vehicle. The higher the gross, the greater the commission. So it seems logical that dealership salespeople would be inclined to increase their income by up-selling their customers on a variety of add-on features. Unfortunately, that doesn't always happen. How can you change that? By educating dealership salespeople about your company and the products and services you provide.

- Think of the sales men and women who work the floor as an extension of your sales team. Though often overlooked, they should be a key component of your overall sales strategy.



DEALERSHIP PROFIT CENTERS CONTINUED

Regardless of how ambitious an accessory program may be, its ultimate success depends largely on the level of enthusiasm among the dealership personnel. But enthusiasm alone won't necessarily spur sales or profits. While it's fairly common for experienced salespeople to have a basic understanding of accessories, that knowledge is generally limited to accessories offered by the factory. It's up to you to expand the knowledge base.

- **Use weekly sales meetings to inform and educate dealership personnel about the accessory packages the dealership either sells or is planning to launch.** Work with the manager to arrange the meeting; offer to host breakfast or lunch.
 - You may be nervous at first. Spend time beforehand rehearsing your presentation. Relax.
 - Bring all your sales tools, including a few sample handouts.
 - Start by simply laying out the program.
 - Focus on the fact that an accessorized vehicle doesn't simply have more cost built into it—that's an important consideration when someone's negotiating the sale of a vehicle.
 - Point out that an accessorized car or truck is actually different from—and often more desirable than—a similar non-accessorized model.
 - Keep in mind that a better educated sales team is likely to sell more products and that will benefit you and the dealership.
- **Motivation drives sales.** Work with dealership managers to help structure a pay plan that incentivizes salespeople to sell accessories. Help them understand that incentives will drive sales and profits, and motivate the dealership's sales force to upsell its customers.

DEALERSHIP PROFIT CENTERS CONTINUED

USED-CAR DEPARTMENT

Most dealerships are actually two dealerships rolled into one: a new-car facility and a used-car operation. The used-car department is an excellent source of potential business that's often overlooked, and getting to know the used-car manager and getting him/her on board should be a priority.

Since no two used vehicles are exactly alike, accessorizing used vehicles can truly help to differentiate a dealer's inventory. If you take the time to educate the used-car manager, he'll/she'll make an extra effort at auto auctions to "buy right" to use the vehicles as a platform for your accessories. This technique is quite effective with off-lease vehicles. Priced more affordably than comparable new vehicles and usually still covered by the new-vehicle warranty, off-lease vehicles make ideal candidates for restyling.

Used-car departments aren't the only place where used vehicles are sold. There are thousands of reputable independent (used-car) dealerships throughout the country that sell quality, late-model vehicles. Just like their franchise counterparts, many look for ways to boost their bottom line, but are often overlooked by accessory providers. By offering some lower cost items, such as bedliners (which can cover truck-bed damage for less money than repainting), graphics, window tint, running boards, seat covers, seat heaters and other electronic gadgets, and so forth, you can breathe new life into late-model vehicles, expand your company's outreach, and build new and mutually profitable relationships.

DEALERSHIP PROFIT CENTERS CONTINUED

INTERNET SALES

Nowadays, nearly all dealerships have an Internet sales department. It could be a single-person operation or much larger, and should be viewed the same as the new-car and used-car sales departments. Connecting with the right people who are in charge of a dealership's Internet sales provides an opportunity to get your products on those vehicles as well.

Encourage your dealers to display an accessorized vehicle in the area set aside for Internet customers to pick up their new car or truck. Consider working with the dealership and some of your accessory suppliers to set up a small P.O.P. display that could inspire impulse purchases.

Keep in mind it's important to provide accurate information, and it relies heavily on digital content. To help facilitate sales, provide online images, specifications, and other information that you get from the manufacturers whose products you represent and sell. Since many Internet buyers may be price shoppers who might not otherwise look for accessories, this is another way for you to spark a sale and boost dealership profits.

DEALERSHIP PROFIT CENTERS CONTINUED

FLEET SALES

Fleet and commercial customers are a significant source of revenue for many dealerships. They range from state, city and local agencies to every type of commercial business you can think of—contractors, florists, decorators, landscaping services, plumbers, electricians—virtually any company that uses trucks and/or SUVs for work-related purposes.

And by and large, fleet and commercial customers need various accessories and gear that are specifically tailored to their business and that may be unavailable from the automakers. This opens the door to significant new-business and cross-marketing opportunities for accessory providers to develop relationships with the fleet department in every dealership they service.

FINANCE AND INSURANCE

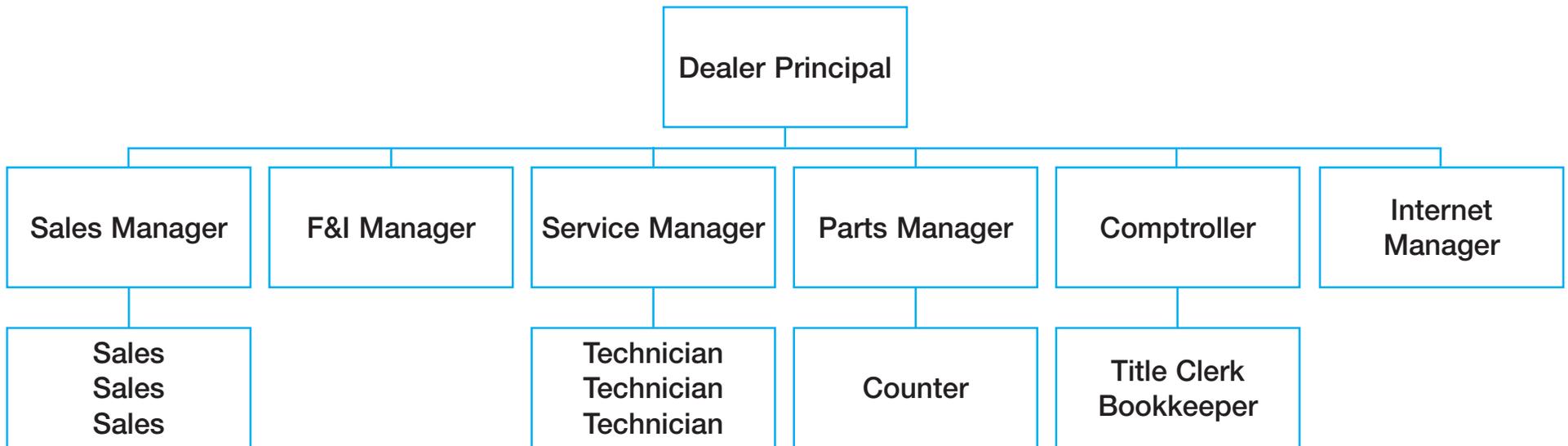
Everyone who purchases or leases a vehicle passes through the F&I department, even if the customer is paying in cash. F&I helps the consumer get financing and insurance, and sells such add-ons as extended service contracts and security devices. With finance rates still reasonably low, many F&I managers are looking for alternative ways to boost department revenue. View it as an opportunity.

In some dealerships, F&I may also sell accessories or make money on the ones sold through the new-car department. Work with the F&I manager to set up a small point-of-purchase display to help generate additional add-on sales and revenue. Help increase revenue for F&I, and you'll create yet another profit significant center for the dealership.

UNDERSTANDING THE PECKING ORDER

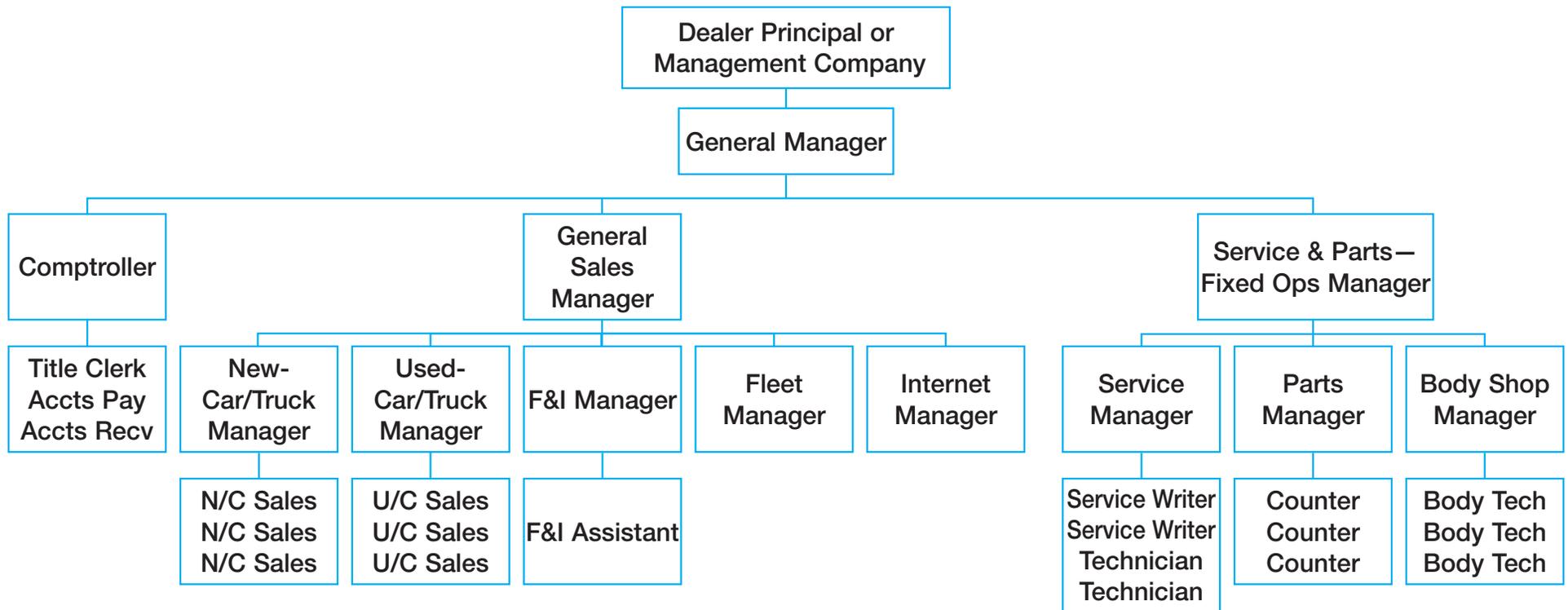
As important as it is to know how to create new profit centers within a dealership, it's also important to know how different departments and the various managers interact.

SMALL DEALERSHIP



UNDERSTANDING THE PECKING ORDER CONTINUED

LARGE DEALERSHIP



KNOWING WHO'S WHO

If the only person you know at a dealership is the sales manager and he or she happens to get fired or quit, you're back to square one—having to build a relationship with the new kid on the block. And if that person previously worked with another vendor, there's a possibility that vendor will be brought in to service the dealership and you'll lose the account to a competitor. While there's no guarantee, there are two ways to keep this from happening: cement your relationships with many key people at the dealership and build your company's value as a partner in profit. And it all starts by knowing who's who.

DEALER PRINCIPAL

The dealership owner is a permanent fixture who can't be fired and won't quit. Not only is the dealer's primary goal to make money, he/she most often has the final say about what can and cannot be done at the dealership. Wherever possible, it's in your best interests to be on a first-name basis with every one of the owners. The owner should know who you are, what you do and that what you do helps the dealership to sell more vehicles and make more money.

Because the owner is the ultimate authority and decision maker, your relationship with the dealer principal can go a long way in helping you out if you run into difficulties with other dealership personnel. If the dealer is pleased with the work and service your company provides, it can often be the glue that will hold your relationship together.

KNOWING WHO'S WHO CONTINUED

GENERAL MANAGER

Not every dealership has a general manager. In smaller dealerships, the owner often acts as his own GM. Larger dealerships usually have a general manager, especially those that are part of a mega-dealership, multi-franchise operation. You want to cultivate a relationship, because the GM makes money on every department in the dealership—on new-car sales, used cars sales, Internet and fleet sales, service, parts and F&I.

Because the GM gets a piece of the action based on a percentage of gross sales in every department, it's paramount that he/she knows and understands that what you're doing is helping the dealership to increase profits. And, because every department in the dealership has to answer to the GM, he/she will often befriend a vendor who's helping the dealership increase its bottom line.

GENERAL SALES MANAGER (GSM)

The GSM oversees all sales departments—new and used cars and trucks, fleet and Internet sales. The GSM gets a percentage of every sale. So, just like the general manager, the GSM will be responsive to the idea of increased profits, which translate into more money in his/her pocket.

The general sales manager also has to answer to the GM or the owner for his departments' performance. Since accessory sales are sometimes funneled through parts, service or F&I, rather than sales, the GSM might not be inclined to push accessories if he or she is not making money on them. All the more reason why you need to be friendly with the GM or owner, because they profit from every department, not just sales.

SALES MANAGER

On a day-to-day basis, the person you'll deal with most often is the new-car sales manager. In some stores, the sales manager has the clout to decide what will or will not be done to accessorize the dealership's vehicles. It's up to you to nurture and cultivate this relationship, and to find out early on just how much decision-making authority the sales manager has.

Typically, the sales manager receives a percentage of gross on every new car sold. The more accessories on a vehicle, the higher the gross profit; the higher the gross, the greater the sales manager's commission. However, since sales managers are known to frequently change jobs—or have limited decision-making power—try not to put all your eggs in this basket.

In many dealerships, the new-car sales manager is also in charge of new-truck sales. In larger domestic and import dealerships, there may be a separate truck department with its own manager. This is someone you must get to know. Given the popularity of light-duty trucks and accessories for them, it opens up the door to yet another opportunity to push accessory sales.

SERVICE/FIXED OPERATIONS MANAGER

There are three good reasons to make an extra effort to build rapport with the service or fixed operations manager.

- **The service manager can make or break a relationship with a dealership.** There's a saying in the car business that goes like this: the new-car department sells the first car; service sells the second, third and so on. That's because how well a dealership responds to service issues often determines whether or not someone becomes a repeat customer. So it makes sense that service managers are focused on keeping customers happy and don't like problems that can impact the dealership's CSI (customer satisfaction index) rating.

Every time there's a problem with something your shop installed, the service manager is the first one to hear about it. Resolve the problem quickly to everyone's satisfaction, and the service manager will be a happy camper and a loyal supporter of your company. Install products improperly or fail to respond promptly to a service issue, and the service manager will be the first one to complain to other managers and the dealer principal that your shop is a source of headaches. Too many headaches will put your relationship in jeopardy.

So here's a way to head off trouble at the pass. When a dealership's customer has a problem with an aftermarket product your company installed, try to avoid having the dealership handle it. Instead, try to communicate directly with the customer. Offer to drive to the customer's house or business to fix the problem. This does two things. It's one less headache for the service department and will not interrupt your flow of business with the dealership. Plus, it adds extra value to your services, you will get high praise from the customer, and it will help the dealership preserve its image to its customers.

KNOWING WHO'S WHO CONTINUED

- **Understand the practice of internal markups.** In some dealerships, there's an internal markup between different departments. For example, let's say an accessory package is sold on a new vehicle, but the purchase order was generated by the service department. The service department is then billed by the vendor for the agreed price. In turn, the service department marks up that invoice, perhaps by 20% and bills the new-car department internally for the accessory package. To make money on that package and have room to negotiate, the new-car department then marks up the cost a bit more and retails it to the customer.

This practice of internal markup then makes money for two departments in the dealership. So it's very important that you find out right from the get-go how each dealership structures a deal.

- **Generate added service department income on after-sale add-ons.** Thanks to improvements in overall vehicle quality, service revenue is declining at many dealerships. One way to boost revenue is through accessory sales, and it's up to you to educate the service manager of the profit potential.

Here are two examples. A mix of OEM and aftermarket accessories are prominently displayed in the service department of a Toyota dealership in Reno, Nevada. A computer-generated configurator helps their customers visualize what a vehicle will look like once it's been accessorized.

A small Chevrolet dealership in rural western Pennsylvania has built its reputation and a loyal customer following from far afield through a performance and accessory center that offers both aftermarket and OEM accessories. The center generates significant profits for the dealership, and countermen are compensated for the accessories they sell.

KNOWING WHO'S WHO CONTINUED

With the aid of an accessory display, service writers can upsell your products to those customers who did not purchase them at point of sale. Work with the service manager and general manager to create an incentive program that will enable service writers to make a commission on accessory sales. The end result: You'll help create another profit center and sell more accessories.

PARTS MANAGER

With a little creative thinking, you can turn the parts department into a revenue-generating resource for your company—and the dealership. Most parts departments have some type of accessory or parts display. Work with the parts manager to expand the display to include some point-of-purchase items—such as remote starters, seat heaters, floor liners, striping or graphics, window tint, running boards or nerf bars, custom wheels—that can stimulate impulse purchases and generate additional revenue.

The practice of internal markup also applies to the parts department. Instead of going through the service department, it may be the parts department that issues the purchase order to your shop and then marks up the item to the new-car department. That means the parts manager is making money on your accessories—and you want to nurture that relationship.

BETSY THE BOOKKEEPER

Short on cash to pay some bills? Got a dealer who's in arrears and having a hard time getting paid? Get to know Betsy or Bob the bookkeeper upstairs in the dusty back office. They're the ones who write the checks and make sure they get signed and mailed. But all too often the bookkeeper or comptroller is overlooked. Pay a little attention—maybe a box of chocolate or an inexpensive gift at holiday time—and you'll plant the seeds that will pay back many times over.

PRO-MOTING YOUR IMAGE, BRANDING YOUR COMPANY

MAXIMIZING YOUR MARKETING

- The Halo Effect
- Motivational Marketing
- Promotional Giveaways
- Connect Through Networking
- Strut Your Stuff

Building customers for life is more than just a slogan. It reflects a business philosophy—an attitude aimed at forging long-term relationships that give customers meaningful and value-added extras. And which at the same time gives the company a competitive edge.

According to articles in the automotive press and mainstream media, more and more auto dealers are investing in and relying on non-automotive amenities, such as mini-putting greens, restaurants, coffee bars, children's play areas and even beauty salons, to attract customers and pump up sales.

Without a doubt, these are costly endeavors, way beyond the reach of even a well-heeled restyling center or accessory retail facility. But they are an indication of the lengths dealers will go to stimulate enthusiasm and set their dealership apart from competitors. And they can serve as guideposts for restylers looking to brand their business as unique and take relationship-building to a new level.

Because every restyling and accessory center is different, and budgets vary widely from shop to shop, there is no one-size-fits-all formula. But whether you're flush with money or working on a shoe-string budget, there are creative ways to help set your dealers apart from the competition and position your company as a market leader.

THE HALO EFFECT

Few things are more important than getting your dealers to commit to a consistent accessory message throughout the dealership. Provide potent merchandising tools, and you will both see your sales soar. There are several ways to go about it, from basic point-of-purchase displays and brochures to more advanced merchandising techniques.

What do the Dodge Challenger SRT Hellcat, Chevrolet Corvette and Ford Mustang GT have in common? They're image vehicles—elite editions that draw customers into a dealer's showroom, regardless of whether or not they can afford to buy them—and cast a halo effect around the vehicle manufacturers that produce them.

- **Build a strong dealership identity**—You can help dealers create their own halo effect by designing eye-catching packages exclusive to a particular dealership. Special-edition packages are different from run-of-the-mill restyling; they create an aura of exclusivity that cannot be shopped elsewhere.

Special editions typically feature a combination of off-the-shelf parts, perhaps a mix of OEM and aftermarket items. But what makes them special are custom touches. Maybe it's a theme—such as a “Tournament Edition”—that includes a custom-embroidered leather interior and specially designed badging, logo or graphics. Or maybe themed apparel items, such as an embroidered golf shirt or ball cap, included in the purchase of that special-edition car or truck.

- **Milestone Editions**—Any of your dealers celebrating an anniversary or the opening of a new showroom? Use the occasion to work with the dealer or manager to create a unique package, exclusive to that dealership, which incorporates the event theme or some other special designation that will appeal to image-conscious buyers. Urge the dealer to feature the vehicle in his or her pre-event advertising. Prominently displaying the vehicle in a prime location will further pique customer interest and boost floor traffic, generating additional sales and profits.

MOTIVATIONAL MARKETING

INSPIRATIONAL INCENTIVES

- **Incentives drive sales**—Sales incentives are a great way to motivate dealership salespersons to merchandise accessories more aggressively. Sales incentives are also an effective tool to boost your off-season product sales.

Why not hold a sales contest. Start by getting permission from the decision maker. Criteria should be based on either a dollar amount or the number of units sold during a specified time period, such as 30 or 60 days. Offer prizes—either cash, gift certificates or a combination of the two—to those salespersons who hit the target.

WEEKEND WARRIOR

- **Customer interface**—To earn the business of one Toyota dealership, the local restyler had to show up one Saturday each month to mingle with the dealership's customers. From the manager's perspective, having the restyler on hand provided a unique opportunity to promote accessories and talk one-on-one with customers about the many accessories available through the dealership.
- **Tent sales**—From time to time, many dealers host tent or “blowout” sales to reduce inventory. Suggest displaying some special-edition vehicles as traffic builders, and offer to work the tent sale so you can talk to customers and help to push the dealer's accessory sales.

Hold a raffle. Offer door prizes. Give away some accessory items available through the dealership —if you ask, you may even find that some of your suppliers will give you some products to use as giveaways.

MOTIVATIONAL MARKETING CONTINUED

DIRECT-MAIL MARKETING

- **Postcard promos**—Want to get a dealer's attention? Though digital marketing is fast becoming the new normal, many dealers and managers are too busy to check out your latest new products via an e-blast.

Try your hand instead at creating some inexpensive postcard mailers to send to dealer principals and key managers. Feature new and exciting products—maybe a month-long special. Send them out every 90 days and watch your sales soar.

PROMOTIONAL GIVEAWAYS

- Everybody likes free “stuff”—and giveaways are an effective and low-cost way to keep your company’s name in front of the people who should be selling your products.
- Things-to-do pads imprinted with your company name, logo and phone/cell number. Hand them out by the bucketful to sales staff and service writers.
- Desk calendars or blotters also imprinted with your company contact information. Each month, list a different set of products that your company offers. Include photos of vehicles your company has restyled. Consider a seasonal tie-in—such as sunroofs or window tinting in summer, special holiday promotions for seat heaters, remote starts, running boards or other seasonal gear in November and December.
- Ballpoint pens imprinted with your company name and phone number. Buy them by the gross. Give them as well to sales staff, managers and service writers.



CONNECT THROUGH NETWORKING

- [Join your local dealer association](#)—Most state and local dealer associations have an associate membership category—check it out. What better way to get to know local dealers than to mingle with the dealership movers and shakers in your community.

Drive an accessorized vehicle to the meetings. Show it off. Run a small ad in the association newsletter. Offer to sponsor a door prize or, perhaps, a golf cart at the annual association golf tournament. Now you're not just a vendor. You're a supporting member, a business professional with an opportunity to cement relationships and use networking to your fullest advantage.

STRUT YOUR STUFF

- **Tap into consumer enthusiasm for vehicle personalization**—In nearly every major city and many smaller communities, the local auto dealer association plays host to an annual new-car show. Many of these associations are anxious to increase attendance at their shows and see accessorization as a magnet to draw more traffic and appeal to a wider audience of youth-market buyers. This presents an opportunity to work with local dealers or the association to accessorize new models and feature them in one or more of the exhibits.

For many years, a long-established restyler hosted a custom vehicle exhibit in a major Midwestern city. While it drew attention to his business, the purpose was to generate sales for his dealership clients. Now retired, he works with other local restylers as an event coordinator to present a cooperative exhibit featuring their customized vehicles at the annual auto show. It benefits both the participating restylers and area dealers.

But remember, you're there to support the dealers' sales efforts, not as a competitor. Develop special handouts. Insert a tag line indicating that the accessories on display are available through the local new-car dealer. This technique of push-through-pull-through sales is a tried-and-true approach, one that can go a long way toward building consumer awareness, and increasing sales and profits for you and your dealers.

MARKETING TOOLS AND RESOURCES



- [PRO Toolkit](#)
- [Restyler Resources](#)

The cornerstone of the SEMA Mission Statement is to help its members' businesses grow and prosper. The association is known as the authoritative source for research, data, trends and market-growth information—assets members turn to every day. The association also provides members and the industry with numerous other tools and resources to help their businesses succeed and prosper.

As a council dedicated to serving the restyling and accessory market, PRO's mission is much the same. To help member companies grow their businesses and their bottom line, and gain a competitive advantage, PRO has developed some useful marketing materials and resources.

PRO TOOLKIT



- **“Vehicle Accessorization: The Fast Track to Greater Profits”**—High-impact, four-color brochure highlights the benefits of vehicle accessorization and why dealers should team up with restyling professionals to create successful and profitable accessory programs. A potent sales tool to distribute to your dealer customers and include in your sales presentation binders. Available free to PRO members only.
- **PRO Business Development Guidebook: The Nuts and Bolts of Running a Successful Restyling Business**—Useful step-by-step guidelines and information to help manage and run a more profitable and professional restyling business, be it a start-up operation or an established restyling/accessory center. Chock-full of innovative and practical solutions. PRO members: \$24.95. Nonmembers: \$149.95.
- **Owner Information Packet**—Two-part glovebox insert. Includes an envelope for storing important documents—industry manufacturers’ product warranties, accessory operating instructions, information on vehicle warranty coverage, plus space to imprint your company name and contact info. Available free to PRO members only.

RESTYLER RESOURCES

On the lookout for new ways to grow your customer base, increase sales and improve your business? There's an array of industry-related tools and resources that can help.

To get you started, we've compiled a sampling of resources you should investigate. These useful references can help streamline your day-to-day operation, increase productivity, elevate the level of professionalism throughout your company, broaden your professional network and enrich your knowledge.

SEMA-MEMBER BENEFITS

- Education/SEMA Education Institute
 - SEMA Show seminars
 - Distance-learning webinars
 - Scholarship program
- Market Research
 - Market study/analysis reports
- Councils and Committees
- OEM and Vehicle Technology
 - Product Development Center/SEMA Garage
 - Vehicle measuring sessions
 - Technology Transfer
 - Project-vehicle program
 - Product development/testing
- Legislative and Regulatory Advocacy

ASSOCIATION/COUNCIL WEBSITES

- TORA/Truck & Off-Road Alliance: [SEMA.org/tora](https://sema.org/tora)
- NADA/National Automobile Dealers Association: nada.org
- NIADA/National Independent Automobile Dealers Association: niada.com
- NTEA/National Truck Equipment Association: ntea.com
- PRO/Professional Restylers Organization: sema.org/pro
- SEMA/Specialty Equipment Market Association: sema.org

RESTYLER RESOURCES CONTINUED

LISTED BELOW ARE OTHER RESOURCES YOU CAN TURN TO FOR USEFUL INDUSTRY-SPECIFIC INFORMATION.

BUSINESS TOOLS

Internet key-word searches can help to locate companies that provide these services:

- Aftermarket accessories configurator software
- Automotive accessories sales solutions
- Automotive addendum labels
- Automotive internet lead management
- Restyler product portfolio management

TRADE SHOWS

- Mobile Tech Expo: mobiletechexpo.com
- NADA Convention & Exposition: nada.org
- NIADA Convention: niada.com
- NTEA Work Truck Show: ntea.com/worktruckshow
- Performance Racing Industry Trade Show: performanceracingindustrytradeshow.com
- SEMA Show: SEMAshow.com

TRADE PUBLICATIONS

- Automotive News: autonews.com
- Detailer's Digest: detailers-digest.com
- Fixed Ops Magazine: fixedopsmag.com
- Import Automotive Parts & Accessories: meyerspublishing.com
- Mobile Electronics Magazine: me-mag.com
- Mobile Tech News: mobiletechnews.com
- Restyling & Truck Accessories Magazine: restylingmag.com
- SEMA News: sema.org/sema-news
- Specialty Automotive Magazine: meyerspublishing.com
- Trucking Times Magazine: truckingtimes.com
- Ward's Auto: wardsauto.com

PRO CODES OF RECOMMENDED BUSINESS PRACTICES



- Code of Recommended Business Practices for Accessory Manufacturers
- Code of Recommended Business Practices for Accessory Warehouse Distributors
- Code of Recommended Business Practices for Accessory Installers, Restylers and Retailers



PRO CODE OF RECOMMENDED BUSINESS PRACTICES FOR ACCESSORY MANUFACTURERS

In its efforts to achieve the highest level of professionalism throughout the aftermarket restyling industry, and foster confidence in the industry's products and services, the Professional Restylers Organization (PRO), a council of the Specialty Equipment Market Association (SEMA), has adopted the following voluntary Code of Recommended Business Practices for accessory manufacturers:

- The company has established written product quality-control specifications and procedures.
- The company provides a written warranty with its products and has a mechanism to address warranty issues.
- All products are marked and/or labeled to identify the manufacturer.
- The company maintains and provides installation instructions, technical assistance and replacement parts for all products, including discontinued production items.
- When applicable, the company supplies painting instructions with the product.
- All hardware required for installation is included with the product.
- The company has adequate product liability coverage.
- The company has a written returned-goods policy.
- The company strives to maintain an adequate product inventory and ship products in a timely and accurate manner.
- The company provides sales assistance and promotional literature.
- The company supports and promotes SEMA's council policies.
- The company abides by all federal, state and local laws and regulations.



PRO CODE OF RECOMMENDED BUSINESS PRACTICES FOR ACCESSORY WAREHOUSE DISTRIBUTORS

In its efforts to achieve the highest level of professionalism throughout the aftermarket restyling industry, and foster confidence in the industry's products and services, the Professional Restylers Organization (PRO), a council of the Specialty Equipment Market Association (SEMA), has adopted the following voluntary Code of Recommended Business Practices for accessory warehouse distributors:

- The company sells warranted products and offers a mechanism to address warranty issues.
- The company employs a staff of knowledgeable sales professionals.
- The company endeavors to maintain a professional image and to achieve customer satisfaction.
- The company strives to provide replacement parts, installation instructions and technical assistance to its customers.
- The company makes manufacturers' literature available to its customers and promotes manufacturers' products.
- The company has an active quality-assurance program aimed at ensuring customer-service and billing accuracy.
- The company strives to maintain an adequate product inventory and to ship products in a timely and accurate manner.
- The company has a written returned-goods policy.
- The company has adequate product liability coverage.
- The company supports and promotes SEMA's council policies.
- The company abides by all federal, state and local laws and regulations.



PRO CODE OF RECOMMENDED BUSINESS PRACTICES FOR INSTALLERS, RESTYLERS AND RETAILERS

In its efforts to achieve the highest level of professionalism throughout the aftermarket restyling industry, and foster confidence in the industry's products and services, the Professional Restylers Organization (PRO), a council of the Specialty Equipment Market Association (SEMA), has adopted the following voluntary Code of Recommended Business Practices for aftermarket accessory installers, restylers and retailers:

- The company installs products with a written warranty and provides a copy to the customer.
- All products are installed per the manufacturers' instructions.
- The company employs a staff of trained professional installers and technicians.
- Company employees strive at all times to obtain and expand product and technical knowledge.
- The company has an active quality-control program.
- The company provides repair parts and service for the products sold and installed.
- The company maintains appropriate liability coverage.
- Company employees communicate to customers the benefits, features and value of specialty automotive products.
- The company endeavors to maintain a professional image.
- The company strives to achieve customer satisfaction.
- The company supports and promotes SEMA's council policies.
- The company abides by all federal, state and local laws and regulations.

ACKNOWLEDGEMENTS

In all respects, this revised edition of the “PRO Sales Training Manual” is a prime example—and the result—of collaboration and teamwork. And it’s only appropriate that we acknowledge and thank PRO and TORA members who shared their knowledge and volunteered their time to make this a meaningful tool and resource for the restyling and truck-accessory industry.

To the PRO Select Committee, heartfelt thanks for keeping the faith and the fire burning. Your support and encouragement kept our sights set on the target. Bravos, too, to the members of the PRO Sales Manual Task Force who went the extra mile to help prepare this new edition—Kimberly Callahan, Insignia Group; Dave Edmondson, Roadwire Inc.; Ray Ott, Auto Trim of Cleveland; David Stringer, Insignia Group; and Scott Wolin, AVG-OEAM, Inc. Your input and insights were invaluable.

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To PRO Chairman Jeff Fink, Advantage Truck Accessories, and Chair-elect Scott Wolin, sincere gratitude for your unwavering support and steadfast encouragement. And to a raft of others for small but important nuggets of knowledge, we heartily recognize your many contributions. Our hat’s off to all those who helped make this project possible.

Dino Perfetti
Automotive Concepts
Chairman, PRO Select Committee

ADDENDUM



- Sales Meeting “Cheat Sheet”
- Salesperson Dealer Contact Information Form
- Salesperson Daily Schedule Form
- Vehicle Inspection Form

In this section you’ll find some useful tools to help you and your sales team organize your thoughts and prepare for a dealership sales presentation. There’s a sales meeting “cheat sheet”—a handy, step-by-step guide of things to do—or not do—so you don’t slip up.

Another useful tool is the salesperson dealer contact information form. Use it as a guide, modify as needed to fit your business and customer profiles, and to record and follow up on dealership visits. The salesperson schedule form is also an ideal tool to organize and keep track of dealer visits on a daily basis.

If you don’t already have an inspection sheet, use the sample enclosed as a guidepost to create your own inspection form. Or simply duplicate it. Utilize it for every incoming vehicle, new or used, dealer or customer-owned. You’ll not only save money on repairs for which your shop is not responsible—and avoid unpleasant hassles with irate customers—you’ll also impress your customers with your professional and caring approach to handling and processing their vehicles.

SALES MEETING “CHEAT SHEET”

A QUICK CHECKLIST FOR CONDUCTING SUCCESSFUL SALES MEETINGS

Before the Meeting

- *Assess your customer's needs.* Walk the lot, talk to managers. Set a target/goal and plan to make a presentation that will meet your customer's needs.
- *Explain to the manager that you can help the dealership earn more money* by educating the sales staff on how to successfully sell accessories.
- *Find out when the dealership holds weekly sales meetings.* Request an appointment to deliver a sales presentation at an upcoming sales meeting.
- *Prepare a brief outline of the points you plan to cover.*
- *Assemble all brochures, price sheets, etc. before the meeting.* Hint: Make sure the dealership management wants the sales staff to see the actual cost of the accessories. If not, offer to tailor the price sheet to the internal pricing structure.
- *Keep it simple. Keep it easy to understand. Keep it user friendly.* Provide too much information and you'll overwhelm your audience. A few things well presented will have a greater impact than a complicated, detailed presentation. To keep it simple and stay on track, prepare and use a short PowerPoint presentation. Visual images will help to tell and reinforce your message.
- *Rehearse.* Go over your presentation ahead of time, so you know you'll feel comfortable in front of your audience.

SALES MEETING “CHEAT SHEET” CONTINUED

What to Bring to the Meeting

- *If it's okay with management, bring food.* Donuts, brownies, pizza, it doesn't have to be elaborate. It's the thought that counts.
- *Be sure to have enough handouts for everyone, including copies of the PRO brochure, “Vehicle Accessorization: The Fast Track to Greater Profits.”* If you're working with a “menu selling” program, prepare laminated price cards ahead of time and provide them to the sales staff to use at their desks as “cheat sheets” when closing sales.
- *Try to bring along some sample products for “show and tell.”* Drive an accessorized vehicle to the meeting to show off both the products and your company's workmanship. If you're working with an established account, arrange to have an accessorized vehicle on the showroom floor, so you can do your own “walk-around” with the sales staff after the meeting.

SALES MEETING “CHEAT SHEET” CONTINUED

On the Day of the Meeting

- *Dress appropriately.* Do not wear regular work clothes unless your regular work clothes happen to be a suit and tie, a dress or pants suit. Try to mirror the image of your audience. Proper attire is never out of place, even if “business casual” is the mode of dress at the dealership.
- *Arrive early and set up.* Place a set of handouts at each seat. That gives everyone a chance to browse through the material beforehand. Nothing is more distracting than trying to hand out a pile of papers in the middle of a presentation. You will lose your audience—and you’ll get flustered.
- *Greet everyone as they come in.* Engage in some small talk—that will set you and your audience at ease.
- *Stick to the time allotted for your presentation.* If you find you’ll run over, cut out non-essentials or ask for permission to keep going.

SALES MEETING “CHEAT SHEET” CONTINUED

What You Should Talk About at the Meeting

- *Thank everyone for allowing you the opportunity to speak.*
- *Tell them about your company.* How long you’ve been in business. The things that distinguish your company from the competition—employees’ special skills or training, awards or special recognition received by you, your employees or your company. Keep it brief.
- *Constantly reinforce the message that restyling creates profit opportunities.*
 - Focus on profits, not cost.
 - More profit for the dealership, more compensation for the sales staff.
 - Capture accessory sales at point of sale—increase per-vehicle gross profit, enhance customers’ ownership experience, achieve higher CSI ratings.

SALES MEETING “CHEAT SHEET” CONTINUED

After the Meeting

- *Follow up within one week.* Drop by the dealership; visit briefly with each salesperson.
- *Ask if they have any questions about the products you talked about.*
- *Find out if customers have asked for any products you didn't cover.* Make note of the products, so you can follow up.
- *Make sure they've kept your brochures and price sheets handy.*
- *Offer to do another vehicle walk-around* if there's an accessorized vehicle on the showroom floor or in an outside display.
- *Keep it short and sweet.* Never, ever interfere with the flow of customers in the showroom. If a salesperson is busy with a customer, refrain from interrupting. Wait until he or she is available or call to set up an appointment for a later date.

Key New Car Dealer Information

Dealer Name: _____ Part of Dealer Group or Independent: _____

Street Address: _____ City: _____ State: _____ Zip Code: _____

Telephone: _____ Fax: _____ Main email: _____

Website: _____

Dealer Principal: _____ Days Off: _____

General Sales Manager: _____ email: _____ Cell Number: _____ Days Off: _____

Sales Manager(s): _____ email: _____ Cell Number: _____ Days Off: _____

Aftermarket Manager(s): _____ email: _____ Cell Number: _____ Days Off: _____

Paid on pre-loads: ___ Yes ___ No Sales personal paid on Accessory Sales: ___ Yes ___ No

Overall interest in Company/Products _____ Reviewed Profit Opportunity PowerPoint: _____

Current Customer: _____ If yes: products sold to them: _____

Sell Box Program-In House: _____ Install Training Date: _____ Installer Name _____

Install Program-Start Date: _____ List other special programs: Sound & Comfort & Convenience _____

Key vehicles for program: _____

Marketing Initiatives: Review these in detail with customer for product knowledge

Brochures:

Addendum Stickers:

Do they utilize Accessory websites?

AOA-Izmo Cars: _____ if yes-marketing materials needed _____ Dealership Personnel _____

Insignia: _____ if yes-marketing materials needed _____ Dealership Personnel _____

Dealership marketing materials:

Addendum Sticker-Add Label Yes ___ No ___

What role does Aftermarket/Post Production Accessories play in their Dealership?

- A. Extremely important profit generator
 - B. Somewhat important-interest generated by the customer only
 - C. Not active in utilizing accessories as a profit generator
- Industry Issues or concerns: _____
- _____

Salesperson Daily Schedule

Monday

Date:

Dealer Name	Street Address	City	State	Zip	Telephone	Key Contact	Title	Phone	Cell	Email
Ford										
Chevrolet										
Honda										
Toyota Scion										
Dodge/Jeep										
Chrysler										
Kia										
Cadillac										
Nissan										
Hyundai										
Mazda										

INCOMING INSPECTION REPORT

DATE:

STOCK #:

VIN #:

MODEL:

MILEAGE:

BODY COLOR CODE: _____ **TOP COLOR CODE:** _____ **INTERIOR COLOR CODE:** _____

DEALER:

CARRIER:

INSPECTED BY:

VEHICLE CLEAN WET SNOW DIRTY

BATTERY: BLACK GREEN DEAD

DESCRIPTION OF WORK TO BE PERFORMED:

TYPE OF TOP:

YOUR PURCHASE ORDER NO. _____

COLOR OF TOP:

OTHER:

YOUR AUTHORIZATION SIGNATURE _____

ITEM	AREA	CODE	ITEM	AREA	CODE	ITEM	AREA	CODE
EXTERIOR								
1	"A" Post	L R	23	Trunk Lid		40	Floor Mats	
2	Antenna		24	Vinyl Top		41	Garnish Midg.	
3	Backlite		25	Wheel Hse. Midg.		42	Glove Box	
4	"B" Post	L R	26	Windshield		43	Headlining	
5	Bumper		27	OTHER:		44	Inst. Panel	
6	Bumper Guard					45	Interior Lite	
7	Door: Ft.	Rear				46	Mirrors	
8	Door Glass:	L R	INTERIOR					
9	Drip Midg.	L R				47	Radio	
10	Fender:	L R				48	Optic Lite	L R
11	Gas Cap		28	"A" Post	L R	49	Scuff Plate	
12	Grille		29	Ash Tray		50	Front Seat	
13	Hood Emblem		30	Angel Wing		51	Front Seat Back	
14	Hood & Cowl		31	A-Wing Lite	L R	52	Rear Seat	
15	Mirrors		32	"B" Post	L R	53	Rear Seat Back	
16	Name Plates		33	Carpet:Front		54	Steering Column	
17	Painted Top		34	Carpet:Rear		55	Steering Wheel	
18	Qtr. Pnl.	L R	35	Cigar Lighter		56	Seat Covers	
19	Qtr. Window:	L R	36	Console		57	Spare Intl. Can	L R
20	Reveal Midg.	L R	37	Dome Light		58	Visor:	
21	Tail Lights & Rims		38	Door Trim Pnl. Lower		59	Windace	
22	Tulip Panel		39	Door Trim Pnl. Upper		60	OTHER:	

CODE IDENTIFICATION CHART:

- B — Bent
- BB — Buffer Burned
- BR — Broken
- BF — Bad Fit
- C — Cut
- CR — Cracked

- D — Dented
- DA — Damaged
- FF — Foreign Fluid
- G — Gouged
- I — Inoperative
- L — Loose

- OS — Over Spray
- P — Pitted
- T — Torn
- PC — Paint Chipped
- PQ — Poor Paint Quality
- R — Rubbed

- M — Missing
- S — Scratched
- SC — Scraped
- SD — Scuffed
- SL — Soiled
- ST — Stained

