

# New sales training program brings culture change to the dealership

GOING WITH THE FLOW MEANS TRANSACTION, INCLUDING F&I, DONE IN 60 TO 75 MINUTES

## ▲ Lawrence Papoff

Leggat Auto Group owner Brian Leggat was looking for a sales process for his 11 southern Ontario stores. He wanted something that would be in step with the times and compatible with all the brands his people sell including Acura, Chevrolet, Mazda, Ford, Toyota and more.

He turned to sales trainer Duane Marino.

"We are always looking to improve and we want a full training system for service as well as sales," Leggat said. "We feel Duane is up to date with the times and the technology."

Speaking at the first Marino-run training session on May 3, Leggat said, "We want to make sure we speak the same language and have the same culture in the way we sell. Consistency. We want to be able to take a manager from the Mazda store and put him in the Chevrolet store and there isn't a change."

He believes that Marino's program accomplishes that.

Marino replied that his 12-month long program features regular regional meetings, workshops at his training academy in Toronto, online classes, his books and in-dealership follow-up.

"The process is reinforced with in-dealership training when one of my trainers goes into the dealership," he said.

He insisted the emphasis must be on culture change because the customer and buying process have changed so the sales process must change. It must FLOW. That's the name of his sales process.

He said that when the customer comes in the showroom, most are ready to buy.

They are finishing their "tire clicking" and are sure to keep their smartphones handy. They have a short attention span and little or no patience. But they are there to buy.

How does the sales person deal with them?

For example, if there is a disagreement as to the specs on the car or a disagreement between what the customer may have seen on a U.S. website and the Canadian reality, the sales person's answer should be, "I'm pretty sure it's this ----, but I will verify this at my workstation."

If they feel the need to address it further, he recommends that the sales person look up the basic information on their smartphone with the customer, but advise the customer to wait until they get to the workstation for the complete answer.

Then there are the little things: the sales person must have almost instant access to the car keys, the dealer plates and the car for a demo drive. This is part of keeping the FLOW, he said. Stop it and chances are you will lose the sale.

"In the past, we trained everyone to slow down the sale and avoid price, but today this results in customer disengagement and improper selection," the trainer said.

"When a customer gets bored or when the salesperson starts to lose credibility, the buyer jumps on their smartphone, and it all goes downhill from there."

Done the Marino way, the average sales transaction takes about 50 minutes. And then it's off to the F&I office, which



Duane Marino and Brian Leggat, principal Leggat Auto Group (right) going with the FLOW.

adds no more than 20 minutes to the process.

He said the fastest sales transactions are the most profitable. Using the FLOW sales process means customers don't arrive in the F&I office "exhausted."

And that translates into higher F&I grosses as well.

"It's a dealer group program I'm rolling out across Canada," he said of the system. "And there's a federal government grant program that covers most of the program fees." **CAW**

*Duane Marino is a strategist, trainer and author, and the principal of NAASSA, MarinoTV and TNT BDC For Hire. For more information, contact Duane Marino at 888-735- 6275, info@duanemarino.com or visit www.duanemarino.com.*

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## The 15-Minute Sales Meeting

Sales trainer Duane Marino insists that, when done properly, short, structured daily meetings reinforce culture change. Try his roadmap and see what happens.

- **All meetings** take place before the shift begins. The sales managers and business managers must attend with the sales team.

- Participants have **90 seconds** to describe an opportunity or situation, and then the team jumps in with 90 seconds of suggestions and solutions.

- **The result** is dynamic real-world training that sets the tone for the entire day.

- **Make a Deal.** Helps create business from email leads, sales calls, sales event contacts, unresolved lead generation, marketing, etc.

- **Save a Deal.** Resurrects potential lost business such as getting be-backs to come back, defecting customers, etc.

- **Brag a Deal.** Anyone with a deal they are proud of should explain what made it brag-worthy, which reveals a goldmine of good ideas and lots of positive energy.

- **Appointments and Deliveries.** Everyone shares what sales appointments and deliveries they have for the day so everything runs smoothly.

- **The GAS Award.** This award is recognition for any who goes above and beyond the call of duty, in other words, gives a s - t. There need not be a prize but there should be some form of recognition as staffers try to find fellow staff members doing something right every day.