

The Art and Science of Selling on Value vs. Price



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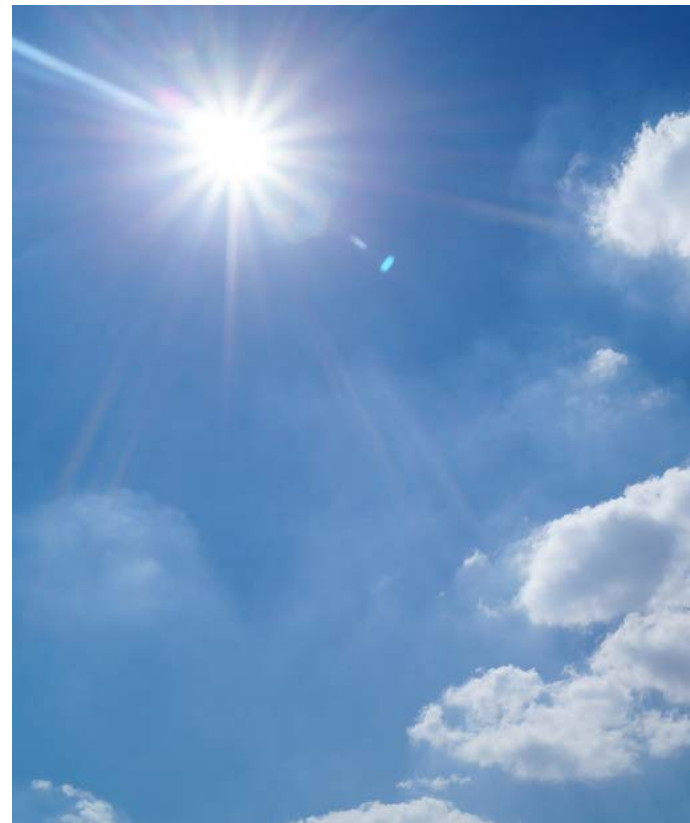
@DigitalMcMullen
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Nothing But Clear Skies... Right?

- **2015 Was A Great Year:**
 - New car sales up 5.7% from 2014¹
 - New car average selling price/car was up as well¹
 - Used car sales up 1.8% from 2014²
 - Low gas prices stimulating demand among consumers to upgrade



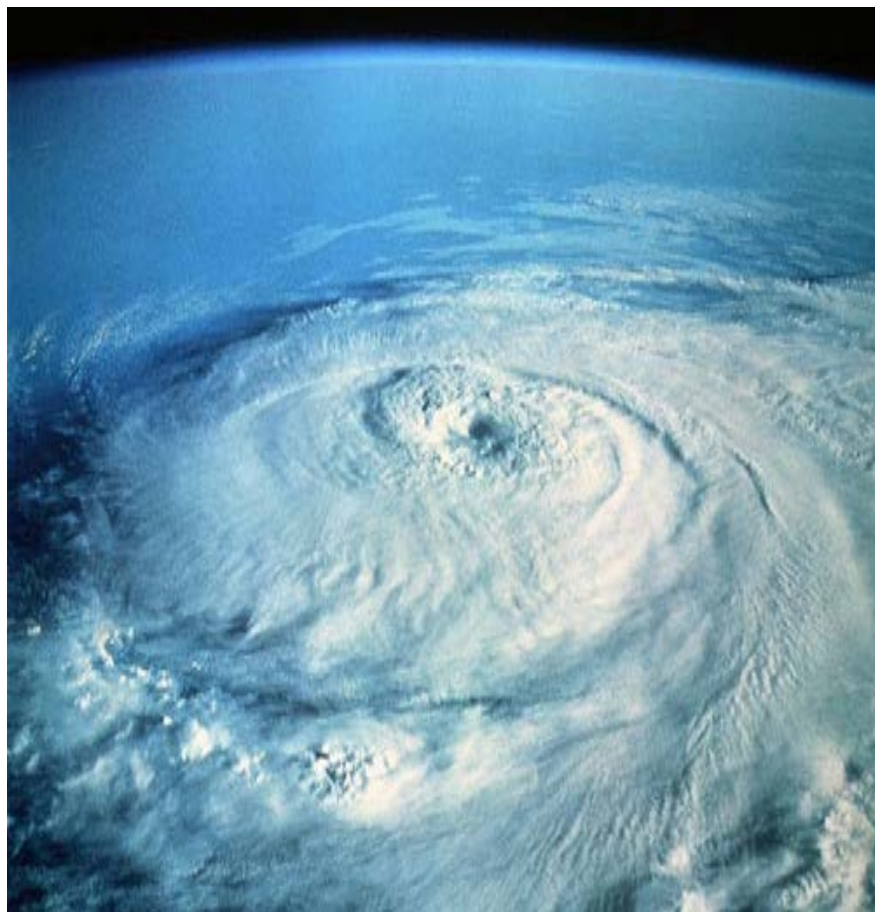
SOME STORM CLOUDS AHEAD....



- Consensus from Analysts... slower 2016 and beyond
- Higher interest rates anticipated¹
- Compliance with new emissions regulations will result in higher costs and price some out of market
- Consumer confidence likely to decline

<http://www.freep.com/story/money/cars/2015/10/14/headwinds-us-auto-sales-not-expected-until-2017/73926608/>

MORE THAN JUST “STORM CLOUDS”



- Looking beyond trailing indicators
- Factoring in real consumer insight
- Filtering through experience of what happens on the floor

A 3- FRONT PERFECT STORM IS BREWING

THE PERFECT STORM: FRONT #1

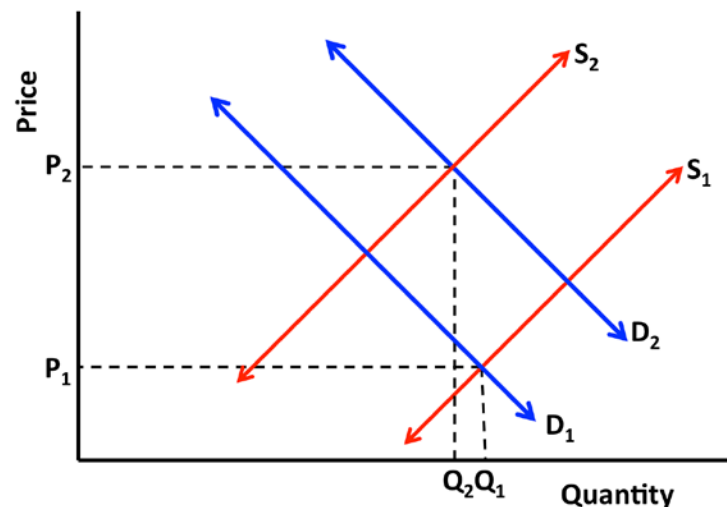


- Tech-Enabled Consumers are Smarter, More Demanding
- 78% of consumers use Internet to purchase/research products¹
- 82% of smart-phone users will “shop” prices while in your store²
- Consumers who “showroom” while in your store are likely to visit another dealer within 24 hours²

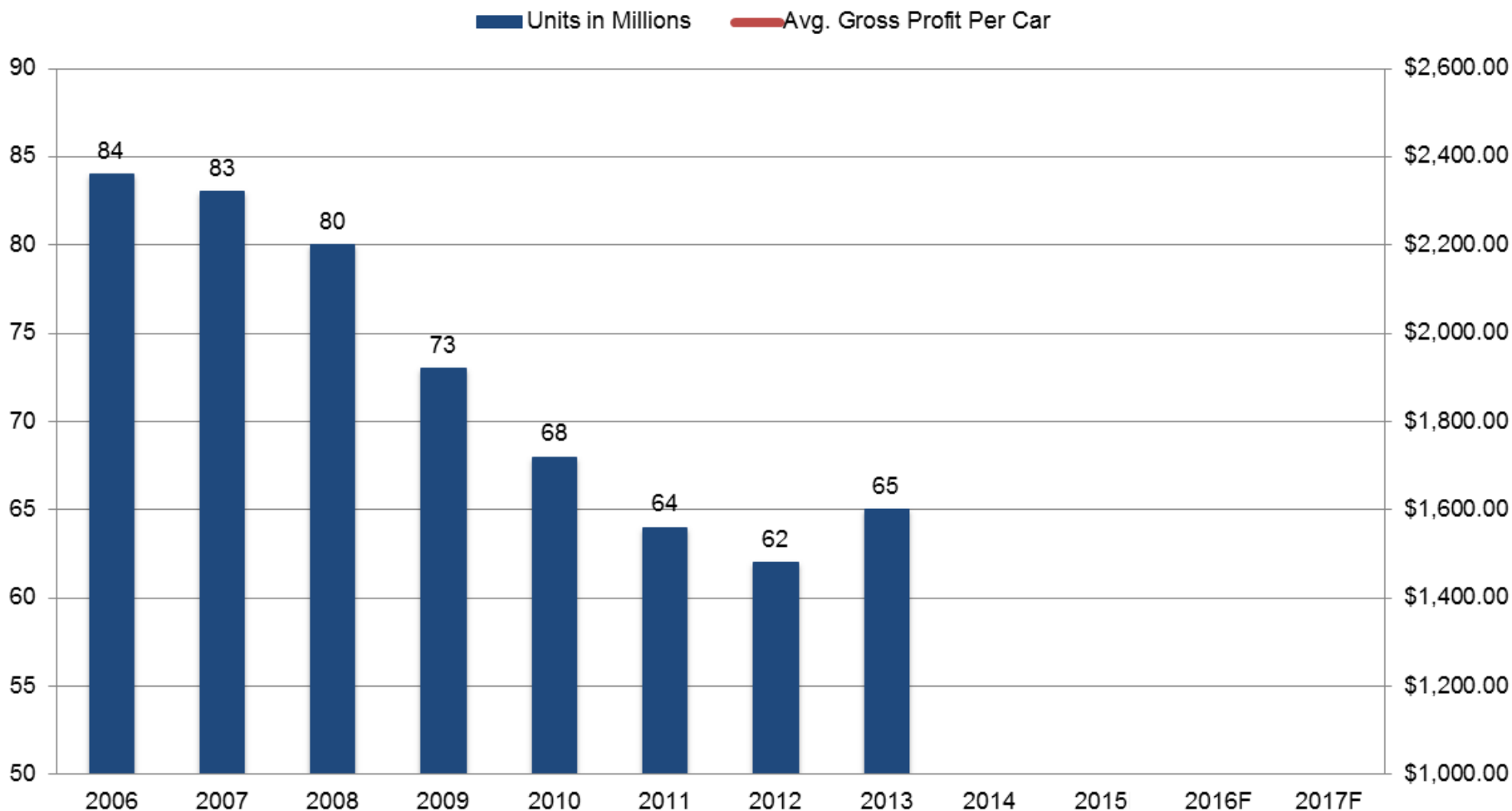
<http://screenmediadaily.com/mobile-shopping-apps-are-helping-on-the-go-consumers-locate-deals-and-boost-retail-sales/>

THE PERFECT STORM: FRONT #2

- Supply Shifts Dramatically Impacting Prices / Behaviors
- Used car inventories rising dramatically
- Part of what is driving this is the massive influx of off-lease vehicles into the market (NADA stats on off-lease vehicles, quotes from 1/8/16 article from Wards Auto)
- Used car prices will need to be reduced going forward (article on CarMax Q4 results, quote from Zack's)

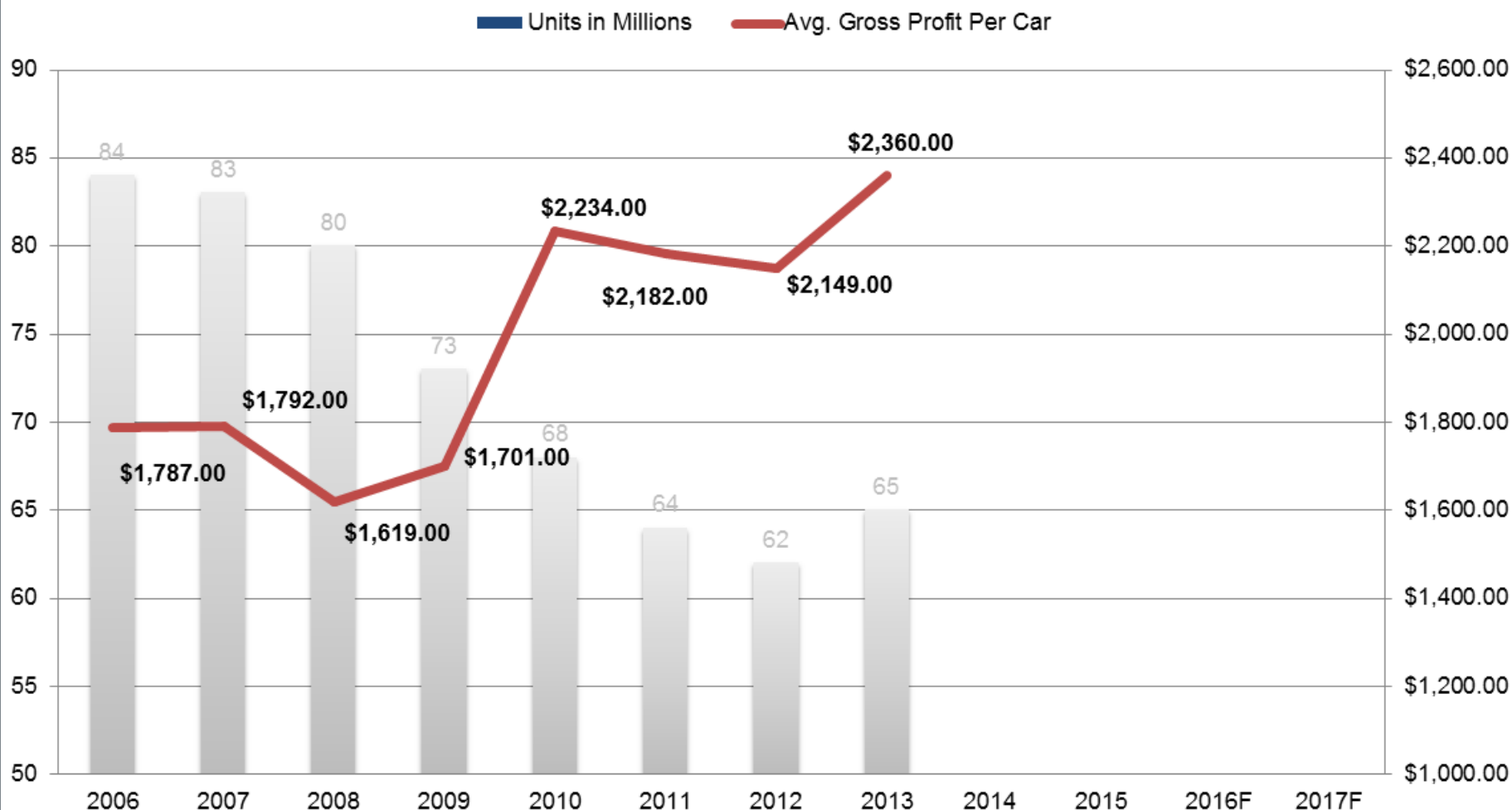


0 TO 5 YEAR OLD CARS IN OPERATION



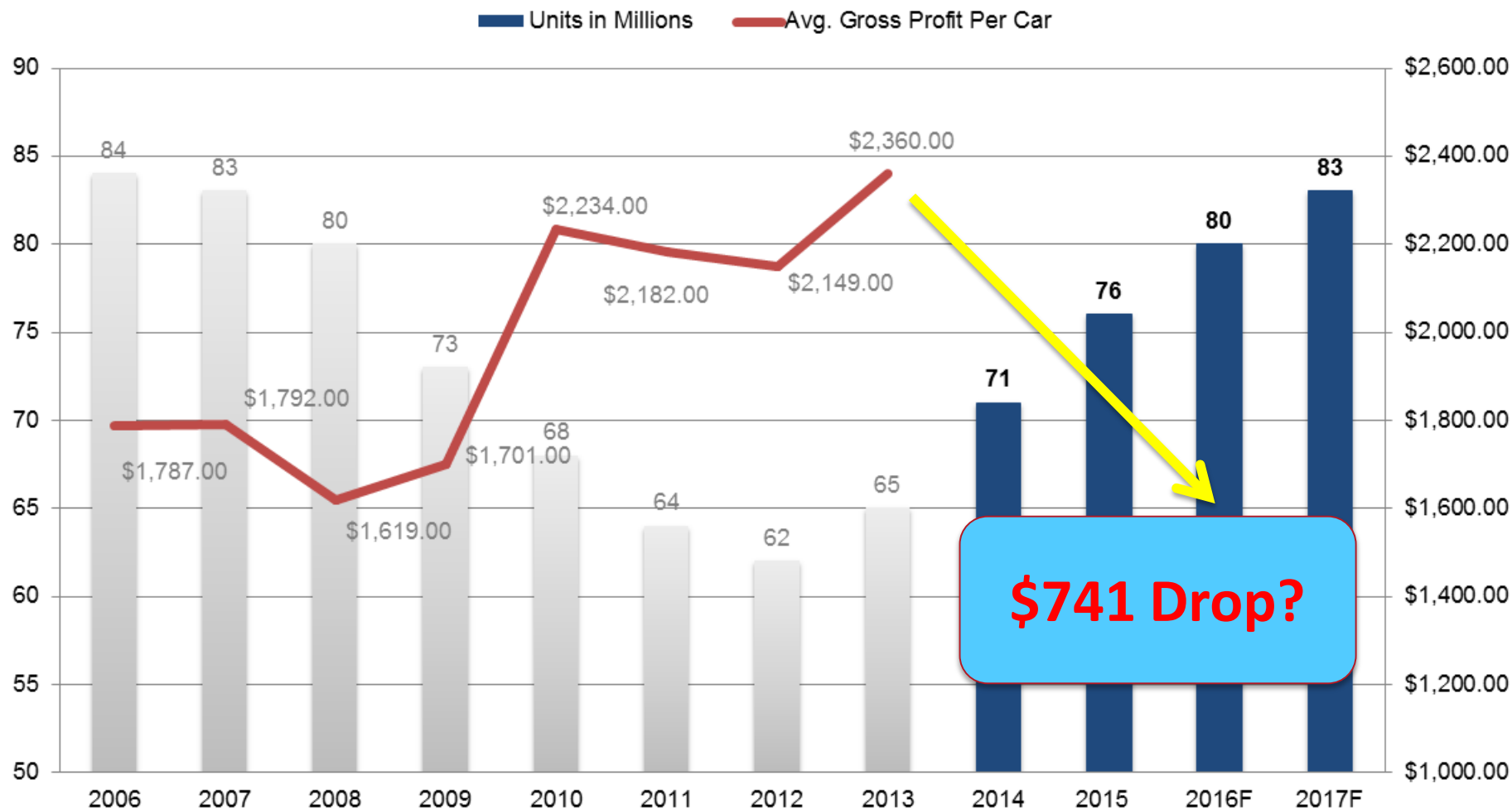
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0 TO 5 YEAR OLD CARS IN OPERATION



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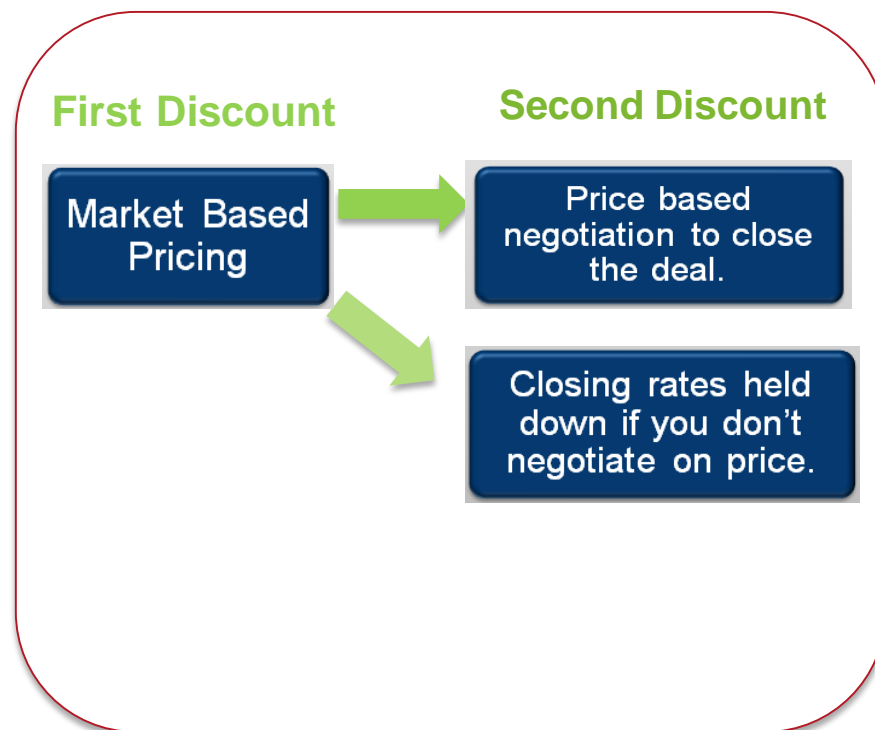
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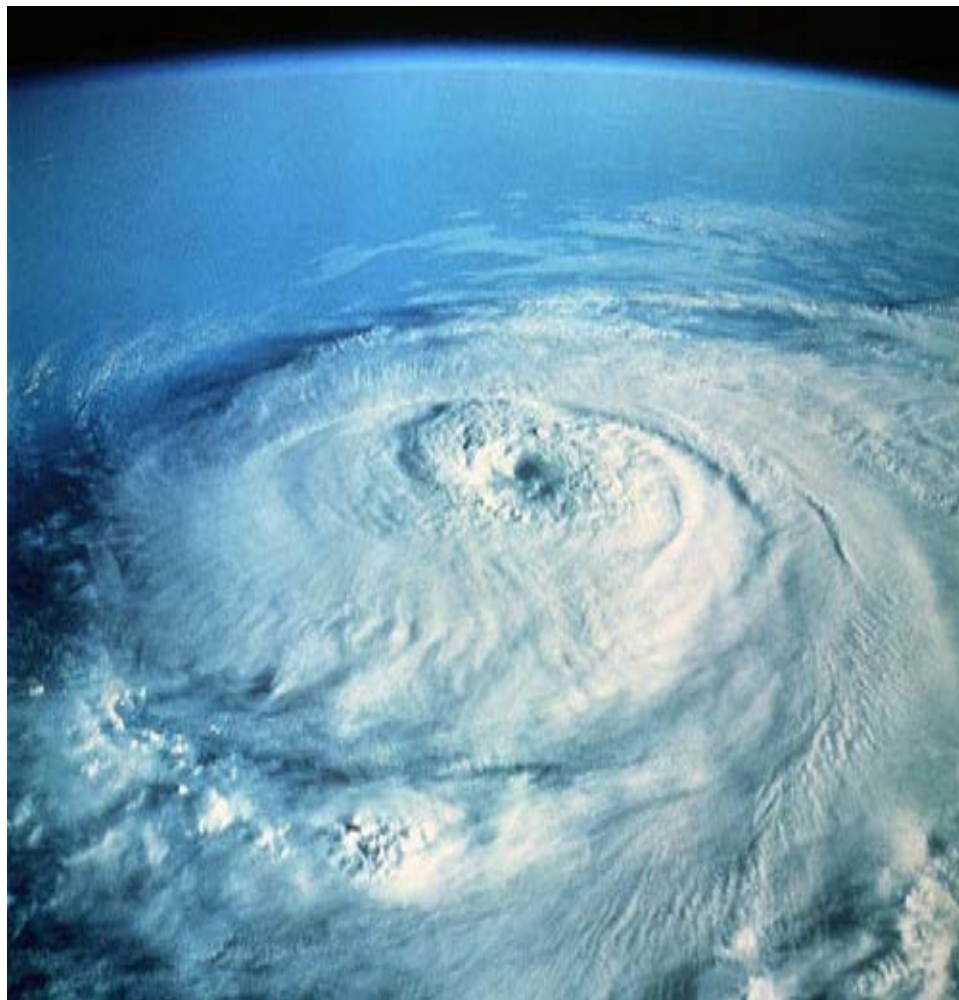
THE PERFECT STORM: FRONT #3

Same Old Sales Play Not Working

- Adoption of Market-Based Pricing cedes first price decrease before consumer walks in door
- Inability to adapt into “product experts” leaves salespeople unable build trust needed to sell on value leaving price as only closing tool
- Dealers are confronted with unbridled “double discounting



IMPACT OF THE STORM



Race to the Bottom

**Declining Gross
Profits**

Crushed Profitability

**Car by car, salesperson by
salesperson... dealers that
are unwilling to innovate
are taking on water as a
direct result of leaky
profits**

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NOT UNIQUE TO AUTO INDUSTRY



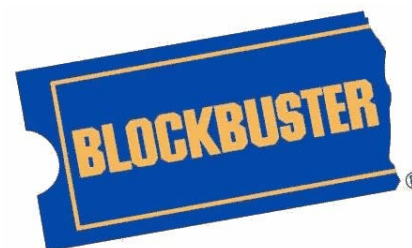
BlackBerry



Expedia



U B E R



SILVER LINING

What factor most influenced your buying decision?

- **79%** - felt they were getting **VALUE & QUALITY** at a **FAIR** price¹
- **21%** - **LOWEST** price¹



1: CARMAX Study

MORE THAN SURVIVING...THRIVING

- Consumers are buying cars based on value.
- Dealers that thrive in this new world of
 - mobile-powered buyers, higher inventory & lower prices
 - price, market, and sell in a way that captures and retains some of that value.



CONSUMER OPTIMIZED DIGITAL EXECUTION

“C.O.D.E.”

- **Consumer Optimized:** Deep understanding of today's car buyers and how they research, shop and purchasing vehicles
- **Digital Execution:** Best-in-class:
 - Pricing cars to get in the game
 - Marketing cars in ways buyers notice
 - Selling cars profitably by building trust and value.



HOW DO WE OVERCOME THIS?

WE NEED TO UNDERSTAND THE CONSUMER OF TODAY....



CONSUMER OPTIMIZED

Rooted in a deep understanding of today's car buyers and the ways they go about researching, shopping for, and purchasing vehicles

How Consumers Search



How Consumers Buy



They Can't Be Separated

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91%
NO TRUST

1.3

5.3



ABC

ABC

ABC

ABC



**Chad**

1 hr · 23

About to head over to the dealership to negotiate Aimee's new car purchase and I am not looking forward to it. There is no way I am walking out of that place in a good mood.

Like · Comment · Share

64 MILLION MILLENNIALS

Are expected to buy a car in the next five years

Customer Experience is 3X
more important to them than vehicle design

WHY IS CUSTOMER EXPERIENCE SO IMPORTANT

1. Millennials aren't that into cars



2. Millennials have higher expectations for their purchase experience across all products



3 WAYS TO **WIN** WITH ALL CUSTOMER, NOT JUST MILLENNIALS

1. **Speak Their Language**
2. **Ensure Your Salespeople Are Product Experts First**
3. **Make Mobile Your Ally, Not Your Enemy**



**Gen Y consumers would
prefer to purchase a car
without negotiating
with a salesperson**



65%

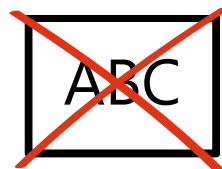
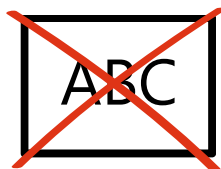
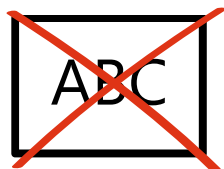
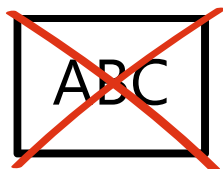
*Deloitte Automotive Study 2013

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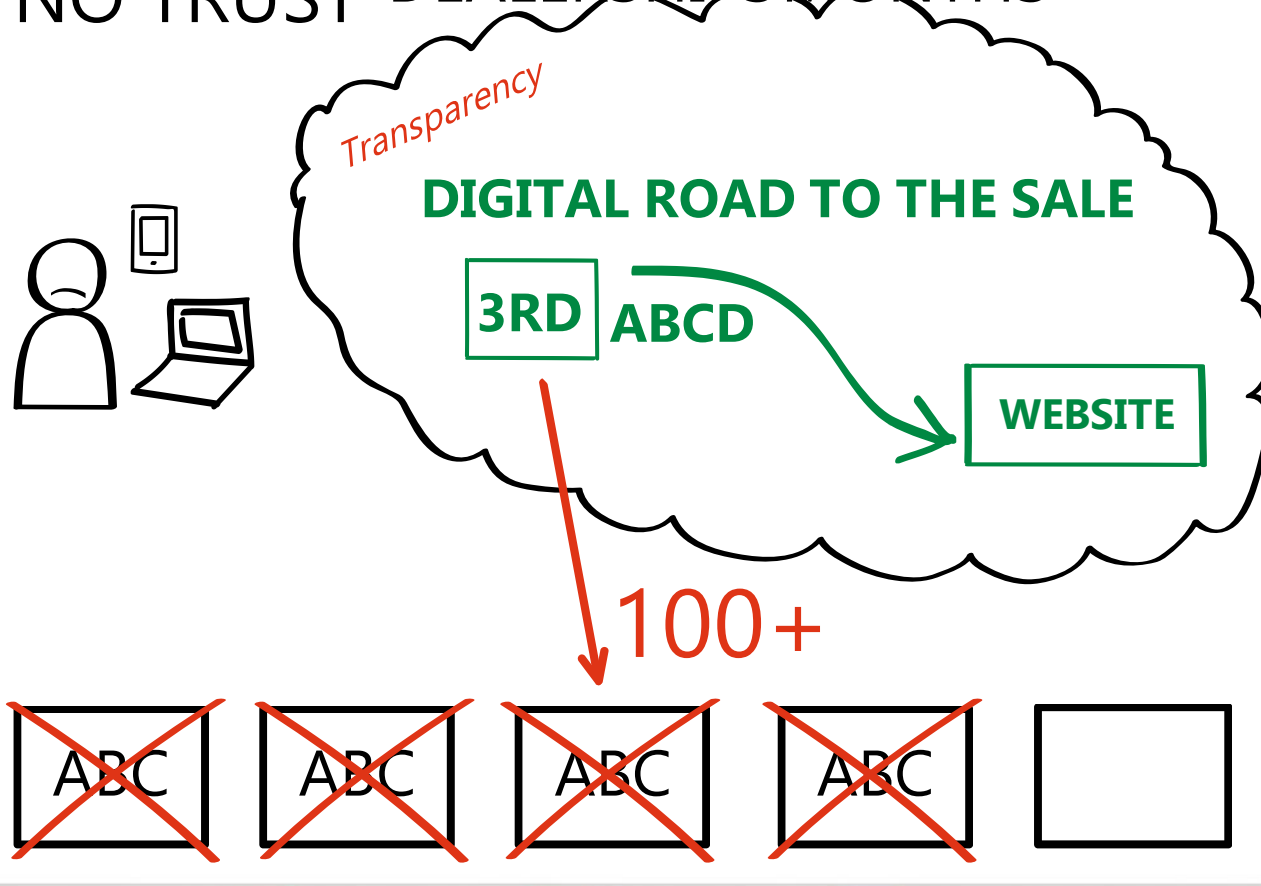
91% 1.3 5.3
NO TRUST DEALERSHIPS MONTHS



100+



91% NO TRUST DEALERSHIPS MONTHS



HOW TO ACHIEVE VOLUME WITH GROSS

Acquire Inventory Right

Drive *Max* Traffic &
***Close At or Near Asking
Price***



Cost To Market Appraising

VOLUME WITH GROSS

2013 BMW 3 SERIES SEDAN 328i xDrive Appraisal Category: Decide Later Update Info

Type: Trade-In Vin: WBA3B3C5XDF540374 Color: BLACK Mileage: 45215

Cost to Market ● Retail Performance (0 in Group) Books & Offer Photos **CARFAX** 00 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 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757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000 1001 1002 1003 1004 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HOW TO ACHIEVE VOLUME WITH GROSS

Acquire Inventory Right

Drive *Max* Traffic &
***Close At or Near Asking
Price***

*Drive Max Traffic &
Close At Or Near Asking
Price*

BEST IN CLASS PRICING TOOL

Price To Be
“In The Game”
Online



2015 BMW 428i

428i - 2dr Conv RWD SULEV

Stock #: NL1903

Days: 43

Color: Alpine W...

Mileage: 3,294

Unit Cost: \$43,218

Certified

1 Define Competitive Set

44 Overall

30 Matching

MILEAGE

0 - Unlimited



LISTINGS

Active

YEAR

2015

CERTIFIED

All

DRIVE TRAIN

All Drive Trains

FUEL

All Fuels

DISTANCE

100

TRIM

428i

TRANSMISSION

All Transmissions

ENGINE

All Engines

EQUIPMENT

PACKAGES

Aluminum Wheels
(30)

Bluetooth (30)

CD Player (30)

Convertible
Hardtop (8)

Dual Zone A/C (30)

iPod/MP3 Input
(30)

Onboard... (30)

Rear Air (30)

Turbocharged (30)

4-Wheel ABS (30)

4-Wheel Disc
Brakes (30)

Add More....

Avg Mileage: 8,287

Market Days Supply: Overall 16

\$45,824 (97%)

low
\$37,981
(80%)

avg
\$47,354

high
\$60,640
(128%)

2 Price "In the Game"

Market Listings (30)

CTR Graph

Pricing Calculator

% of Market

97%

Rank

15 of 30

Internet Price

\$45,824

Unit Cost

\$43,218

Potential

Gross Profit

\$2,606

Update Price and Ad

Show Pricing History

3 Pricing Proof Points



\$47,354

View All

Current Price: \$1,530
below Market Avg


\$55,095

Current Price: \$9,271
below MSRP


\$51,725

Current Price: \$5,901
below NADA Retail


\$46,308

Current Price: \$484
below KBB Retail


\$44,208

Current Price: \$1,616
above Edmunds TMV

VEHICLE HISTORY REPORT

Print Window Sticker



1-Owner

No Airbag Deployment Reported



Buy Back Guarantee

No Odometer Rollback Reported

No Total Loss Reported

No Accident/Damage Reported

No Frame Damage Reported

No Manufacturer Recalls Reported

Define Your Competitive set

#NADA2016

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428i - 2dr Conv RWD SULEV

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✓



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View All

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✓



\$55,095

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✗



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VEHICLE HISTORY REPORT

Print Window Sticker

CARFAX



AutoCheck

✗ 1-Owner

✓ Buy Back Guarantee

✓ No Total Loss Reported

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View Full Report

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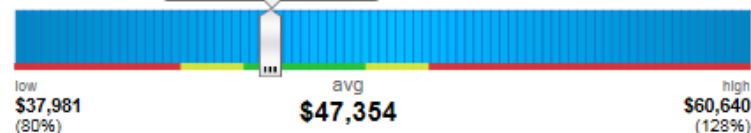
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Add More...

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CTR Graph

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% of Market 97%

Rank 15 of 30

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Unit Cost \$43,218

Potential Gross Profit \$2,606

Update Price and Ad

Show Pricing History

3 Pricing Proof Points

✓		\$47,354	View All
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Print Window Sticker

CARFAX



AutoCheck

✗ 1-Owner

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✓ No Manufacturer Recalls Reported

View Full Report

Know Your Pricing Proof Points

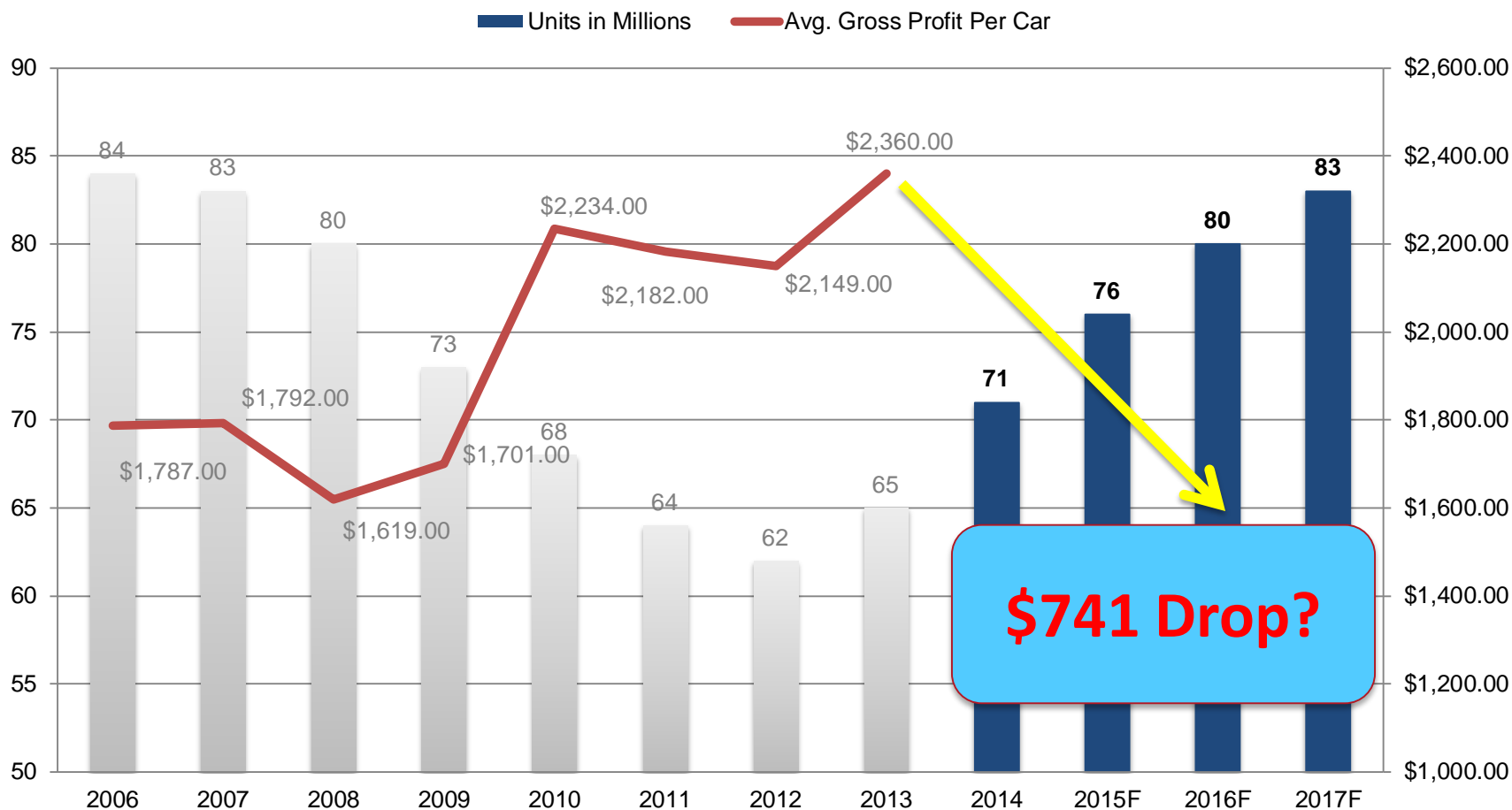
#NADA2016

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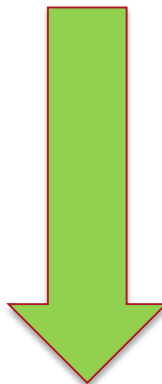
- Setup low or no “drop” during negotiation
 - Start Negotiating in Hundreds NOT Thousands



0 TO 5 YEAR OLD CARS IN OPERATION



Drive Max Traffic
Close At Or Near Asking Price



Drive Max Traffic & Close At/Near Asking Price

**Buyer Experience Built Around How
Consumers Make Decisions**

Drive *Max Traffic* & *Close At/Near Asking Price*

**Buyer Experience Built Around How
Consumers Make Decisions**

Price to be
“In the Game”
&
Max your Ad

Drive Max Traffic



Establish Pricing
Proof Points

*Set Up Close At/Near
Asking Price*



Opportunity
To Close At
Asking Price

*Adapt Your Sales
Process to Overcome
the Double Discount*

Win at every interaction point

Digital Inventory Must Sell Itself

MARKETING CARS IN WAYS BUYERS NOTICE



3rd Party Sites & Website



BDC & Sales Tower



Showroom Floor



On The Lot / After Hours



Open Menu

Windy City Auto Group

Windy City Auto Group
888-841-0884

BMW of
Dealer
Authorized
Center



W

Used 2013 BMW 3 Series 2dr Cpe 335i xDrive AWD

888-841-0884



Click to Confirm Availability



CITY
18
Based on EPA
Estimates



HWY
27



VIEW ALL
1 - 9

Description

\$4,100 below Kelley Blue Book! CARFAX 1-Owner, BMW Certified, Excellent Condition, GREAT MILES 22,179! Heated Leather Seats, Moonroof, Navigation, SPORT LEATHER-WRAPPED STEERING WHEEL.. Turbo Charged, iPod/MP3 Input, Rear Air

KEY FEATURES INCLUDE

Power Windows, All Wheel Drive, Rear Air, Turbocharged, iPod/MP3 Input, Dual Zone A/C, Remote Trunk Release, Steering Wheel Controls

Is this a fair price?

Am I buying a lemon?

Is this car right for me?

Why is this car better than
all the others I've seen?

Why should I buy from this
dealer?

 Se[View Details](#)[Confirm Availability](#)[VIEW ALL](#)
1 - 9


Used 2013 BMW 3 Series 2dr Cpe 335i xDrive AWD

Mileage: 22,179

Stock #: 5779A



\$4,100 below Kelley Blue Book! CARFAX 1-Owner, BMW Certified, Excellent Condition, GREAT MILES 22,179! Heated Leather Seats, Moonroof, Navigation, SPORT LEATHER-WRAPPED STEERING... (more)

[Request Information](#)[Get Pre-Approved](#)[Schedule Test Drive](#)[Value Trade-In](#)[Request Quote](#)[Send to Mobile](#)[Compare Vehicles](#) 888-841-0884

Vehicle Pricing

Price:

\$35,995

[\\$ Get ePrice](#)[Get Pre-Approved](#)[Is This A Good Deal?](#)
CLICK TO FIND OUT![View Details](#)[Confirm Availability](#)[VIEW ALL](#)
1 - 8

Used 2015 BMW 3 Series 4dr Sdn 328i RWD

Mileage: 1,777

Stock #: P41202



FUEL EFFICIENT 35 MPG Hwy/23 MPG City! Heated Seats, Moonroof, Turbo Charged Engine, Dual Zone A/C PREMIUM PACKAGE, DRIVER ASSISTANCE PACKAGE, NAVIGATION SYSTEM W/TOUCHPAD. BMW... (more)

[Request Information](#)[Get Pre-Approved](#)[Schedule Test Drive](#)[Value Trade-In](#) 888-841-0884

Vehicle Pricing

Price:

\$42,880

[\\$ Get ePrice](#)[Get Pre-Approved](#)[Is This A Good Deal?](#)
CLICK TO FIND OUT!

Narrow Your Search

View Details

Confirm Availability

Used 2013 BMW 3 Series 2dr Cpe 335i xDrive AWD

888-841-0884

WINDY CITY AUTO GROUP

CONFIRM AVAILABILITY

MAP IT

SEE PRICE V. MARKET

SEND TO MOBILE

VALUE MY TRADE-IN

CALL NOW (312) 313-0538

2013 BMW 3 Series 335i xDrive

Alpine white 22,179 miles **LOW MILES** **CERTIFIED**

Straight 6 Cyl Engine 6-Speed A/T All Wheel Drive

YOUR PRICE **\$35,995**

ORIGINAL MSRP **\$57,045**

NADA RETAIL VALUE **\$40,850**

You Save **\$21,050**
vs Original MSRP

You Save **\$4,855**
vs NADA Retail Value

M Sport Pkg

Premium Sound Pkg

Premium Pkg

Cold Weather Pkg

Convenience Pkg

Navigation System

HIGHLIGHTS

All Wheel Drive

Heated Front Seat(s)

Multi-Zone A/C

Rear A/C

Telematics

Auxiliary Audio Input

Keyless Start

Navigation System

Satellite Radio

Turbocharged

Bluetooth Connection

Leather Seats

Premium Sound System

Sun/Moonroof

4-Wheel Disc Brakes

[+] Show All

City 18

Highway 27

CARFAX

1-Owner

CARFAX 10WNER

Certified Pre-Owned

by BMW

6 years/100,000 miles

Up to 2-Years/50,000-Miles

Schedule Test Drive

Value Trade-In

What's My Car Worth?

Get an instant market value

Click for Appraisal >

Get Answers no obligations

To: MAX Mobile Showroom

From:

#NADA2016

NATIONAL AUTOMOBILE DEALERS ASSOCIATION

Win at every interaction point

Digital Inventory Must Sell Itself

MARKETING CARS IN WAYS BUYERS NOTICE



3rd Party Sites & Website



BDC & Sales Tower



Showroom Floor



On The Lot / After Hours



What Does the Future Hold?

Dealers already gave up big gross profits through Market Based Pricing

Average gross profits are forecasted to decline in the coming years

Continued pressure from Market Based Pricing

Increased used car supply



The background is a collage of various business-related images, including bar charts, line graphs, and documents. A prominent document in the upper right corner features a network diagram with yellow person icons connected by lines, and the text "You connect and share the world in your life." Another document in the lower right shows a donut chart with five segments. The entire background is tinted with a light green color.

**HOW CAN YOU CHANGE WHAT YOU'RE CURRENTLY
DOING TO GET AHEAD OF THE COMPETITION?**

**Close Deals Without
DISCOUNTING**

**DISCOUNTS Are a lot
smaller when they are
required**



Mercedes-Benz
of Durham



What Do They Do *Differently?*

- ✓ Proactively build value in every car
- ✓ Proactively build trust in the process
- ✓ Proactively build value in price



Proactively *Build Value* in *Every Car*

- ✓ Share concrete evidence with the consumer instead of speaking at a high level
- ✓ Sell the specific unit, not the model
- ✓ Most consumers have already decided on model, they want to know why this car
- ✓ Point out differentiators proactively instead of waiting to be asked by the consumer



Proactively *Build Trust* in the *Process*

- ✓ 91 percent of consumers don't trust car salesmen
- ✓ Provide evidence proactively
- ✓ Create a sense of “transparency”
 - ✓ Can't just talk, must show proof



Proactively *Build Value* in *Price*



✓ No longer
discount to get
the deal
closed

✓ Build value with the
consumer to avoid
the need for a
discount for them to
feel like they got a
“fair deal”



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Consumers **Don't** Want Salespeople...



They Want Product Experts!

How can you make your team an expert on every pre-owned car on your lot?

Adapt Your Process

Sales Process



BDC Process



#NADA2016

Adapt Your Process

Sales Process

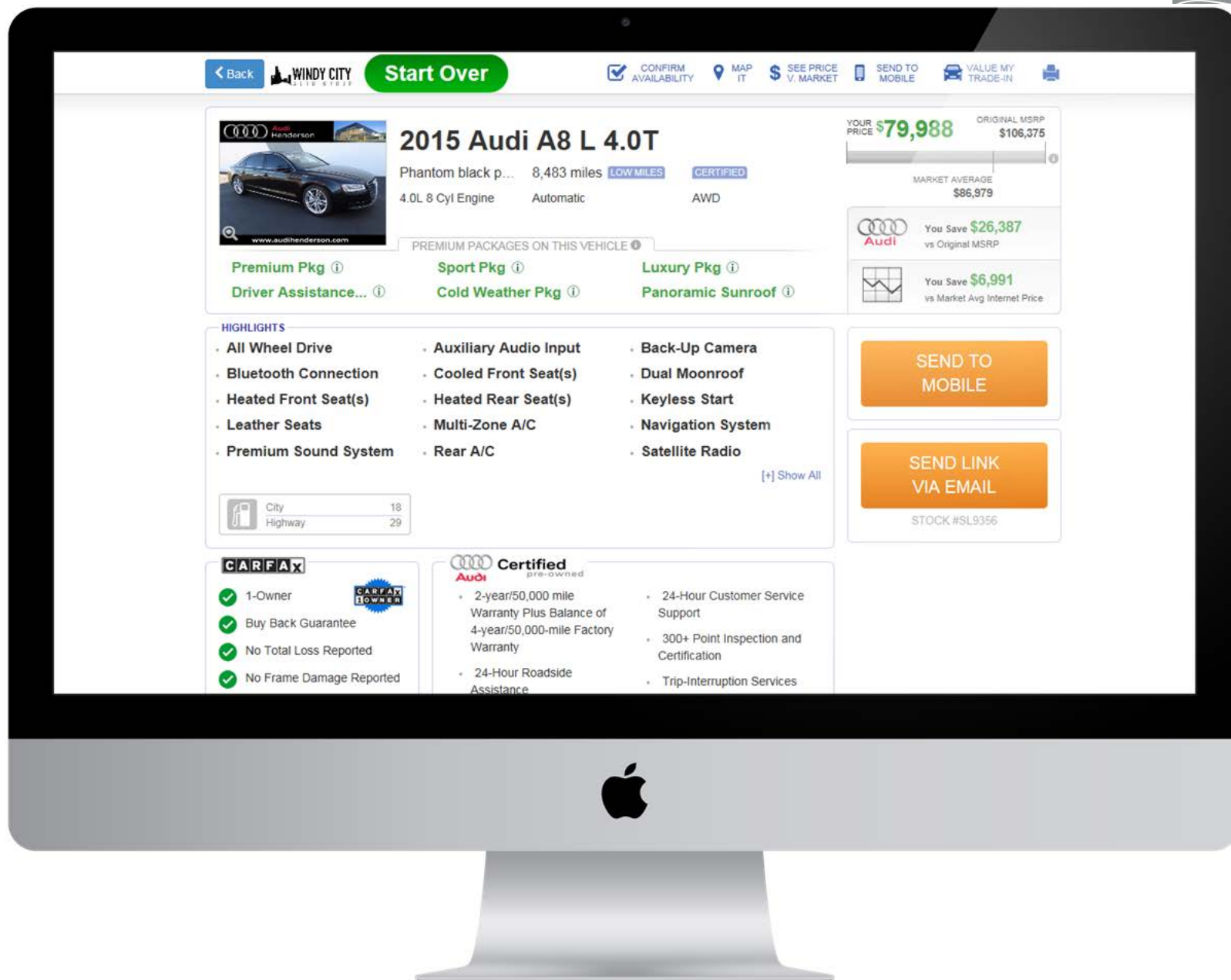


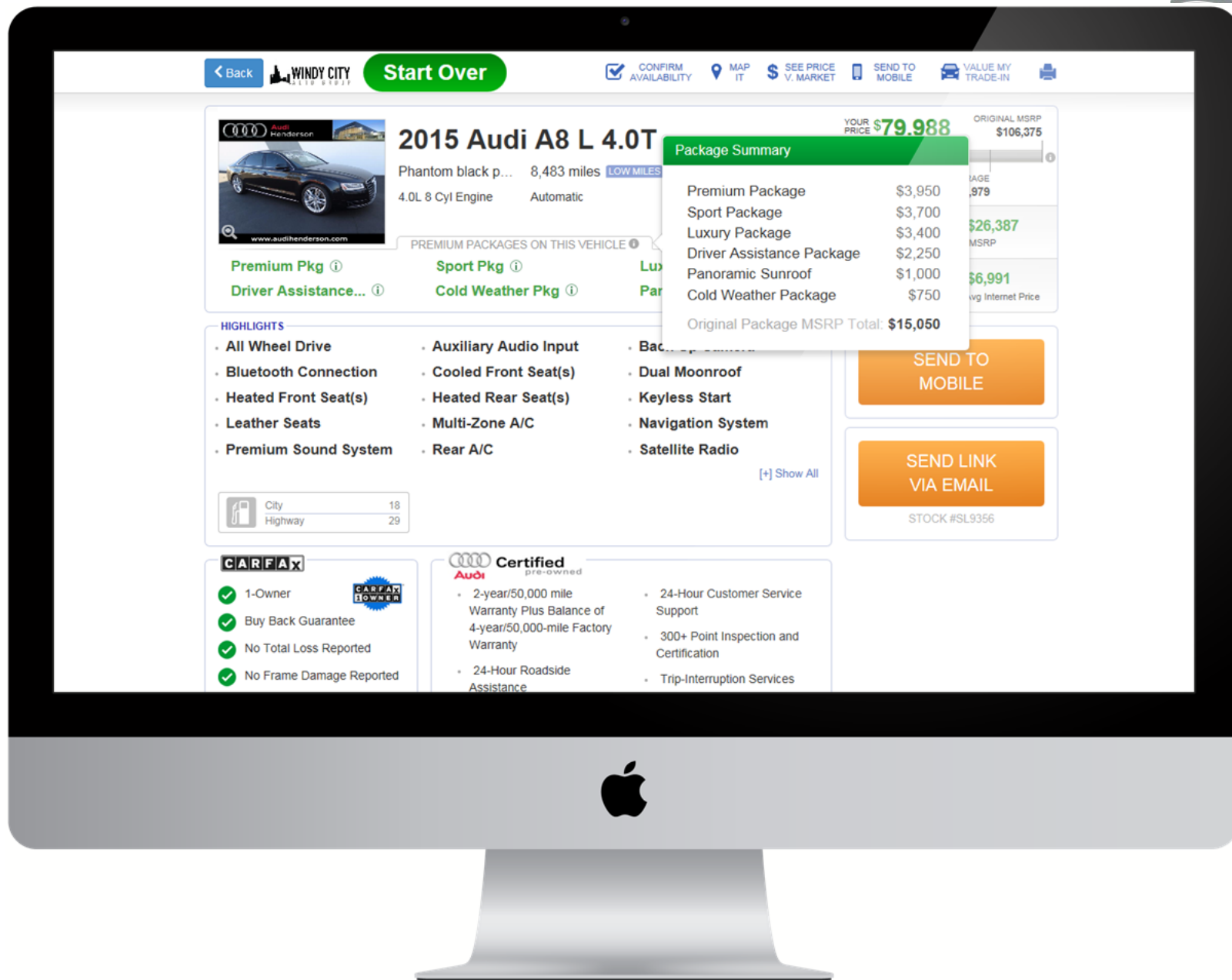
Sales Process

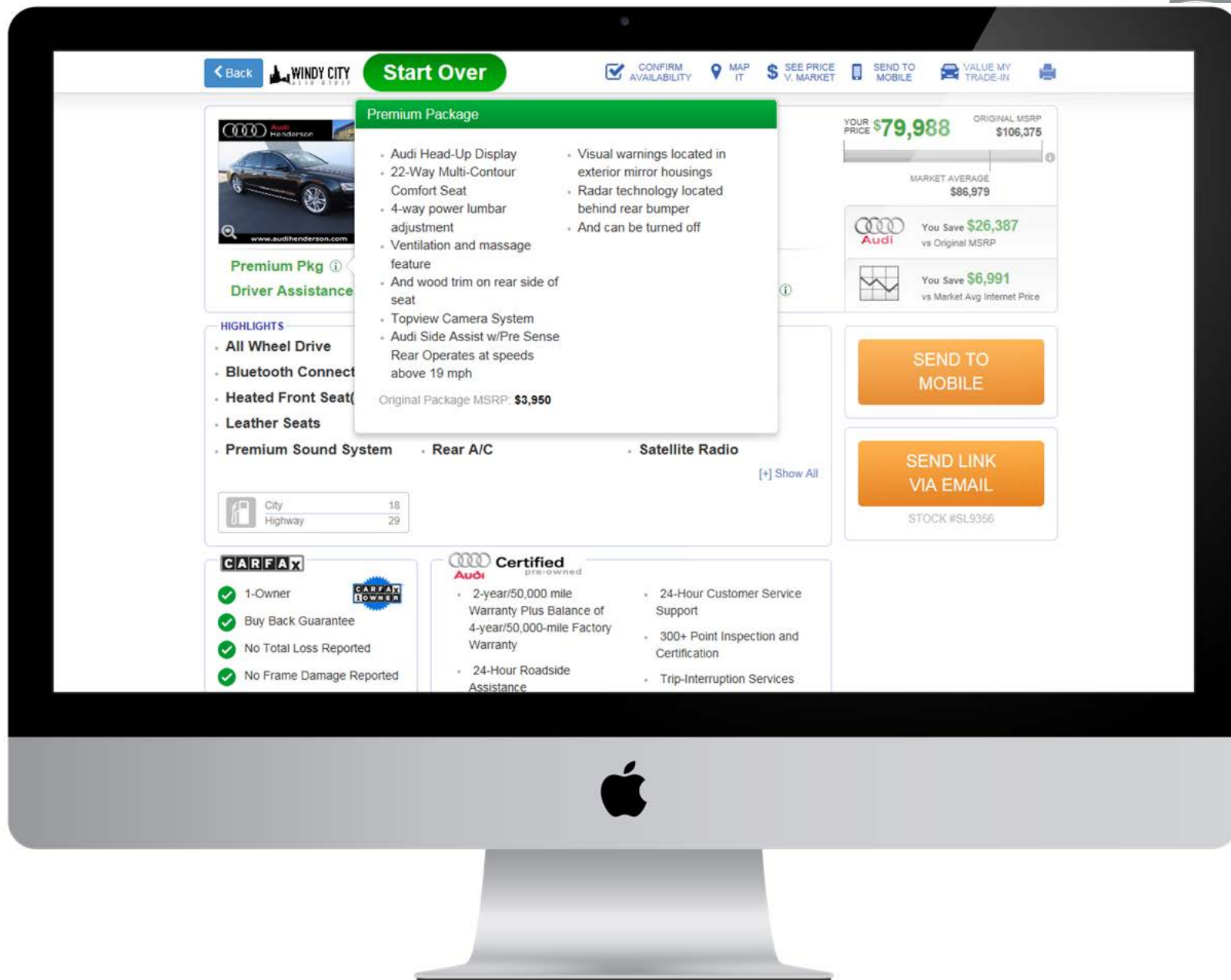
Showroom Floor

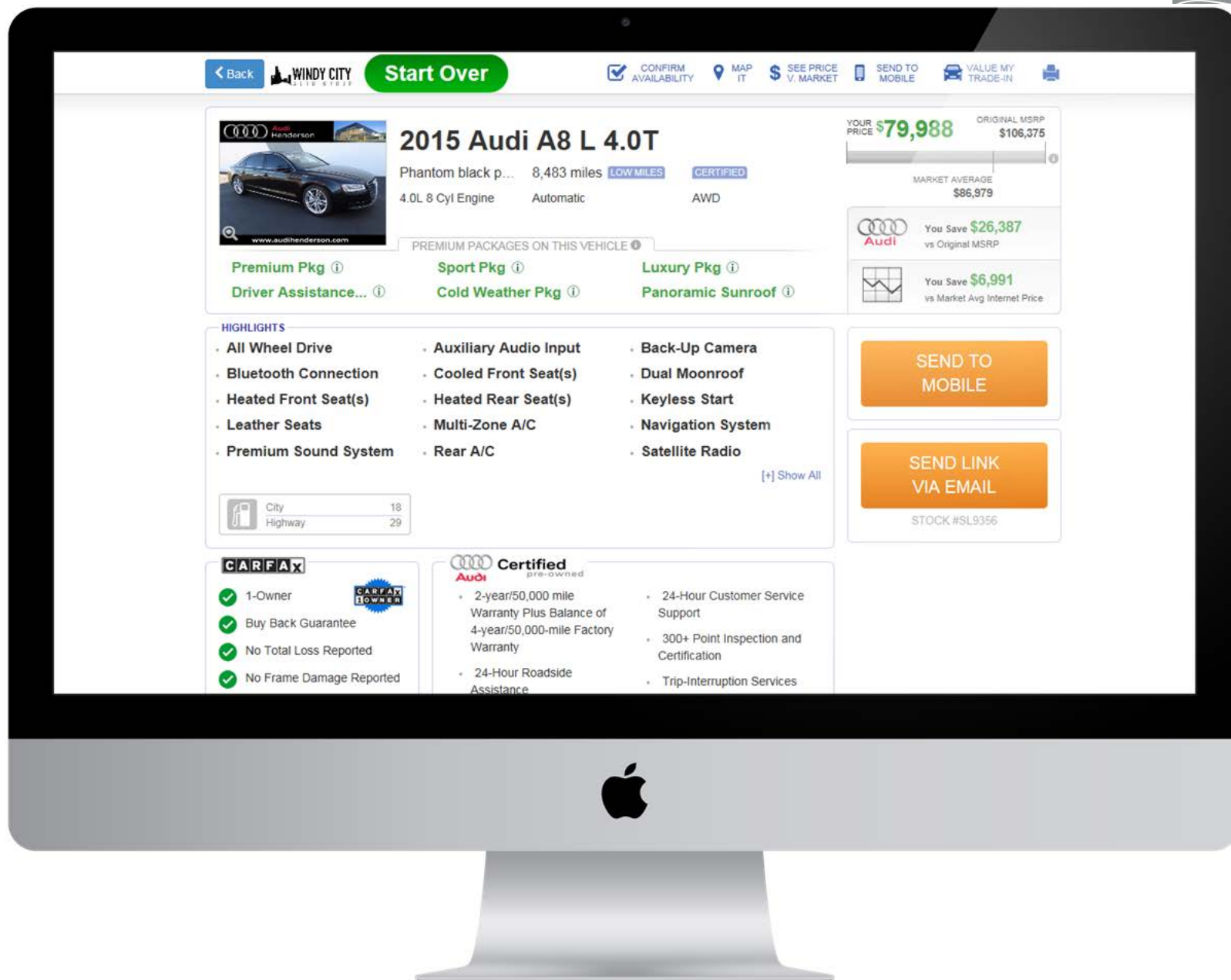
- Build trust and transparency with the 91% of consumers that don't trust car salespeople
- Expand the set of cars on your lot that the consumer may be interested in
- Email them the information while at the store that they can use on the lot or during the test drive











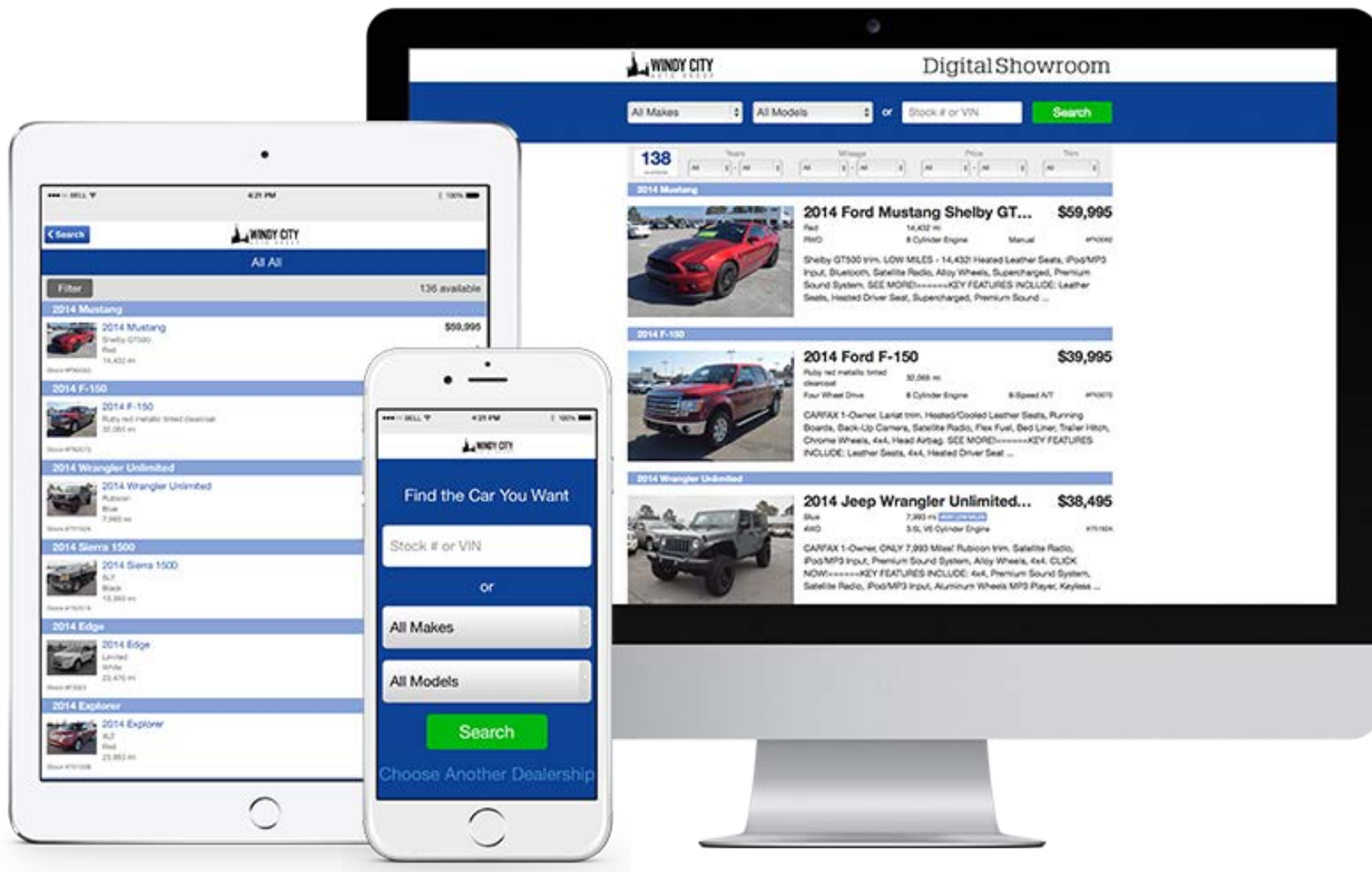
Sales Process

On The Lot

- **Become the Bionic Salesman**
- **Build value in each car by using as a resource/crib notes**
- **Email the information directly to the consumer or have them scan. They can see the information on their own device**
- **Expand the set of cars on your lot that the consumer may be interested in**



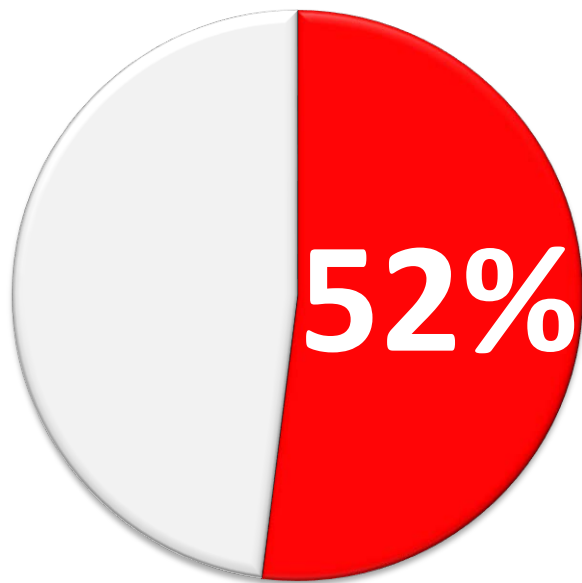
The Rise of Mobile



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82% Of Smartphone Users Go Online While In Stores



Will visit Another Dealership within the next 24 Hours!

Which Site Do You Want Them On?

Adapt Your Process

Sales Process



BDC Process



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Business Development Center

- ✓ **Ensure every representative on the phone can build value in every car and call**
- ✓ **Engage consumer and build a sense of transparency by emailing them about any car they are interested in**
- ✓ **Expand the set of cars on your lot that the consumer may be interested in**



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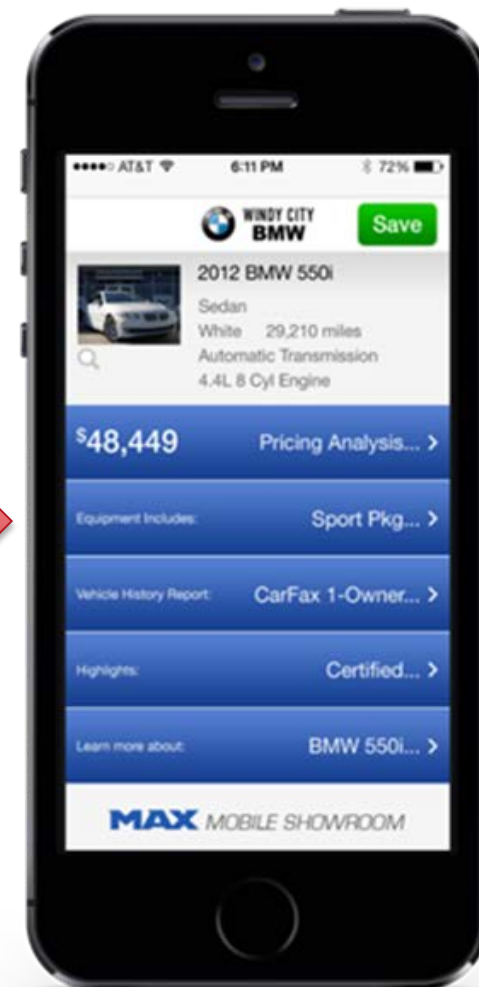
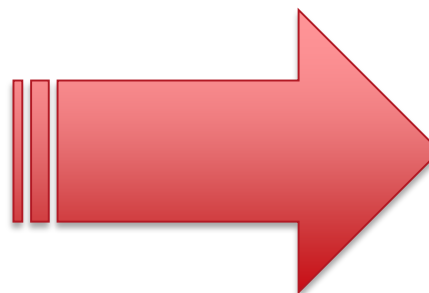
To Achieve “A” Player Status:

- 1 Signal You’re a Different Kind of Dealership
 - Build trust from moment consumer walks in door with branding and messaging
- 2 Build Maximum Quality & Value in every car
 - Replace inventory sheets and pricing on the cars with technology
 - Train your sales team on how to build quality & value at a “Fair price”

2

Harness the power of Technology to *build excitement about the car* on your phone while walking the lot and on a test drive

Year	Vehicle Description	Mileage	Segment	Stock Number	Internet
1) 2013	BMW 3 SERIES CONVERTIBLE (4-Cylinder Engine)		Convertible	55019A	\$34,989
2) 2009	BMW 3 SERIES (4-Cylinder Engine)			XS992A	\$22,909
3) 2013	BMW 3 SERIES (4-Cylinder Engine)				\$35,889
4) 2011	BMW 3 SERIES (4-Cylinder Engine)	63,089	SUV		\$23,589
5) 2011	BMW 3 SERIES (4-Cylinder Engine)	60,245	Sedan		\$15,409
6) 2011	BMW 3 SERIES (4-Cylinder Engine)	32,601	Convertible		\$42,889
7) 2011	BMW 3 SERIES (4-Cylinder Engine)	15,242	Sedan	LB1550	\$36,989
8) 2011	BMW 3 SERIES (4-Cylinder Engine)	13,756	Sedan	LB1550	\$36,989
9) 2011	BMW 3 SERIES (4-Cylinder Engine)	13,872	Sedan	LB45354	\$36,989
10) 2011	BMW 3 SERIES (4-Cylinder Engine)	25,416	Sedan	6088	\$36,989
11) 2011	BMW 3 SERIES (4-Cylinder Engine)	63,406	SUV	LB25216A	\$36,989
12) 2011	BMW 3 SERIES (4-Cylinder Engine)	48,450	Truck	45242B	\$36,989
13) 2011	BMW 3 SERIES (4-Cylinder Engine)	20,493	Sedan	6115	\$36,989
14) 2011	BMW 3 SERIES (4-Cylinder Engine)	40,965	SUV	6116	\$36,989
15) 2011	BMW 3 SERIES (4-Cylinder Engine)	29,994	Convertible	6118	\$36,989
16) 2011	BMW 3 SERIES (4-Cylinder Engine)		Sedan	45464A	\$36,989
17) 2011	BMW 3 SERIES (4-Cylinder Engine)		Sedan	6135	\$36,989
18) 2011	BMW 3 SERIES (4-Cylinder Engine)		Convertible	6136	\$36,989
19) 2011	BMW 3 SERIES (4-Cylinder Engine)			14319	\$36,989
20) 2011	BMW 3 SERIES (4-Cylinder Engine)				\$34,789
21) 2011	BMW 3 SERIES (4-Cylinder Engine)	57,951			\$26,409
22) 2011	BMW 3 SERIES (4-Cylinder Engine)	58,221			\$20,769
23) 2013	BMW 3 SERIES (4-Cylinder Engine)				\$29,989
24) 2010	BMW 3 SERIES (4-Cylinder Engine)			XP6150	\$48,879
25) 2012	BMW 3 SERIES (4-Cylinder Engine)			6151	\$36,989
26) 2012	BMW 3 SERIES (4-Cylinder Engine)			6152	\$34,879



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To Achieve “A” Player Status:

- 1 Signal You're a Different Kind of Dealership
 - Build trust from moment consumer walks in door with branding and messaging
- 2 Build Maximum Quality & value in every car
- 3 Require sales people to print 3rd Party information and review the quality & value of the vehicle before presenting numbers to the customer.



2013 BMW 3 Series 328i

YOUR PRICE **\$32,911**

Jet black

32,047 miles **LOW MILES**

CERTIFIED

Straight 6 Cyl Engine

6-Speed A/T

Rear Wheel Drive

ORIGINAL
MSRP



\$54,095

Price is \$21,184
Below Original MSRP

KBB



\$34,625

Price is \$1,714
Below Kelley Blue Book
Retail Value

NADA
RETAIL
VALUE



\$33,750

Price is \$839
Below NADA Retail Value

**CALL TO
LOCK IN
THIS PRICE**

(980) 533-2027

STOCK #NL1928

Comparisons in the Market: 7 Listings

Vehicle Description	Color	Mileage	Certified	Internet Price	Your Price Savings
2013 BMW 3 Series Convertible 328i	White	21,338		\$34,931	You Save \$2,020
Low miles and loaded! Includes GPS NAVIGATION, KEYLESS ACCESS & PUSH-BUTTON START, FRONT & REAR PARKING SENSORS, HEATED FRONT SEATS, HEATED STEERING W					
2013 BMW 3 Series Convertible 328i	Black	31,125	✓	\$34,755	You Save \$1,844
BMW Certified, CARFAX 1-Owner, ONLY 31,125 Miles! 328i trim. \$1,000 below Kelley Blue Book! Heated Leather Seats, NAV, SPORT LEATHER-WRAPPED STEERING					
2013 BMW 3 Series Convertible 328i	Black	27,651	✓	\$34,755	You Save \$1,844
\$1,700 below Kelley Blue Book! BMW Certified, CARFAX 1-Owner, GREAT MILES 24,342! Heated Leather Seats, Navigation, BMW ASSIST W/BLUETOOTH, SPORT LEAT					
2013 BMW 3 Series Convertible 328i	Black	26,513	✓	\$34,719	You Save \$1,808
CARFAX 1-Owner, Dealer Certified, GREAT MILES 26,513! \$200 below NADA Retail! NAV, Heated Leather Seats, Apple iPhone / iPod Integration, Alloy Wheels					
2013 BMW 3 Series Convertible 328i	Black	39,310		\$33,990	You Save \$1,079
2013 BMW 3 Series Convertible 328i	White	27,366		\$33,726	You Save \$815

Digital Execution – What did we learn

- **Price Right—Get in the Game**—pricing at or near market average so you get seen online and draw the traffic, without going so low that you diminish your chances of ever making money
- **Market Right—Be Noticed by Being Relevant**—advertising cars based upon “value” shoppers are really looking for and giving them tools to investigate themselves
- **Sell Right—Use Expertise to Create Excitement**—converting salespeople into product experts and adapting sales process to build motivation and urgency with discount



Consumer Optimized

Which would you rather be?



Past:

Future:



**INTERNET
DEPARTMENT**



**DIGITAL
DEALERSHIP**

#NADA2016

**Chad**

1 hr · 24

About to head over to the dealership to negotiate Aimee's new car purchase and I am not looking forward to it. There is no way I am walking out of that place in a good mood.

Like · Comment · Share



Questions?

The Art and Science of Selling on Value vs. Price



Patrick McMullen

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Chicago, IL

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accompanying handout
materials, and to order the
workshop video recording.

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