



NATIONAL  
AUTOMOBILE  
DEALERS  
ASSOCIATION

# Train to Retain Top Producers



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### ***Train to Retain Top Producers***

**Today's business is more competitive than ever.  
Now is the time to get serious on developing Top  
Producing salespeople. Nothing is more  
important than effective leadership from your  
management team.**

**This workshop is the blueprint for developing a  
powerful in-house training program.**

## **The 4 P's of Effective Management**

1. What are you ultimately in business for? Isn't the goal of any business to generate **Profit**? **Profit** is the end result of a series of productive activities and events.
2. To maximize your dealership's profit it comes down to the **Productivity** of your sales and management team. **Productivity** is the driver for profit in any business.
3. For a team to reach peak productivity it comes down to your **Processes**. Having high quality **Processes** gives your team the clear roadmap for success.
4. Ultimately, you're only as good as your **People**. As a manager it is easy to focus on the dealership's profits but always remember; your **People** create the **Profits**.



***“We’re not in the Car Business – We’re in the People Business”***

## **Employee Retention**

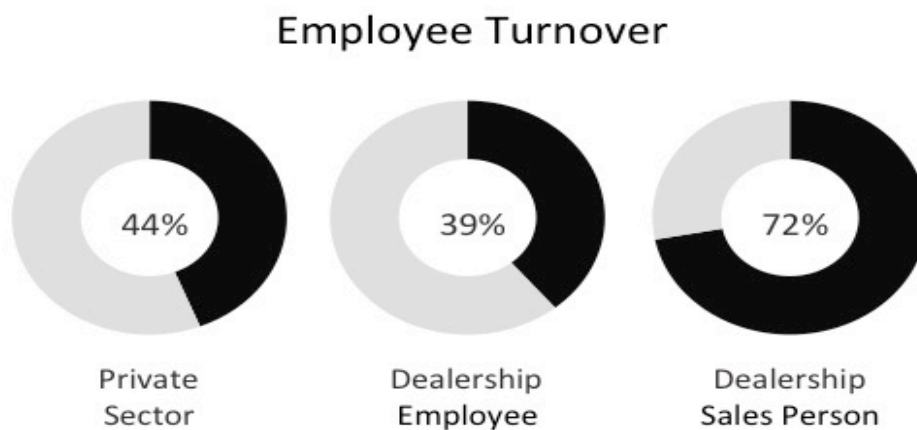
***“Customer retention starts with employee retention”  
- Tim Kintz***

The most recent NADA study on dealership turnover produced some alarming results. Given the high rate of turnover with salespeople there is an immediate need to train and retain. You can no longer afford to hire 10 and lose 7 if you want to dominate your market.

**Private Sector Turnover 44%\***

**Dealership Employee Turnover 39% - up from 36%\***

**Dealership Sales Person Turnover 72%\***



\*The fourth annual Dealership Workforce Study report was prepared for NADA by the research firm ESI Trends.

## **4 Important Questions on Turnover**

**1. Why do we have high turnover with the salespeople?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**2. What's the challenge of having high turnover with your salespeople?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**3. What's the cost of turnover for your dealership?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

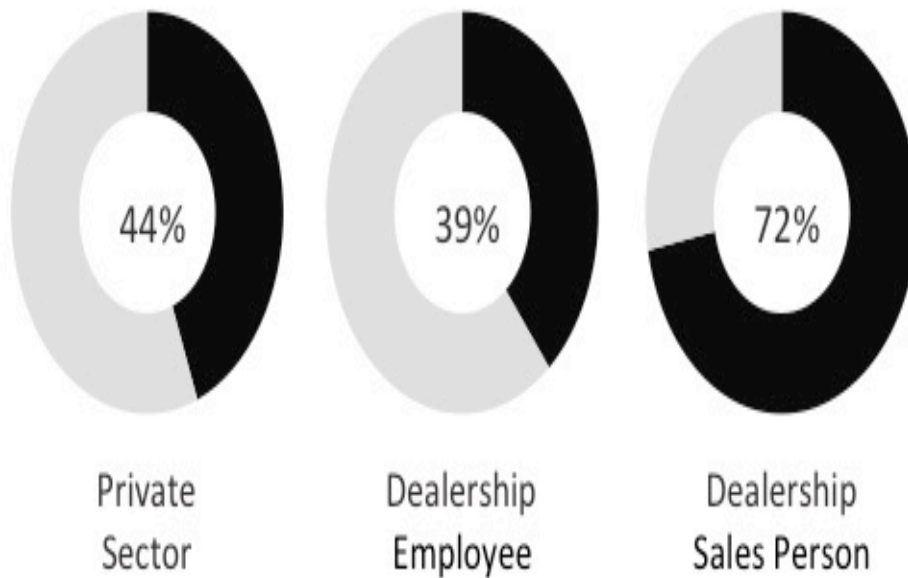
**4. How can we get control of turnover and slow it down?**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

***“Train people well enough so they can leave, treat them well enough so they don’t want to.”***

**-Richard Branson**

## Employee Turnover



### Notes:

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# Benefits of Developing a Culture of Training

## 1. Increases Employee Retention

- With highly trained salespeople you will have strong employee retention. Your sales team will be more successful and less likely to leave your company.

## 2. Increases Customer Satisfaction

- Too often CSI is looked at as just a score and only addressed at the end of the sale. CSI happens by having highly trained sales people that treat every customer amazingly.

## 3. Increases Customer Retention

- Growing your business today is all about retaining your customers. Unfortunately most dealerships replace customers instead of retaining them. Training creates retention.

## 4. Delivers Reoccurring Benefits because of the results you get from training

- Unlike advertising where you have to spend money every month to get benefits, training delivers reoccurring benefits. Training pays you back month after month once you do it.

## 5. Builds a Team Mentality

- Everyone likes being part of a successful team and training creates teamwork. When you train as a team your salespeople learn, develop and grow together.

## 6. Makes Everyone's Job Easier

- If you want your job to be easier then train your team to be Top Producers. Once you turn your team into Top Producers you and your salespeople's job gets easier.

## 7. Creates Separation between You and Your Competition

- To create separation between you and your competitors you can out-spend them or out-perform them. The easiest way is to have better salespeople than your competition.

## 8. Increased Profits

- You'll find once you create a culture of training in your dealership the profits will follow. Profits are the end result of having salespeople doing the right things all day, everyday.



# Why Training Doesn't Happen

*The average sales person only gets 7.5 hours of training*

## Common Questions and Excuses on Training

*"We can't find good people and it's a waste of time."*

*"If I train them they might quit" – If you don't they might stay.*

*"Why bother? They are too lazy to use it anyway."*

*"I train them but they won't use it with the customers."*

*"I have a bunch of Old-Timers and they don't want to get better."*

*"I'm too busy and don't have enough time to train."*

*"I'm not very good at training."*

*"My guys should learn on their own, that's what I had to do"*

***Leadership is about taking responsibility – not  
making excuses***

***- Mitt Romney***

# Common Mistakes with In-Dealership Training

## 1. Hold Sales Meetings instead of Training Meetings

- \_\_\_\_\_

## 2. Not having the salespeople practice the skills you're training

- \_\_\_\_\_

## 3. No group involvement and training is about "Should Be" instead of "How To"

- \_\_\_\_\_

## 4. No accountability for managers and salespeople

- \_\_\_\_\_

## 5. No commitment to training from management

- \_\_\_\_\_

## 6. Attendance is optional for managers and salespeople

- \_\_\_\_\_

## 7. Management gets bored with training and they stop doing it

- \_\_\_\_\_

## 8. Managers train on their strengths instead of the teams needs

- \_\_\_\_\_

## 9. Lack of preparation and having no plan

- \_\_\_\_\_

## 10. Everything is more important and training's not a priority

- \_\_\_\_\_

# Steps for Implementing your Training Program

## 1. Evaluate your current Sales Process and Training Program

- \_\_\_\_\_
- \_\_\_\_\_

## 2. Evaluate your Sales Team and each Sales Person

- \_\_\_\_\_
- \_\_\_\_\_

## 3. Prioritize the dealerships specific and immediate needs

- \_\_\_\_\_
- \_\_\_\_\_

## 4. Create a 30-Day training schedule

- \_\_\_\_\_
- \_\_\_\_\_

## 5. Every manager participates and holds training

- \_\_\_\_\_
- \_\_\_\_\_

## 6. Measure the leading & lagging indicators for improvement

- \_\_\_\_\_
- \_\_\_\_\_

## 7. Develop a rewards program to motivate your team

- \_\_\_\_\_
- \_\_\_\_\_

***If you don't make the time to do it right – when will you find the time to do it over?***

## Start Here!

- Notes:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

# LEADERSHIP QUADRANT

QUADRANT ONE

1  
Lead

QUADRANT TWO

2  
Manage

KG

QUADRANT THREE

3  
Train

QUADRANT FOUR

4  
Coach

## Dealership Training Program Evaluation

Rate your dealership's current training program from 1 (Lowest) to 10 (Highest)

<b>Current Training Process</b>	<b>1 – 10</b>
1. How would you rate your current training program	_____
2. Effective at holding new hire training and on-boarding	_____
3. Effective at holding ongoing training on selling skills 2X per week	_____
4. Hold training on success and attitude 1X per week	_____
5. Effective at holding training on product knowledge at least 2X per week	_____
6. Managers are held accountable for holding training	_____
7. Effective at holding salespeople accountable for attending training	_____
8. Effective at using all your training tools (Online training, Videos, etc.)	_____
 <b>Management Involvement</b>	
9. All managers have a clear understanding of the dealership processes	_____
10. All managers are 100% bought in to the importance of ongoing training	_____
11. All managers understand the #1 job is to develop/motivate the salespeople	_____
12. All salespeople are 100% bought in to the importance of ongoing training	_____
13. Every manager holds selling skills training at least once a month	_____
14. Every manager holds product knowledge training at least once a month	_____
15. Separating Sales Meetings from Training Meetings	_____
16. Training is positive and upbeat, not negative and de-motivating	_____
 <b>Selling and Success Skills</b>	
17. Sales process is designed to make it easier to buy a car than sell a car	_____
18. Training on developing a success and sales attitude	_____
19. Training on selling skills prior to the presentation and demonstration	_____
20. Training on executing a high impact presentation and demonstration	_____
21. Training on how to close and overcome objections	_____
22. Training on how to execute an effective negotiation	_____
23. Training on how to effectively execute un-sold follow up	_____
24. Training on long-term follow up, customer retention and phone ups	_____
25. Training on prospecting in person and on the phone	_____
<b>Total Score</b>	_____
<b>Possible Perfect Score</b>	<b><u>250</u></b>

## Sales Team Evaluation

Rate Your Sales Team from 1 (Lowest) to 10 (Highest)

### Success Skills

1-10

1. Has a long-term vision and business plan \_\_\_\_\_
2. Has clear sales, income and success goals \_\_\_\_\_
3. Tracks and measures all sales opportunities, activities and results \_\_\_\_\_
4. Manages daily selling activities, organizational skills and daily game plan \_\_\_\_\_
5. Professional appearance every day \_\_\_\_\_

### Selling Skills On The Lot

6. Professionally greets the customer and starts the sale off on a positive note \_\_\_\_\_
7. Building rapport and finding common ground \_\_\_\_\_
8. Investigating for the customers wants, needs and hot buttons \_\_\_\_\_
9. Controlling and directing the sales process \_\_\_\_\_
10. Creating urgency and fear of loss during the sale \_\_\_\_\_
11. Introducing the customers trade-in early in the sales process \_\_\_\_\_
12. Selecting the best vehicle for the customer \_\_\_\_\_
13. Delivers a high impact presentations and creates mental ownership \_\_\_\_\_
14. Assumes and executes a high impact demonstration drive \_\_\_\_\_
15. Handles price and doesn't get into a price conversation prior to negotiating \_\_\_\_\_
16. Overcomes customer's objection to buying after the demo \_\_\_\_\_
17. Get's a commitment & transitions the customer inside \_\_\_\_\_
18. Get's managers involved in the deal early and often \_\_\_\_\_

### The Negotiation

19. Follows management's direction while working each deal \_\_\_\_\_
20. Has confidence in presenting to defend the 1<sup>st</sup> pass \_\_\_\_\_
21. Is effective at justifying and bumping the numbers on the 1st pass \_\_\_\_\_
22. Effectively "refocuses" price objections to budget and value \_\_\_\_\_
23. Works the 2nd & 3<sup>rd</sup> pass effectively for gross improvement \_\_\_\_\_
24. Uses Total Cost of Ownership closes effectively (Gas / Maintenance / etc.) \_\_\_\_\_

### Follow Up & Prospecting

25. Retains and follows up effectively with their sold customers \_\_\_\_\_
26. Effective at follow up with unsold prospects \_\_\_\_\_
27. Effective at prospecting using an equity management tool \_\_\_\_\_
28. Prospects outside the dealership for new business \_\_\_\_\_
29. Turns the incoming sales call into appointments that show \_\_\_\_\_
30. Turns internet leads into appointments that show \_\_\_\_\_

**Total Score** \_\_\_\_\_

**Possible Perfect Score**

**300**

Circle the top 3 areas to focus on the next 30 days