

OVERVIEW

The opportunity to provide training and developmental resources to customer facing service professionals and their support teams, necessitates a balanced approach. First and foremost, the quality of any individual's performance who represents the Eagers Automotive Group, could be the customer's best or worst memory of their encounter with the company and its brands. Such customers may forget much of what was said or done but few forget the way they were made to feel. The very notion of 'value' relies 100% on that ideal. It seems that some things don't change. Every time a brand reinvents guidelines for quality customer service, they default to old school standards of decency, acknowledgement, respect and hospitality. Old school – not old hat. The notion of **service** though can be lost by virtue of its similarity to **servant**. Without solutions at hand and a conscious intention to sell, 'advisors' become merely that. Their business cards and the routine nature of what they do can diminish their efforts and still offer the illusion that they have done their jobs.

Additionally, the best processes and word tracks are only as good as the team member's ability or willingness to interpret them memorably. We used the analogy of the TV show – "The Voice". Simply learning the words to a song written years ago is no guarantee of being chosen by the judges. Our customers use the same criteria when they choose us; the unique interpretation of a generic process. The notion of 'one dealership' and 'one brand for life' relies more on the quality of the people charged with managing the relationship than it does with the quality of the brand itself. Certainly, the tools available to your team are second to none and the leadership group is unified in its vision for the future.

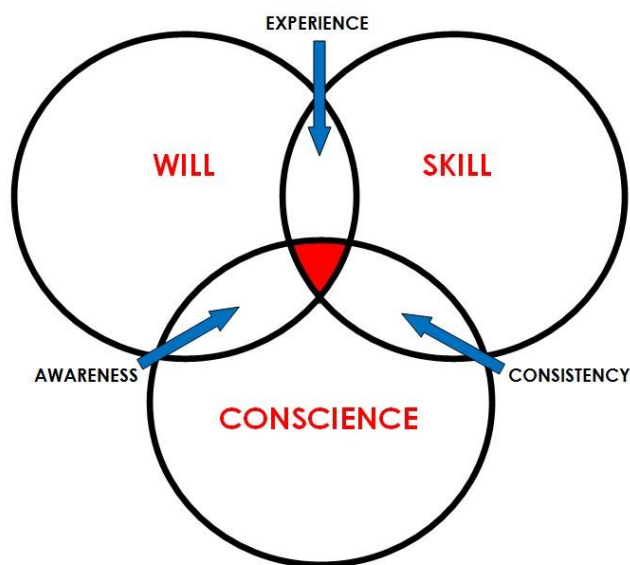
Based on a much-appreciated opportunity and guided and supported by Kyle, Kim, Callum, Kylie and Angelo, we prepared material consistent with your brief. A combination of personal development tools and action plans and a focus on processes/tactics/strategies that create commitment, prevent objections, create up-sell opportunities and grow revenues made up the bulk of the exercises and notes.

We conducted two; three and a half hour integrated sessions over two days at Newstead. The material was presented in personalised bound booklets and supported by a PowerPoint presentation; all of which was branded. You all have copies of the notes and no doubt by this time have elicited feedback from the team. The balance of this report will consist of bullet points that we feel are worthy of reporting and retaining:

- From the outset, we pitched to the team that this initiative is 100% about them – not us. Morale is a difficult metric to measure but there's evidence of it across all dealership dynamics. Staff turnover, CSI, gross, market share etc. are all collateral damage when morale is poor. We believe that when teams see themselves as the priority of the company, morale benefits.
- You did a great job of heralding this as evidenced by the punctuality of all attendees. I don't recall one person being tardy and only one person left early (Dan Nicholson) who informed us at the outset that he had an appointment.
- The first session was management heavy. Damon was the standout. There was a sufficient mix of experience and he was instrumental in assisting us to explain a couple of points that Cassie missed. This was the biggest group and the participation was exceptional – maybe due to the presence of the bosses. Having said that, the participation level was high in all sessions.
- The participation level was high as stated and evidenced by the fact that sessions 2,3 and 4 went over time and there was no break. Normally, we would ensure a ten-minute break to maintain attention spans but the dynamic in the groups made the time fly for us as well as them it seems. We didn't even notice it until they were done.
- It seemed that the case history exercises were extremely relevant and timely as many of the team stated that this was the sort of issue they faced regularly. I played two recorded inquiries I did with

other dealer groups (some extremely prominent) and to a person, the group was horrified at the amateurishness of the efforts they heard. The challenge though came with, "so how would you handle it?" The outcome was good and the options we offered to augment their suggestions were met positively.

- Where word tracks and tactics are concerned, I welcomed the group to approach either of us at any time should they want help with a specific issue and not limited to this subject either.
- They have the first batch of support material which was sent yesterday.
- We challenged them using the excellence model below. I developed this during my Monash studies as well as for my book, "The Chemistry of Selling." It has proven to be a great tool for coaching and career development. Prior to declaring what it was about, we asked them to nominate any trait, characteristic or quality that they believed was necessary to be considered as excellent or professional. The results were outstanding and the collective traits fit perfectly into the model – thus making it relevant and partially 'theirs.'



- After the three blank circles in their books were named as shown above, we then tested its relevance by plotting the traits **they** nominated, into the various categories as shown below. Not one trait failed to fit and many were repeated several times. That demonstrates culture. The support document I sent explains the application of the model. I suggested to them that they do a 'stock take' to note whether they have these traits on hand or whether they need to order any in.

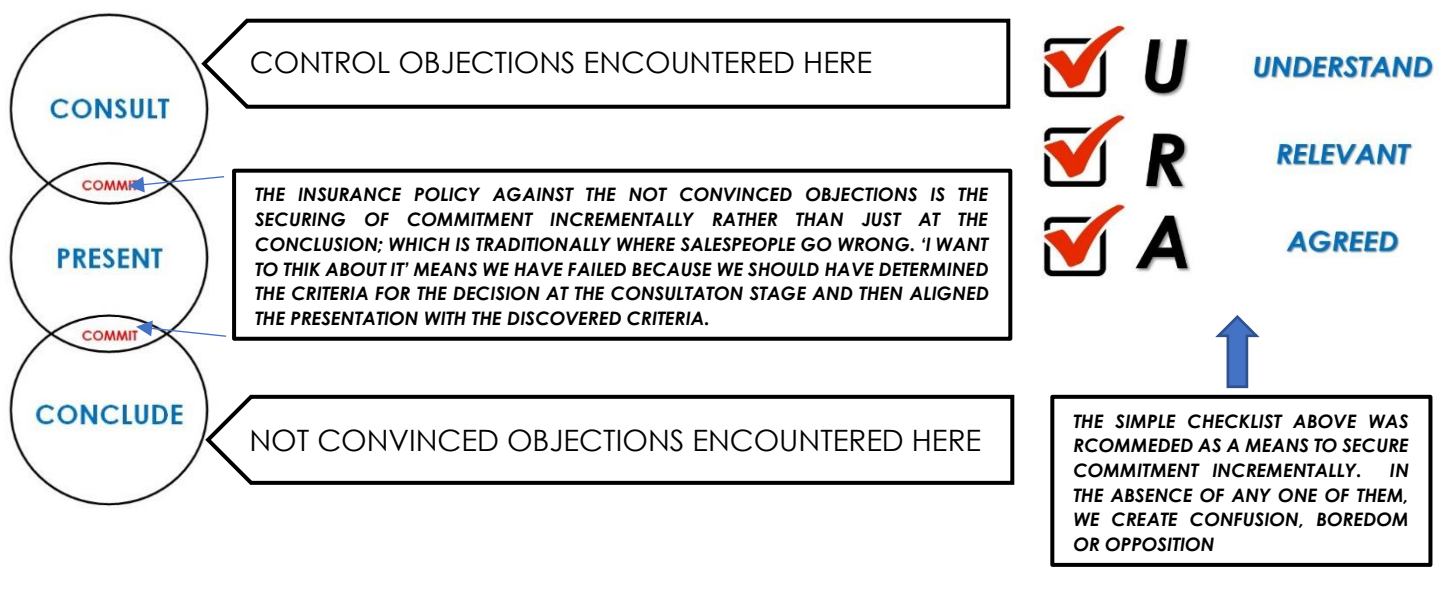
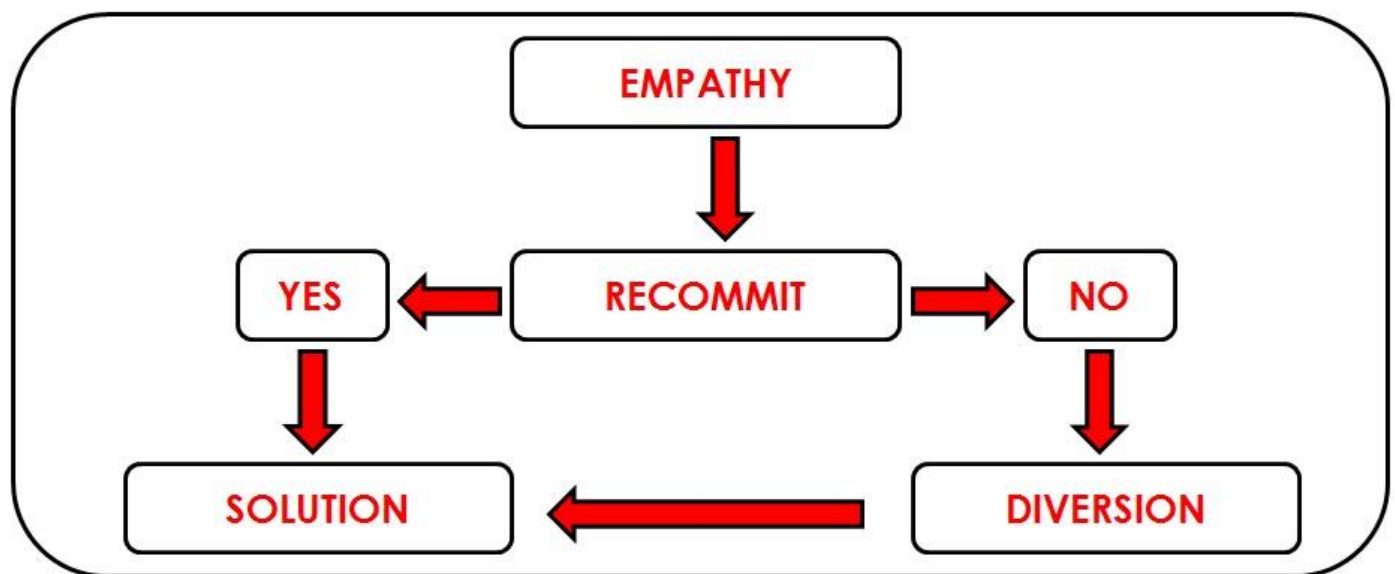
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THE ARRANGEMENT OF THE TRAITS IS NOT RANDOM. FOR EXAMPLE, 'PASSION' IS DEFINITELY A COMPONENT OF THE WILL BUT NEEDS TO BE ALIGNED NEAR TO AWARENESS AND CONSCIENCE. IF CONSCIENCE ESPECIALLY DOES NOT MODERATE PASSION, THE RESULT IS OBSESSION. CHARISMA IS GREAT TO HAVE BUT CONSCIENCE NEEDS TO KEEP IT FROM BEING USED AS A WEAPON.

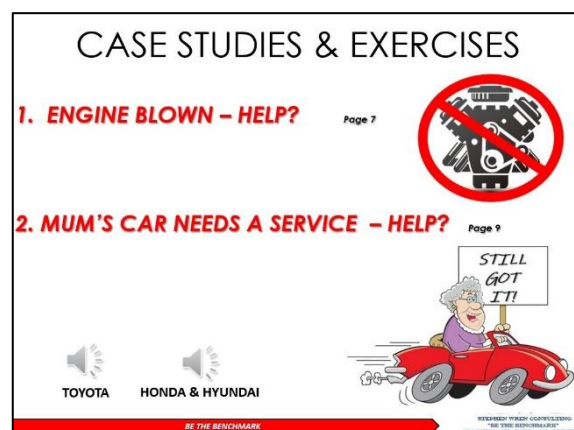


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- We placed a degree of importance on the relationship that exists between change and how to cause it and its effect on job, career and leadership. I stressed the difference between leading and managing. The idea that leading starts with simply setting examples was well taken by the team because the youngest rookie usually does a pretty good job of that. Rosario Angel for example.
- We covered change, the definition of 'entrepreneur' and the difference between one and a businessperson. Many of those traits appeared in the excellence model like courage, passion, imagination and creativity. The point being in the form of a question; how much of that could you bring to your current role and what impact would it have on your reputation, your income and your outcome?
- Kyle asked us in debrief about whether anyone fell short of what we hoped for. The short answer is 'no.' Your team did themselves and you, proud. The standouts for us working backwards were Amir Hanna, Jordan Callaghan, Annie Portenski, Jade Stevenson, Melany Rangitulia, Jodie Adams, Cole Bain and Rosario Angel. Looking through the list as I typed this though, it's hard to exclude anyone.
- We seemed to experience the most input where the case histories were concerned and the handling of difficult people. I offered the team the following flow chart that works when overcoming pretty much any objection. There are only two types of objections; those that happen because people want to be in **control** and those that happens when people are **not convinced**. The second category is the dangerous one.



- We explored word tracks and techniques to maximise the prevention of many objections and there was a degree of role play too.
- 'Career versus job' was a popular topic and a good proportion of the team declared they wanted to grow into senior management. We discussed the best ways to maximise work ethic, the importance of team work and the difference between being busy and being productive. Busy-ness is not business – only productivity is and this proved an important distinction as many folks in these departments are always busy and under the pump. Pacing, patience, the chosen mood of the day, as well as other factors contribute to how this time is managed. We shared many options in this area. Bottom line; the mood you choose has a lot to do with the outcomes you achieve.
- The case histories were both real and current. There were quite a few 'ah ha moments.'
- Quite a few of the advisors reported identical scenarios
- Page 8 of the notes offered the solution to No 1.
- The recorded calls were very effective we noted.
- Most recognised the hot buttons from the caller.
- No one offered the ultimate solution. "Pick up Mum."
- These were samples from 50 calls I made.
- Of the 50 calls, not one advisor got my name and none asked for the business. Yet all were consistent with their job titles. They gave service advice.



CONCLUSION

We tried to offer resources that are easy to initiate and measure. Nothing is more inspirational than something learned that can be used forever and nothing is more motivating than to succeed.

As stated, we have commenced dispensing support material and will continue to do so as requested. Often post seminar contact results in many tangent issues. It's not uncommon for us to be asked to help with personal matters; which we are more than happy to do if such things occur with your team. That remains to be seen at this point. Any professional resources will be run past you but if there are personal requests, within reason, we'd prefer to be discreet.

It was a sincere pleasure to work with these excellent people and your support and trust is greatly appreciated. Please feel free at any time to approach us with any questions or concerns that arise at any time.

Thanking you

Steve Wren

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