

ROYAL

AUTO GROUP
of San Francisco

THE ROYAL WAY

Sales Brand Specialist

“We don’t sell cars — we help people buy cars.”

TRAINING SESSION

Royal Auto Group of San Francisco

Audi San Francisco • VW San Francisco • Volvo San Francisco • Mazda San Francisco

Est. 1947 • San Francisco, California

The Royal Way — Sales Brand Specialist

Welcome to the Sales Brand Specialist segment of The Royal Way. This program distills the playbook into the core frameworks, processes, scripts, and metrics you must master to guide guests through a world-class buying experience at Royal Automotive Group. Founded in 1947 by Walter Anderson and home to Audi, VW, Volvo, and Mazda plus our collision center, Royal has earned loyalty for generations by exceeding expectations. Your job is to carry that forward.

Our identity: "We don't sell cars, we help people buy cars." You are a *commitment specialist*. Our mission is to work as a cohesive team, be the best in every area, and earn loyalty by delivering world-class experiences that exceed expectations.

Module 1 — The Royal Way: Identity, Mission & Core Values

Before any technique, you must own the mindset. The Royal Way begins with who we are, why we exist, and the values that govern every interaction on the floor.

LEARNING OBJECTIVES

- State the Royal identity statement and explain what "commitment specialist" means.
- Recite the mission and the 7 Core Values.
- Connect Royal's history and heritage to the guest experience.

"We don't sell cars, we help people buy cars." This single line reframes your entire role — you are a guide, not a pusher.

Our Mission

Work as a cohesive team, be the best in every area, and earn loyalty by exceeding expectations through world-class experiences. Every touchpoint is a chance to earn a customer for life.

The 7 Core Values

Royal Core Values

- **Integrity** — do the right thing, always.
- **Teamwork** — one cohesive team.
- **Attention to Detail & Accountability** — own the outcome.
- **Continuous Improvement** — get better every day.
- **Commitment to Customer Enthusiasm & Urgency** — move with purpose.
- **Personal Growth** — invest in yourself.
- **Fun** — enjoy the work and the people.

Our Heritage

Royal Automotive Group was founded in 1947 by Walter Anderson. We added the Volvo franchise in 1956. Today we represent Audi, VW, Volvo, and Mazda and operate our own collision center. That longevity is proof of a promise kept — and you are its newest steward.

ON THE FLOOR

A guest asks, "Why should I buy here instead of the dealer across town?" You answer with identity: "Because we don't sell cars — we help people buy them. We've been earning loyalty in this community since 1947, and my job is to make this the best buying experience you've ever had." You just sold the value in YOU.

MY NOTES

Module 2 — The Sales Walk-in Process: G.R.I.P.S.O.W.

Every walk-in follows one repeatable road map. G.R.I.P.S.O.W. is the backbone of the Royal sales process — master the sequence and you never lose your place with a customer.

LEARNING OBJECTIVES

- Recite the seven steps of G.R.I.P.S.O.W. in order.
- Execute the Greeting and Rapport steps to standard.
- Explain why the first two steps make or break the sale.

G.R.I.P.S.O.W.

- **G** — Greeting
- **R** — Rapport
- **I** — Investigate
- **P** — Present & Demonstrate
- **S** — Service Walk
- **O** — Offer
- **W** — Write Up

G — Greeting

Greet every guest within 30 seconds of arrival. Smile, make eye contact, and offer a firm handshake. Do not let "just looking" throw you off your game.

72% of customers will say they are "just looking" — greet them warmly and stay in the process anyway.

R — Rapport

Rapport is about THEM, not the car. Slow down, be genuinely curious, and earn the right to help. People do not buy from strangers.

71% of customers buy from people they like, trust, and respect.

WORD TRACK — GREETING

"Welcome to Royal! I'm so glad you stopped by today. I'm [Name] — and you are? Great to meet you. Take a breath, look around all you like — I'm just here to make this easy for you."

ON THE FLOOR

A couple walks the lot. Within 30 seconds you approach, smile, and shake hands. He says, "We're just looking." You don't retreat — you say, "Perfect, that's exactly how it should start. What's got you looking today?" You've stayed in Greeting and opened the door to Rapport.

MY NOTES

Module 3 — Investigate & Present: Questions, S.P.A.C.E.D. & the Walkaround

Discovery and demonstration are where the sale is truly built. Great questions uncover needs; a great walkaround connects those needs to the vehicle.

LEARNING OBJECTIVES

- Distinguish open-ended from closed-ended questions and avoid the "sale killers."
- Apply the S.P.A.C.E.D. model to present benefits that matter.
- Perform the walkaround to Royal standard.

I — Investigate

Use open-ended questions to get customers talking; save closed-ended questions for confirming details. Overusing closed-ended questions is a "sale killer" — it shuts down conversation and starves you of information.

✦ Open questions start with what, how, tell me. Closed questions get yes/no. Lead with open, confirm with closed.

P — Present & Demonstrate

88% of customers won't get a satisfactory demonstration — but **50%** buy on the spot when they DO get a good one. The demo is your biggest lever.

S.P.A.C.E.D.

- **S** — Safety
- **P** — Power / Performance
- **A** — Appearance
- **C** — Comfort / Convenience
- **E** — Economy
- **D** — Dependability

The Walkaround

Pop the hood and trunk. Start at the **FRONT** of the vehicle and move **CLOCKWISE** around it, tying each feature back to what the customer told you they care about (their S.P.A.C.E.D. priorities).

ON THE FLOOR

Your guest mentioned a long commute and two young kids. During Investigate you learned Economy and Safety matter most. At the front of the car you pop the hood and speak to fuel efficiency, then move clockwise, opening a rear door to highlight the safety features and second-row space. You're presenting the car she described — not the one on the window sticker.

MY NOTES

Module 4 — The Demonstration Drive: B.R.A.S.C.H. & Getting Behind the Wheel

The road puts the customer in the driver's seat of the decision. A structured demo drive turns interest into ownership.

LEARNING OBJECTIVES

- Execute the transition to the demo drive, including the license ask.
- Deliver the B.R.A.S.C.H. narration during the drive.
- Run a demo drive to the 15–20 minute standard across road types.

Getting to the Demo

The salesperson ALWAYS drives off the lot first — you set the route and control the experience. Secure the license smoothly.

WORD TRACK — GETTING THE KEYS

"Let's take her out. I'll pull us off the lot and then let you take over where the fun starts. Can I borrow your license real quick? — standard procedure, takes two seconds."

B.R.A.S.C.H. Demo-Drive Script

B.R.A.S.C.H.

- **B** — Braking
- **R** — Ride
- **A** — Acceleration
- **S** — Steering
- **C** — Comfort
- **H** — Handling

The perfect demo is **15–20 minutes** and includes freeway, city, and suburban driving so the customer feels the vehicle in every real-world condition.

ON THE FLOOR

You drive off the lot first, then swap seats at a safe spot. As the customer accelerates onto the freeway you narrate: "Feel that acceleration? Now ease into the brakes here — notice how confident they are." Over 18 minutes you touch every letter of B.R.A.S.C.H. across freeway, city, and neighborhood streets. By the time you return, they've already imagined this car in their life.

MY NOTES

Module 5 — Closing, Offer & Write-Up: Asking for the Sale

A commitment specialist knows the sale must be asked for — assumptively, respectfully, and more than once. This is where you complete the process you started at "hello."

LEARNING OBJECTIVES

- Apply an assumptive close and the 1–10 scale question.
- Ask for the sale at least three times.
- Execute the mandatory Manager Introduction and Service Walk.

Closing

Assume the sale throughout. Use the 1–10 scale to surface objections: "On a scale of 1 to 10, where are you on this car?" Then close the gap between their number and a 10.

Ask for the sale **at least 3 times**. Most sales are lost not to objections but to a salesperson who stopped asking.

O — Offer

Offer a refreshment to keep the guest comfortable and engaged. The Manager Introduction is MANDATORY on every customer — introduce your manager on every deal, every time.

W — Write Up

You are a commitment specialist. Move confidently into the write-up using the 4-square. The process you followed earned this moment.

S — Service Walk

Introduce the customer to the service department and our World Class Inspection. This is how loyalty begins — before they ever drive away.

WORD TRACK — 1-10 CLOSE

"On a scale of 1 to 10, how do you feel about this car? ... A 7? Great — what would it take to get you to a 10?"

ON THE FLOOR

The customer loves the car but hesitates. You ask the 1–10 question, learn she's a 7 over monthly payment, and address it. You ask for the sale — she pauses. You bring your manager over (mandatory intro), offer coffee, and ask again. On the third ask, she says yes. You walk her to Service, then to the write-up.

MY NOTES

Module 6 — Follow-Up & Digital Success

The sale rarely happens on the first visit. Speed, structure, and consistency in follow-up separate top Brand Specialists from the rest. Be FIRST to respond.

LEARNING OBJECTIVES

- Handle inbound calls to Royal standards.
- Execute the follow-up cadence and video strategy.
- Sell the value in YOU and the car-buying experience across every channel.

Inbound & Outbound Calls

Answer every incoming call within **three rings**. Route new vs. preowned correctly, and always sell the value in YOU and the car-buying experience.

Document everything in the CRM. Use the outbound scripts, voicemail thought starters, and text thought starters so no lead goes cold.

Digital Success Guide

Deliver the VIP Experience, "Talk & Type Pretty," and a strong video strategy. Record a 60-second video weighted **Car 80% / Face 10% / Place 10%**. Run the 2-Minute Drill and hit the Lead & Call Performance Benchmarks.

Follow-Up Cadence

- Day-1 Engagement: 6 steps (MAD Meeting).
- Touch on Days **2, 3, 5, 8, 11, 14**.
- Nurture **2–4x per month** thereafter.
- Be **FIRST** to respond — every time.

ON THE FLOOR

A web lead comes in at 9:02 a.m. You are first to respond, launch the Day-1 six-step engagement, and send a 60-second video walking the car (80% car, a quick 10% of your face, 10% of the dealership). When they don't buy on visit one, you follow the Day 2, 3, 5, 8, 11, 14 cadence — and you're the name they remember.

MY NOTES

Module 7 — Trade-In, Appraisal & The Royal Used Car Advantage

Trade-ins protect gross and win deals. Understanding the appraisal process and the Royal Used Car Advantage lets you speak to value with confidence.

LEARNING OBJECTIVES

- Explain Sight-Unseen vs. In-Person appraisal and the vAuto intake.
- State Royal's Price-to-Market and photo standards.
- Articulate the Royal Used Car Advantage to customers.

Trade-In & Appraisal

Appraisals run Sight-Unseen or In-Person and follow a 7-step vAuto intake with recon standards. Know the numbers.

vAuto Price-to-Market targets: **94–97%** on core units and **90–93%** on aged units, with **≥6 photos** per appraisal.

The Royal Used Car Advantage

Why Buy Royal Used

- **1-Price / No-Haggle** — transparent, fair pricing.
- **1 Month / 1,000-Mile Premium Service Contract** — peace of mind included.
- Know the exclusions so you set accurate expectations.

ON THE FLOOR

A shopper worries about buying used. You explain the Royal Used Car Advantage: "Every Royal used vehicle is 1-Price, no-haggle, and comes with a 1 Month / 1,000-Mile Premium Service Contract." Then you appraise their trade to standard — six clean photos, priced to market — so the whole deal feels fair and fast.

MY NOTES

Apply It

Practice the concepts from this session.

Exercise 1: Own the Identity

In your own words, explain what "We don't sell cars, we help people buy cars" means for how you treat a guest — and what being a "commitment specialist" changes about your job.

Exercise 2: G.R.I.P.S.O.W. Recall

Write out the seven steps of G.R.I.P.S.O.W. in order, and note one thing you must do in each step.

Exercise 3: Open vs. Closed Questions

Write three open-ended questions you can use during Investigate. Then explain why overusing closed-ended questions is a "sale killer."

Exercise 4: Present with S.P.A.C.E.D.

Pick a vehicle you sell. For each letter of S.P.A.C.E.D. (Safety, Power/Performance, Appearance, Comfort/Convenience, Economy, Dependability), write one benefit statement you could deliver on the walkaround.

Exercise 5: The "Just Looking" Response

A customer says "I'm just looking." Given that 72% of customers say this, write exactly what you would say and do to stay in the process and begin building rapport.

Exercise 6: Follow-Up Cadence

List the follow-up touch days after a first visit, describe your 60-second video plan (Car 80% / Face 10% / Place 10%), and note one reason being FIRST to respond matters.

Role-Play: From Greeting to the Third Ask

Practice moving through the process — greet within 30 seconds, build rapport, transition to a demo drive, and ask for the sale at least three times using the 1–10 close. Switch roles and repeat.

- **Role A (Brand Specialist):** Greet the guest, secure the license for the demo ("Can I borrow your license?"), narrate B.R.A.S.C.H. on the drive, deliver the mandatory Manager Introduction, and ask for the sale three times.
- **Role B (Customer):** Open with "just looking," warm up during rapport, and give a "7" on the 1–10 scale with one objection (payment) for Role A to close.

Knowledge Check — 10 Questions

Answer all ten questions below. These are the same questions you will complete on the online quiz.

Q1. What do the letters in G.R.I.P.S.O.W. stand for, in order?

- A. Greeting, Rapport, Investigate, Present, Service walk, Offer, Write-up
- B. Greeting, Rapport, Inspect, Price, Sell, Offer, Wrap
- C. Greet, Relate, Inform, Propose, Service, Order, Win
- D. Grab, Rapport, Investigate, Present, Sell, Offer, Write-up
- E. Greeting, Respect, Introduce, Present, Service, Offer, Walk

Q2. Within how many seconds of arrival should you greet a guest?

- A. 15 seconds
- B. 30 seconds
- C. 45 seconds
- D. 60 seconds
- E. 90 seconds

Q3. A customer walks in and immediately says "I'm just looking." What should you do?

- A. Hand them a brochure and step away so they can shop alone
- B. Tell them to come back when they are ready to buy
- C. Greet them anyway and begin building rapport — 72% of customers say "just looking"
- D. Skip rapport and move straight to price
- E. Wait for them to approach you first

Q4. According to the playbook, 71% of customers buy from people they...

- A. get the lowest price from
- B. see advertised online
- C. have known for many years
- D. like, trust, and respect
- E. are related to

Q5. 88% of customers won't get a satisfactory demonstration. What percentage buy on the spot when they DO get a good one?

- A. 20%
- B. 30%
- C. 40%
- D. 72%
- E. 50%

Q6. What does the S.P.A.C.E.D. presentation model stand for?

- A. Safety, Power/Performance, Appearance, Comfort/Convenience, Economy, Dependability
- B. Speed, Price, Appearance, Comfort, Economy, Design
- C. Safety, Payment, Appearance, Convenience, Efficiency, Durability
- D. Style, Power, Acceleration, Comfort, Economy, Drive
- E. Safety, Performance, Affordability, Cabin, Extras, Delivery

Q7. Where does the walkaround start, and in what direction does it proceed?

- A. At the rear, moving counter-clockwise
- B. At the front, moving clockwise
- C. At the driver's door, moving clockwise
- D. At the front, moving counter-clockwise
- E. At the hood, in no particular order

Q8. On a demonstration drive, who always drives off the lot first?

- A. The customer
- B. The sales manager
- C. The salesperson
- D. Whoever is holding the license
- E. The sales assistant

Q9. What does B.R.A.S.C.H. stand for, and how long is the perfect demo?

- A. Braking, Range, Appearance, Speed, Comfort, Handling; 10 minutes
- B. Balance, Ride, Acceleration, Safety, Cabin, Horsepower; 30 minutes
- C. Braking, Ride, Appearance, Steering, Comfort, Highway; 25 minutes
- D. Braking, Ride, Acceleration, Steering, Comfort, Handling; 15–20 minutes
- E. Braking, Rest, Acceleration, Steering, Convenience, Handling; 5 minutes

Q10. A customer is interested but hesitating. According to the closing process, how many times should you ask for the sale?

- A. Once — asking more is pushy
- B. Twice, then move on
- C. Exactly four times
- D. Never — let the customer decide on their own
- E. At least 3 times