The desk debrief. Ask it every time.

Ninety seconds with the rep before any numbers. You ask, they answer, you catch what's missing, you pick the units, you get the T.O. going.

WHAT YOU ASK, WHAT A GOOD ANSWER SOUNDS LIKE

1	**What brought them in? What did you talk about?**	“Three kids, the Escape's too small. Third row is the must-have.” If the rep can't tell you one real thing about them, there was no rapport.
2	**Did they drive one? Which?**	“The XLT. She liked it. She's got her eye on the Limited.”
3	**Trade?**	“Gray Escape out front. 61,000 miles. Owes twelve two with Ford Credit, she likes them, off her app. I said it back, she confirmed.” Miles, payoff, who the loan is with, where the number came from, said back.
4	**Payment?**	“Four eighty-five now. Wants five hundred. Pushed back on six, then said five is the goal, six is the ceiling. Two thousand down.” Now, target, ceiling, down, in their numbers.
5	**Credit?**	“Says a 7. Rough stretch two years ago, clean since. Fine with a credit check.” Their 1 to 10, why not a 10, the check. With the lender from the trade, this tells you whether to run the app and where.
6	**When are they buying? What did they say to right vehicle, right price?**	“Said just looking. Then said if it's the right one she'd do it.” That's a buyer. A real no (mortgage first, lease later) is an appointment with a reason.
7	**Pick the units. You say them.**	“Here's what we show her: the ST she came for, the XLT that lands on her number, the Limited one up. Pull the XLT and the Limited up front, side by side.” The rep can look units up, but the guidance comes from you. Switch the car, never the price.
8	**Who else is in on the decision?**	The one reps forget. If it's missing, send them back for the one question on the way out.
9	**Next step. You say it.**	“I'll run the app and pencil the XLT first. I'm out to meet her in five. Stay with her.” That's the T.O. started.

> **Missing an answer? Send the rep back for the one question, or ask it yourself with the rep standing there. Never build numbers on a guess.**

EARLY INVOLVEMENT

We'd rather hear about a customer at minute three than minute thirty. The rep comes now, and you go out now, when:

- They like a car after the walkaround or drive.
- They ask price, payment, best deal or incentives.
- They say today or this week.
- They ask trade value or payoff.
- Any objection. Or they start to leave.

> **A rep who comes early with facts is doing it right. A rep who comes with nothing gets coached on the spot, one question at a time.**

THEN THE DESK DOES ITS JOB

- Pick the car: which of the three to pencil, or the right one yourself.
- Build it in AutoFi. Walk the trade yourself. The rep never appraises.
- Run the credit app once they've said yes to the check.
- Go out and meet the customer early, with the rep. Not when they're leaving.
- Not today? Set the time before they walk, with a reason to come back.
- Rep writes the VinSolutions note before they leave: trade, payment, credit, timing, the cars, outcome, next step with date and time.

5:30 TEXT TO WILL: THREE NUMBERS PER POD

___ DESK CONVERSATIONS TODAY	___ SOLD	___ APPOINTMENTS SET

That's it. Will asks about the ones that never got to the desk.

Follows Will's rulings as of 10/20: no payment, rate, program or discount from a rep; no holds or deposits; listed price is the best price; no other store's name to a customer; VinSolutions writes on the Manor record only. Nothing on this page goes to a customer.