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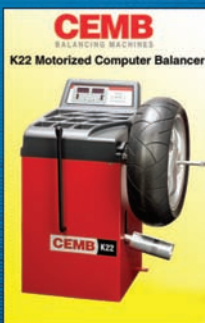
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The good news about new riders

THEY RIDE A LOT, AND THEY'RE READY TO BUY

ROD STUCKEY, in this month's Building Your Brand column (page 32), talks about prioritizing activities to get past and present customers to return vs. putting all your efforts on getting new customers in the door. And although we've talked a lot about ways to attract the new/millennial customer in recent months, indeed, the core rider represents the bread and butter of this industry and will continue to do so for several years.


During the recent national tour of the Progressive International Motorcycle Shows, core riders (and for this particular exercise we mean Caucasian male, over 35) accounted for two out of every three attendees, or about 300,000 over the 11-city tour. Core riders go to

the shows to check out the new bikes. Nearly 60 percent attend every year. Core riders—your core customers—remain a stalwart consumer ally, according to attendee surveys.

Many contend that the upper-age range of baby boomers, a consumer group that pretty much built the modern powersports industry, have perhaps one more bike purchase left in them. Now, I'm 55, and think we've got at least two or three more bike buys left for our household as we get closer to retirement age, (hopefully) have more disposable income and (hopefully) have more time to ride. But maybe we're the exception.

What this means is that it's time to formulate your long range plan. And there's good news to tell about some

of the new groups. Of IMS surveyed attendees who have been riding LESS than five years, 78 percent of them said they ride at least twice a week or more (equal to the core group). And IMS attendees younger than 35? Ninety-four percent said they were active riders, 78 percent riding more than twice a week and 51 percent claiming to be in the market to buy a new vehicle within a few months of attending the show. Given that the shows ran from October to February, "a few months" means now.

How will this industry fuel their new enthusiasm, and make sure it's contagious? The iron's hot for striking. 

Mary Green Slepicka
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Welcome to the 'Objection Matrix'

WOULD-BE CUSTOMERS WHO WON'T BUY? HERE'S A TOOL THAT WILL HELP YOU CHANGE THEIR MINDS

WE MAY NOT LIKE to admit it, but sales objections are a normal and necessary part of the sales process and there's no need to run from them. In fact, objections prove that your would-be buyer is listening and interested in what you have to say. They also indicate that the prospect considers you worthy of interaction. Whether a customer says, "I don't need it," "It's too expensive," "I'll wait," or "I don't trust you," that's a positive indicator of your sales progress.

You've heard objection responses before, but you might not be aware of the way I blend fundamental objections with common personality styles—an exercise that will guide you toward helping a buyer completely understand the value you're providing.

Objections & Personalities

Most objections fall into four primary categories. Once you categorize objections, you can begin to develop strategies for resolving them. Below are the four objection categories and their respective solution strategies:

- No need: Show your buyer alternate uses for the product or service.
- No hurry: Prove to your buyer why purchasing now benefits him.
- No money: Justify the investment, explain alternate forms of payment or break down costs.
- No trust: Keep your promises, don't rush, prove your capabilities or use third-party endorsements.

Individuals who make sales objections usually can be characterized by one of four dominant personality styles:

- Socializers: They are gregarious and outgoing; normative pressure is important.
- Drivers: They are hard charging, get-it-done-yesterday people.
- Relators: They rely on interaction with peer groups.
- Analytical types: They want to know how (not just if) something works.

The model for all basic communication includes a sender, a receiver, a message and a situation. But we all know communicating is much more complicated than that. Every sender has a particular background, specific values, abilities and other influencers on the messages they send. And sometimes those messages

A prerequisite for 'accsellerated' sales is the ability to handle all four objection types from all four personality styles.

come out wrong. Likewise, the receiver's various components influence how the sender's messages are interpreted.

Mark's Objection Matrix

For a greater understanding of what these four objection types and personality styles mean to sales professionals, I've created **Mark's Objection Matrix**. Analyzing this information in tandem with each other provides a valuable perspective on how to interpret and combat objections. Most salespeople are comfortable dealing with one or two specific objection types by one or two personality groups, but a prerequisite for *accsellerated* sales is the ability to handle all four objection types from all four personality styles.

Mark's Objection Matrix suggests ways in which sales professionals can respond to each of the four objection types made by each of the four personality styles.

For example, when faced with a Relator who announces, "I don't need a new Harley-Davidson right now; I just stopped by to look around," you might remind that would-be buyer that nobody needs a Harley, but there are three reasons why a special group of people want to own one. And then share those reasons.

In the case of an Analytic who says he has no money, you'll likely need to take the time to explain in precise detail the

annual and monthly financial commitments required by various F&I plans.

If a Driver shows no trust by asking "Why should I do business with you?" you must respond in a way that conveys your competitive superiority in the marketplace and articulates your value proposition. Mention the names of

well-known and successful racers who've purchased the same KTM motorcycle your prospect is considering. Or share your dealership's track record regarding satisfied customers.

What if a Socializer says he's in no hurry to buy? You could just say OK, hand him your business card and move on. Or you could explain why going ahead and starting the purchase process now would be advantageous to him from a social perspective.

Note that in each situation, regardless of personality style and objection type, it is incumbent upon you to understand the type of person you're working with by asking questions and then demonstrating to the buyer how he can overcome his own objection.

You won't come out on top all the time, but there are plenty of things you can say and do to dramatically increase the chances that you will. All it takes is some practice and a willingness to step outside of your comfort zone in the name of a making a sale.

Remember to always keep the best interests of your buyer in mind; don't resort to underhanded or manipulative techniques when attempting to navigate the matrix. When you focus on helping your buyer achieve what he wants, sales will happen. When you focus on your commission, they won't. It's as simple as that. **1**

MARTIN BARR

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PERSONNEL INVOLVEMENT

CAREY CYCLE CENTER TEAM CONTINUES LEGACY STARTED BY LATE FOUNDER 57 YEARS AGO

How do you measure the success of your dealership? CSI scores? Profit per square foot? Units sold per month? Let's think about this differently: How many customers have returned for their child's first bike, and many of those children grew up to buy their child his or her first ATV?

Furthermore, how many generations of your family-owned and -operated business

have raced from the local MX track to helping around the shop to managing aspects of the business?

Caron Boswell, owner of **Carey Cycle Center**, a Top 100 Dealer in Riverdale, Utah, exemplifies the idea that a dealership is more than just a storefront.

"This business isn't just our business, it's our life," she explained. "We were born and raised in it; I was a baby in a playpen down-

*Carey Cycle founder Paul Carey passed away on Sept. 12—one month before his business was named a Dealernews Top 100 Dealer of 2014.



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stairs. We're on our fourth generation racing at our local racetrack. I've got two grandkids that race out there."

TRIUMPH, THEN YAMAHA

Carey Cycle Center began 57 years ago and has been in the same building for 42 years. Family patriarch Paul Henry Carey started a business rebuilding motors and repairing and reselling the occasional Harley-Davidson. Carey entered into the business proper about a year later when he became an official Triumph dealer.

"Triumph wanted my dad to order five machines, and he said he couldn't afford five bikes. So the rep told him, 'order this one, and this one and this one. I know we're out of those,

so you'll only get these two.' That's how they became a Triumph dealer.

"They borrowed the \$500 to get the bikes, too. Could you imagine? These days, you've got to have a million bucks to even be considered for a new dealership."

Carey quickly came to the attention of Honda and Yamaha when the two brands began looking for

U.S. dealers. Both Japanese OEMs sent representatives to the Carey business, but Paul sided with Yamaha because they met with him first. In hindsight, the Japanese brands were certainly a strong investment, but it was risky.

"At the time, his Triumph rep said, 'Oh don't even bother, those things aren't going to last... don't even consider it,'" Boswell said.

For a time, Harley-Davidson was also part of the equation, until the early 1980s when the Motor Co. demanded that Paul build a whole new building to hold the then-troubled

AMF-owned brand. Carey didn't feel the extra building was wise investment, so Carey Cycle Center stayed the course with Yamaha to

become the second oldest Yamaha dealership in the U.S. and one of the most enduring single-line Yamaha dealers.

The end result is a dealership with real roots that has seen fads come and go. "My dad built quite a legacy here," Boswell said. "Reoccurring customers are a big part of our whole business, being here as long as we've been.

"I find out that, as our customers age, we get generational business," she continued. "We've got kids that used to race, and now they're adults and they're bringing in their little kids. Maybe they're into dirt bikes, but as they get a little older, they start into street bikes."

CAREY = BIKES

"When you say the name Carey, everyone knows that has to do with motorcycles," she continued. "And [my father] was here when the times were really tough, when if you rode a motorcycle, you were a heathen. When he tried to join a local lodge, they black-flagged him—just because he was a motorcycle dealer. Of course, once things changed and got better, they wanted him in their clubs!"

Fast forward to today's industry, and it can be challenging to make an independent dealer's voice heard all the way back to the corporate headquarters.

"My whole livelihood depends on what Yamaha brings out," Boswell said. "Being the second oldest Yamaha dealer in the United States, we've obviously done something correctly to stick it out this long. I'm not going to steer Yamaha wrong, because my livelihood depends on what they do."

Like any dealership, Carey Cycle Center strives to stay on top of technology, trends and business opportunities.



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"We've been here for 57 years," Boswell said, "but people that move into town don't have a clue who we are. I'd hope that everyone should know we're here, but that's not always true, which takes work to get the word out."

"So we sponsor all the local races we can, we go to the sand dunes and do UTV riding and ATV riding, we ride street bikes—we're on all aspects of our industry, trying to help out."

Military discount programs attract riders from the nearby Hill Air Force Base, while sportbike customers can play at Miller Motorsports Park just a half-hour away. Off-road riding is also strong in the area, thanks to Utah government support of rider access.

To that end, the Carey team pushes for new sales from all departments. Boswell said she is particularly excited by the possibilities available through the latest version of Parts Manager Pro, which integrates service times directly with the parts picks to streamline her service department's six bays worth of workflow.

Plus, "we've also got a really good service manager that

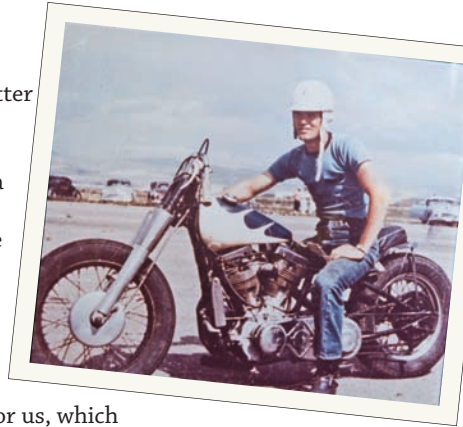
we've brought in about three years ago. Service seems to be prospering more each year," she added.

MARKET CHALLENGES

Sometimes, it's just a matter of nailing down the right customer. Take the challenge with dual sports—a growing market. "We've always done well with the TWs and XT's," Boswell noted, "but as far as the Super Ténéré is concerned, we haven't done great with them. Touring doesn't do too good for us, which baffles our district manager. We've got the countryside, but we haven't quite found the niche for them yet."

Some changes have required more aggressive responses. "Our climate's been changing so much that snowmobile sales are slim to none. Winter has changed a lot around here—we don't even have snow this year on the ground. So I've got to figure out how to adapt. We're going to try used snowmobiles next year," she said.

Although sales are still down, Boswell appears positive.



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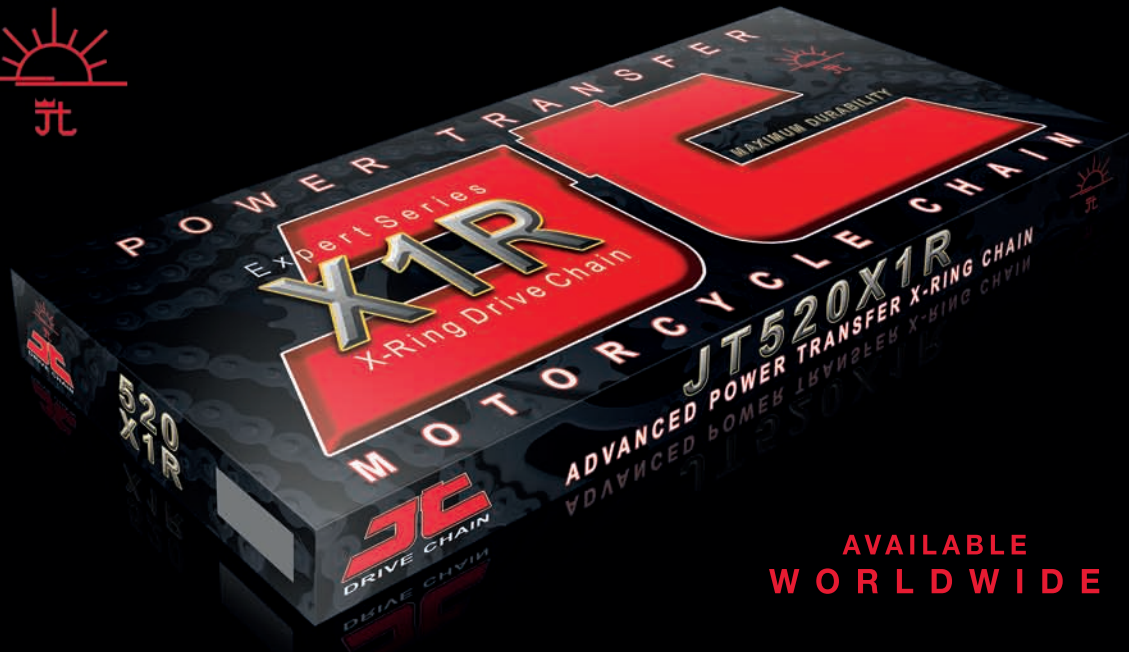
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Riverdale, UT 84405

www.careyscycle.com

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GM: Brad Boswell

Sales Manager: Shane Nye

PG&A Manager: Rachel Stuckman

Ecommerce Manager: Caron Boswell

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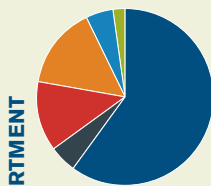
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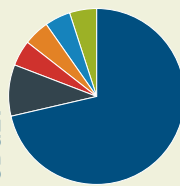
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“When I first came in here, you didn’t share with other dealers, you didn’t talk to other dealers. They were your enemy. We have changed that so much in our area. If I’ve got a bike that isn’t moving, I definitely want to work with another dealer. We’re all in this industry, well, to make money, number one, but Carey Cycles is in this industry because we love it.

“To me, personally, when one big group buyers up five dealerships... I don’t think they’re in it because they love it. They’re there for the dollars,” she continued. “I have a vested interest in this place because of my family’s legacy. Selling motorcycles doesn’t just make us money; we sell because this is what we do. I just want that legacy to go on and on.”

➔ **Read more about Carey Cycle Center at the Top 100 site on Dealernews.com: <http://www.dealernews.com/dealernews/top-100>**

Editor’s Note: Author Bruce Steever began discussions and eventually accepted a full-time position with Yamaha in late March. This story was assigned in December 2014; interviews were conducted and the story was submitted by Steever in early February. The Dealernews family wishes Steever well in his future endeavors.



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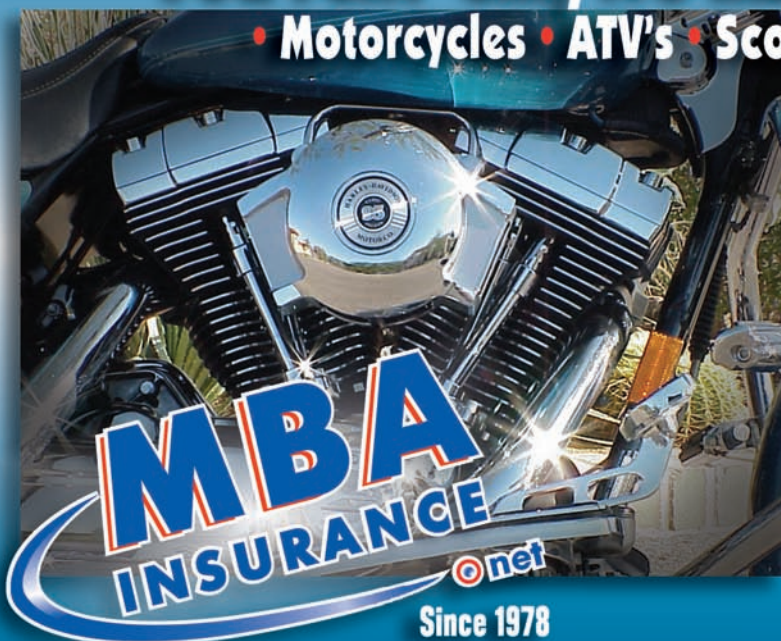


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Honda 2016: IRS-equipped ATVs

TORRANCE, Calif. – Honda in early March made its first 2016 model-year announcement with a slate of ATVs, some of which offer Independent Rear Suspension (IRS).

The 500-class 4X4 Foreman Rubicon (see image) offers conventional (the only manual shift IRS on the market, Honda said) and automatic DCT. Deluxe models with cast aluminum wheels and red A-arms are available. The unit will be available in June for a base MSRP of \$7,799.

The Foreman 4X4 swingarm models return with either manual or electric shift and standard or Electric Power Steering. Locking front differential is standard. The unit will be available in May for a base price of \$7,099.

The popular 420cc Rancher arrives with swingarm rear suspension or IRS, EPS, manual shift, push-button Electric Shift Program, automatic DCT and either 2WD or 4WD. It will be available in May/June for

a starting price of \$5,199, Honda said.

The 250-class Recon with 2WD is still offered in two configurations—a conventional foot-shift transmission and the ESP—and for 2016 gets updated emissions equipment and an easier to use reverse/parking brake. Price was not disclosed at press-time; the unit will be available in July.

The air-cooled TRX250X with SportClutch now comes in white with a special edition red/white to boot. The unit will be available in July.

Finally, younger riders have the TRX90X with push-button start, clutchless transmis-



sion and a keyed ignition switch. The littlest FourTrax gets big ATV styling inspired by the TRX450R, and will be available in August for a yet-disclosed MSRP.

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› SPEED READ

Dowco courts adventure riders. Relaunches Fastrax Elite line as the new Backroads Series for sport and adventure touring riders. New product styling includes high-visibility internal liners, added reflectivity and upgrades to the bags' design and structure.

Greg Blackwell joins KTM. Former Parts Unlimited exec to be the OEM's newly created PG&A vice president. "Growing our parts and accessory business is the top priority for us moving forward," said KTM North America President Jon-Erik Burleson.

Can-Am debuts security quads. OEM in late February unveils the Rotax-powered Outlander L DPS 500 and the Max XT 650ATVs, and the Commander XT 800 side by side, all of which are adapted for the needs of police and sheriff departments, border patrols and private security firms.

“When considering the entire seven years together, CPSC staff found a statistically significant decreasing linear trend.” — U.S. Consumer Product Safety Commission 2013 Annual Report of ATV Deaths and Injuries, released in early March, which found that ATV injuries, especially those involving children, declined significantly between 2007 and 2013.

➔ Read more at Dealernews.com, searchterm=CPSC

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How to sell Shoei's Hornet X2

IT'S AN ADVENTURE HELMET FOR ALL CONDITIONS

THE SHOEI HORNET X2 is designed from the ground up to compete with Arai's XD4 as well as significantly improve upon Shoei's older DS model. The new X2 uses Shoei's AIM+ fiberglass shell technology and packs a lot of features underneath its more compact and aerodynamic profile.

Shoei's primary mission was to make an adventure-style helmet that could be used in all conditions. To improve aerodynamics, the new V-460 visor is heavily louvered to direct airflow through and around the peak, reducing drag and lift, while the rear of the shell features a molded spoiler lip to smooth airflow. Static weight is light for the class, but compared to competing models, the Shoei feels significantly lighter on the head once riding, as the improved aero package is immediately noticeable. The lower bell of the X2 is also narrow to ensure a firm all-day fit and minimize wind noise.

Ventilation gets a significant boost. The dual-layer EPS includes air channels to distribute cooling airflow brought in via the brow and integrated peak intakes, while additional exhaust points help extract hot air from the helmet. A new street-style chin intake offers better foul-weather ability than the previous dirt-style open chin vent.

But because the ventilation points are cleanly integrated into the helmet's design and the new peak flows air more efficiently, wind noise is dramatically decreased.

Much of this has to do with the new interior, which features Shoei's 3-D liner system for a firm grip that is comfortable for extended rides, with a confidence-inspiring, bolted-to-your-skull fit.

The X2's shape is similar to the GT-Air



street helmet—a neutral fit leaning toward slightly narrow. Ear pockets are ready for intercom systems, but come standard with foam pads to damp noise when not in use. The liner is

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› SPEED READ

Rev'lt 'Dominates' adventure gear Dominator GTX series is headlined by a \$1,249 jacket with 3L Gore-Tex shell and patented VCS venting system designed to let air in but keep rain out. Elbows and shoulders bolstered by Seeflex CE-2 armor. Jacket offers a back protector, neck brace and cooling vest.

➔ **Read more about this collection on Dealernews.com: searchterm=Dominator**

6D gets patent. USPTO awards patent for Helmet Omnidirectional Energy Management System, otherwise known as Omnidirectional Suspension (ODS).

Arctic Cat buys Motorfist. The manufacturer announced that it completed its acquisition of Motorfist, an Idaho-based firm that designs and develops high-performance technical riding gear.

The Hornet, continued

fully removable for cleaning, can be switched out for various sizes to customize the fit and incorporates Shoei's Emergency Quick Release System (EQRS), from the firm's VFX-W and X-12 racing helmets, to quickly allow medical staff to remove a helmet if needed.

The only caveat is that the narrow bell is a bit aggressive on the ears for riders not used to a more racing-oriented fit. At the retail level, this may require more focused customer service to explain the benefits of the narrow bell of the helmet, and to ensure that customers are choosing the right size.

What sets the new X2 apart from the crowd are the accessories. The new visor is mounted on quarter-turn fasteners for quick, tool-less removal, and unlike most dual-sports, the faceshield is mounted on Shoei's baseplate system.

The QR-N baseplates permit easy shield changes and are spring-loaded to pull the shield snugly against the eyepoint seal, but the pivot system allows the shield to lock at a high enough position to permit the use of goggles without having to take the shield off

in the first place—making the new Shoei quick to adapt when hopping from street to dirt to street.

The shield itself uses a reinforcing rib just like the new shields on the RF-1200, and comes standard with the latest Pinlock EVO antifog inserts for foul weather riding. A chin curtain and breath guard are included.

The Hornet X2 competes in the ultra-premium space, with prices similar to Arai—starting at \$594.99 for solid colors running up to \$715.99 for graphics. But unlike other high-dollar helmets, the multiple uses of a dual-sport helmet will certainly help offset some of the objections when trying to close a high-end helmet sale.

– Dealernews staff report **D**

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Exec changes at Rinehart, S&S

Rinehart sold to CEO Hollifield

ASHEVILLE, N.C. – High-performance exhaust maker Rinehart Racing was sold in early March to its current CEO, Judd Hollifield (right), as founder Gerald Rinehart announced his retirement.

“I’ve been in the exhaust business for over 30 years and it’s time for a new chapter in my life with retirement,” Rinehart said.

Hollifield has been a partner at Rinehart since 2009. “Judd knows my vision and I’m confident he will lead the company to even greater growth and success,” Rinehart stated.



Judd Hollifield

The V-twin aftermarket was in its infancy and it was a pretty simple place to do business. Today our product line, and the V-twin market as a whole, is anything but simple. We need someone who can steer this company through a complex maze of challenges and opportunities, and come out a winner. I have no doubt that we’ve picked the right guy.”

Paul Langley is new S&S president

VIOLA, Wis. – S&S Cycles in March announced that industry veteran Paul Langley would be taking the reins as company president. Langley previously held executive posts at Dynojet, SuperTrapp and Vance & Hines, and was most recently vice president of international strategy and OEM relations at MAG.

Said S&S Chairman Emeritus George B. Smith: “Back in 1958, my father started S&S Cycle with his racing buddy Stanley Stankos.

Harley recalls LED turn signal kits

The Motor Co. issued a recall for about 2,500 accessory LED Bullet Turn Signal Kits sold for installation on 2012-later Dynas and 2011-later Softails, as they might not flash brightly enough to comply with FMVSS requirements.

Control module firmware was updated to conform to photometric requirements for turn signals as specified in FMVSS 108, Harley stated, and the firmware for the control module was updated for all parts made after Dec. 16, 2014. The recall number is 0619.

“We want the customer to be totally involved with the building/customization of their motorcycle.”

— Rick Fairless on custom bike builds and timelines.



Read more of Rick’s blog at blog.dealernews.com/rickfairless



For the latest V-Twin news, visit the V-Twin Update section on the home page at Dealernews.com

› SPEED READ

Indian Scout recall. About 800 model-year 2015 Scouts are being recalled to inspect and possibly replace a defective rear brake master cylinder made by Zhejiang Jingke Auto Parts Co. Ltd. of China. “In some vehicles, the piston retaining ring in the rear master cylinder may not fully seat into the machined groove in the master cylinder bore,” Indian told NHSTA. The OEM said it received warranty claims in January and February that were related to the problem.

Harley plant layoffs. The Motor Co. announced that it would lay off 169 workers at its Kansas City plant, which makes Dyna, Street and V-Rod units, starting in May and running through the summer.

TOP V-TWIN PRODUCTS ON DEALERNEWS.COM



Energy Suspension adds mounts for V-Rods. Hyper-Flex polyurethane mounts (above) are inserted into a brushed, stainless steel housing designed to maintain excessive drivetrain movement while dampening vibration, outperforming and outlasting the stock rubber mounts, company claims.

Rivera Primo module replaces H-D halogen. The HedLED H4 is twice as bright as the stock H4 halogen bulb on a Road Glide, but draws about one-eighth the amperage, company says. Plus, there’s a new countertop display.

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Building your business: Electric-assisted bicycles

E-BIKES ARE CREATING A WHOLE NEW TYPE OF RIDER. IS IT A WAY TO BUILD YOUR FUTURE POWERSPORTS CUSTOMER BASE?

Many see riding bicycles as a recreational or athletic pursuit; others also use the bicycle for its original purpose: transportation. But commuting to work or running errands can leave riders tired and sweaty, especially if they have a long haul.

The electric-assisted bicycle seeks to change that by providing an electric motor to either assist the rider's pedal strokes at the crank, or directly turn the rear (and in some instances front) hub. Moreover, e-bikes appeal to the environmentally minded since they don't produce emissions.

This new take on the old idea of self-propelled two-wheelers has picked up serious momentum. Market analysts at Navigant Research forecast that global annual sales of e-bikes will grow from 31.7 million units in 2014 to 40.3 million units in 2023, which is a compound annual growth rate of 2.7 percent. Given that the Freedonia Group puts 2013's global motorcycle sales at 99.5 million, e-bikes weigh in at roughly a third of the global motorcycle market. That's a number worthy of consideration.

The U.S. portion of that market, while small in comparison to Western Europe and China, is growing at a much quicker pace.

"The U.S. market basically took off pretty well in 2014 compared to previous years," said Ryan Citron, research associate with Navigant Research's Energy Market Research group. "Consumer awareness has definitely had a big uptick as far as e-bikes go ... In 2014 we have around 150,000 sales of e-bikes, and that includes retrofit kits.

"We see [the U.S. market] growing around 6 percent each year," he continued. "There's just such a big pool of bicycle owners in the U.S. that's pretty untapped. I think there's around 15 to 16 million bicycle sales a year, and we're looking at 150,000 to 200,000 in the next couple of years that are going to be e-bikes. It's still a pretty small fraction, but we do see it growing."

So, who's buying them? "Past sales in the U.S. have relied heavily on the baby boomers, whereas now it's definitely transferring to a younger crowd," Citron said.

What seems to be happening is that e-bikes are creating a whole new type of two-wheel rider. And that points to a possible line extension for dealers who want to reach a yet-untapped customer segment.

Companies like Piaggio and Polaris are pursuing it. Piaggio showed a new e-bike at EICMA 2014 and has showcased e-bikes before, starting with the Albatross in 1995. But its latest effort, the E-Bike Project, is big on tech integration. A 400W ion and lithium battery powers the mid-drive motor at the crank, which in turn moves a toothed belt rather than a chain. Instead of a cassette and derailleur, a rear hub "transmission"

then selling them for a third of the cost of their normal product. Is there incentive for them to get involved?"

Another issue is code. Motorcycles, scooters, ATVs and various segments are governed by an alphabet soup of federal and state code, as well as some municipal laws. But e-bikes operate in a variety of gray areas. Do riders need a helmet? Where can they ride? Does the state require a driver's license for

The U.S. portion of the global market is small, but growing at a quicker pace.

functions more like a continuously variable transmission than an internally geared hub.

Moving away from the drivetrain, we get to the part of Piaggio's project that seems the clearest acknowledgement that e-bikes represent a new market: the Piaggio Multimedia Platform (PMP). The PMP lets riders attach their smartphone to the bike's bars to accomplish tasks such as GPS navigation, fitness tracking, or smart route planning to optimize battery range. The PMP also lets the rider control the e-bike's performance characteristics via various "motor mappings."

How to make it work for you

Dealers who want to diversify into e-bikes, need to make it work for them. For starters, they must decide whether they want to sell vehicles far cheaper than most motorcycles. Given that this is a new addition, the lower, per-bike revenue is not necessarily a disincentive; dealers looking to pursue e-bikes simply need to figure out the numbers.

"It's import to consider what's in it for the dealers," Citron said, "what's in it for them to start carrying vehicles that will require them to start training new salespeople to understand how [e-bikes] work and

an e-bike? What kind of lighting should e-bikes have? The answers to these questions even may vary depending on whether the rider is on the road or a path, Bjorling noted. Right now, e-bikes tend to get lumped in with motorcycles or mopeds from a legal perspective.

But perhaps the biggest challenge is awareness. The key for dealers is to step up advertising and marketing efforts to get the segment to resonate with their buyers and grow to its full potential.

U.S. e-bike sales "is still a pretty small fraction of bicycle sales, so clearly enough people don't know about them," Citron said. "I'm sure that will change over the next three to five years. But it's still a bit of an unknown. Defining that market and understanding it better will be key if motorcycle dealers want to get into it."

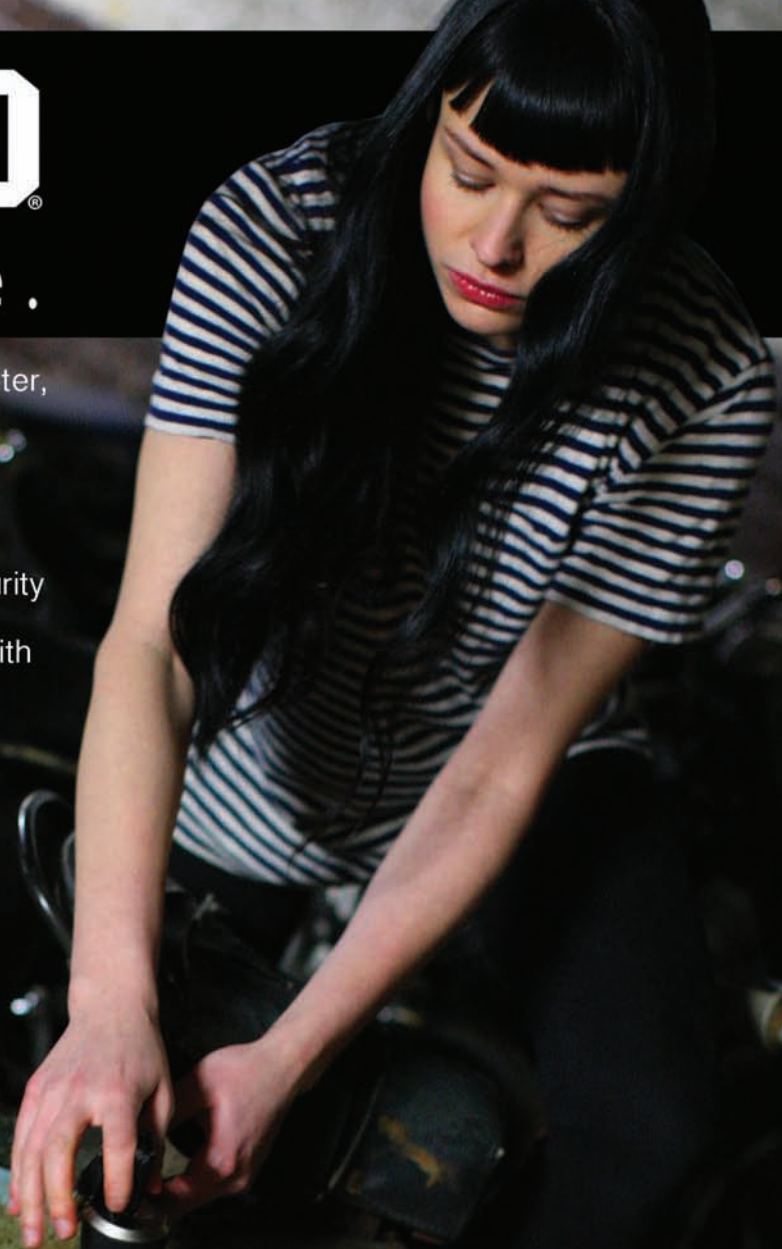
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Time to rev it up

TIPS TO HELP YOU MANAGE THE SPRING SERVICE RUSH AND STILL HAVE TIME TO SELL

NOW THAT SPRING has sprung, service advisors should be enjoying the business they wished for all winter. But be mindful that the spring rush of business doesn't last forever and we cannot afford to waste time. The lackadaisical habits adopted during winter's slow months must make way for expeditious processes that maximize efforts during the money-making season. Failure to heed these words will end up in lost revenue and workdays that are more stressful than they should have been.

Let's start with the age-old service advisor complaint, "We don't have time to sell." The argument is that they are so busy with daily demands that there's no way to perform personalized vehicle check-ins that include upselling and cross-selling. Man, if I had a quart of oil for every time I heard that complaint I'd never pay for an oil change again. Truth is, there are many ways that service advisors can gain or save time, which opens up their opportunities to sell.

When setting appointments, avoid telling customers to bring it in "first thing in the morning." That direction will surely cause arrivals to stack up when the doors open. Then you'll have to rush the customers through just to get all of the repair orders written with no opportunity to talk accessories. Instead, **set appointment times 10 minutes apart across a 30- to 60-minute time span**. Obtain the VIN when making the appointment and check it no less than a day before the arrival date for safety recalls and manufacturer's product campaigns. If an outstanding issue is discovered, make sure the kit is in stock and stage it with the other required parts for the planned service or repair so you don't have to chase parts after the vehicle arrives.

When checking the service history review the vehicle age, purchase date and past services for their relationship to vehicle warranty, extended service plan coverage and age-related

maintenance such as brake fluid flush and battery replacement. If anything pops up, make a note on the vehicle check-in sheet so you remember to mention it to the customer. **Check-in sheets and ROs should be filled out the day before**, which will make the vehicle check-in much more efficient and your customers will appreciate the professional attention.

Use a digital camera to document the condition of the vehicle when it arrives. It only takes a minute to shoot several images, and it's quicker than noting all the dings and scratches on the check-in sheet. If a customer thinks the shop damaged his bike while it was in for service, you'll have the evidence you need to determine who is really responsible, which should eliminate time-wasting arguments.

Reduce no-shows by **performing reminder calls the day before** using the customer's preferred means of communication. Ask customers during the appointment call how they want to be contacted: phone, text or e-mail. There's no value in leaving a reminder on a system the customer doesn't monitor or leaving it with the child-of-the-house. Reducing no-shows will save a lot of time and the headaches of having to revise the schedule to keep work flowing.

Most service departments create daily schedules for the work ahead, but many don't hold time back for unplanned events. This can lead to "service overwhelm" and the need to reshuffle work, or worse, contact customers to notify them that their vehicle won't be ready as planned.

As the riding season heats up, it's not uncommon for service advisors to set aside up to 50 percent of available time for travelers, new vehicle preps and walk-ins. The goal is to meet or exceed every customer's expectation and avoid negative situations, such as a customer arriving and the vehicle isn't ready. Realistically, when

the service advisor packs the schedule too tight he or she spends more time managing service flow by crisis.

The greatest control a service advisor has is in the time management of his or her daily schedule. **Scheduling can be managed by the minute using the scheduling system offered in your dealership management software or using separate programs such as Schedule Power or Service Manager Pro**. No one should be using a scratch sheet or generic calendar these days if the shop has two or more technicians.

Combined with good scheduling, advisors should be **practicing smart dispatching** that includes assigning the first one or two jobs of the day the night before so techs don't wait around for directions the next morning. In addition, to reduce technician confusion (that wastes time and energy), the RO should be carefully written to describe the services and repairs to be completed and the information the customer provided that applies to diagnosing the cause of a problem. Done well, there will be little need to chase the customer down for additional information. This leads to another known best practice, which is **not to diagnose problems in the driveway** when the customer drops the bike off. A rushed diagnosis could lead the tech in the wrong direction. Instead, write "Customer states..." with the owner's description of all symptoms noticed.

Lastly, when the work is finished, **someone experienced should perform a quality check** to ensure the motorcycle has been properly serviced and any problems resolved. Failure to perform quality checks may lead to some motorcycles not being 100 percent ready, which results in comebacks that are a huge time-waster and a big customer confidence killer.

Perform all of these best practices and you will have time to sell (and to breathe). **D**

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What's your religion?

YOUR GROWTH PHILOSOPHY MUST BE BACKED BY FACTS, LOGIC AND DATA

EVERY DEALER PRINCIPAL has a business and marketing “religion” about their dealership—a set of philosophies, theories and opinions they have developed into unshakable beliefs. Some trust in direct mail, others say it doesn’t work; some like radio, others TV. Many progressive dealers believe in new media like Facebook, Email, Google AdWords, Remarketing, etc. and say traditional media is dead. Some dealers have strong employee training programs and prefer to recruit, hire and train green peas, while others prefer to lure veteran employees from their competitors for more money and say, “Go get ‘em, boy. Do your thing.”

A dealer principal’s business decisions are usually controlled by his or her “business religion.” In most cases those beliefs aren’t backed by any empirical evidence; they’re usually more influenced by emotional experiences, friends and family. Faith is belief that is not based on proof.

For example, for the past 20 years we’ve all heard that your sales team has one shot at closing a walk-in because the customer won’t be back. But facts show the average buying cycle is well over two weeks, and nearly 40 percent of buyers purchase from a dealership they return to after multiple visits. It’s easy to lose one showroom up to a competitor and begin to think that all customers who leave will not come back. So why waste time following up with unsold prospects, right? Wrong—there’s lots of sales to be made with unsold follow-up.

Some dealers even have the religion that all training and marketing are just a waste of time and money, and none of it works, despite the proof on the bottom line of dealers across the country who consistently execute proven training and marketing best practices and have the most profitable stores.

I don’t point any of this out to pass judgment or to question a dealer’s beliefs, but I do think it’s important for you to conduct a self-assessment and ask,

“Am I making solid, sound decisions based on facts, logic and data, or am I allowing my emotions to make important decisions for me?”

Here are the four ways you can grow your dealership.

- Generate NEW customers.
- Increase the frequency of visits from present customers (and reactivate lost customers).
- Boost average value per customer.
- Increase your closing ratios.

Now, looking at this list, which of the

always receive your order much faster than they promise delivery. After much study, it is clear to me Zappos is focused on employee and customer experience first, with new customer attraction largely spread by word of mouth from those who have had a “Wow!” experience (like me).

Both Disney and Zappos seem to have more of a customer retention “religion” than a new customer acquisition emphasis.

Consider your dealership like a metal

If I were in your shoes, I would be spending 90 percent of my time—and budget—getting my past and present customers back in the door.

four do you spend the most time and money on? Which of the four can yield the greatest return on investment? How can you execute in all four areas?

Retention vs. acquisition

I recently read a statistic that 80 percent of Disney theme park revenue comes from repeat business and a large amount of the remaining 20 percent comes from referrals. You don’t see TV ads for Disney trying to recruit new customers by saying they have the nicest parks and the best rides, “come see us.” They budget millions into creating a remarkable customer experience. Whether it’s the cleanliness of the park, or the super performance of their cast members who are thoroughly trained on “doing the basics brilliantly,” Disney focuses most of its resources on customer retention and attracts new customers as a happy by-product.

Much like Disney, online shoe megaretailer Zappos has prioritized the customer experience high in its model of Powered by Service. Zappos has mastered the art of under-promise and over-delivery, referring to it as Creating the WOW! Experience. You will almost

bucket with a handle: You’re going down to the river and bringing water back up to your camp for survival. The water in your bucket represents your customers, your business life blood. Even the best businesses like Zappos and Disney have some leaks, but they’re usually pin holes, as opposed to most businesses who have buckets riddled with holes everywhere and water pouring out. And when you’re losing lots of water, you’re losing all your future sales and future referrals from that customer relationship.

There are two options with a leaky bucket. You either keep pouring more water in the top, which represents new customer acquisition, or you start plugging holes, which represents the retention model.

Numbers two, three, and four in our list to grow your business above are logically where you should spend the majority of your resources, but the first one is the primary religion in powersports. If I’m in your shoes, I’m spending 90 percent of my time and budget getting my past and present customers back in the door and maximizing their experience, and 10 percent on new customer acquisition. **U**



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H-D GOING DEALER-DIRECT IN CANADA

A LONGTIME agreement between Harley-Davidson and **Deeley Harley-Davidson Canada** is coming to a close, with the Motor Co. indicating it will directly distribute to independently owned dealers in Canada by August 2017 and possibly as soon as later this year.

Harley's current agreement with Deeley, the exclusive distributor of Harley-Davidson products in Canada since 1973, ends July 31, 2017, but the companies are in talks about a possible agreement to move up the transition in Canadian operations to as early as third quarter, the OEM noted.

Harley-Davidson has been migrating to a globally consistent model of direct distribution to independently owned dealers and, in recent years, has established direct distribution and operations in a number of major markets including Brazil, Australia, Italy and the Scandinavian countries. Canada remains among the only markets operating through a third-party distributor arrangement.

CALIFORNIA – **Glendale Harley-Davidson** in March was looking for a new location to host its Rider Academy after the owner of its existing track, Bob Hope Airport, announced it would be building a new terminal on the property.

FLORIDA – Car dealer JM Motorsports plans to build and open a 17,000 sq. ft. Honda Powerhouse dealership, **Honda Powerhouse of Miami**, in a space where it's currently operating a used car showroom.

MICHIGAN – The City of Wyoming approved a 12-acre site that will be the home of a 56,000 sq. ft. **Fox Powersports** store, and accompanying gas station and restaurant. City officials eye the development as a way to attract visitors from other areas in western Michigan.

SOUTH DAKOTA – **J&P Cycles** announced it would keep its Lazelle St. retail center open year-round in downtown Sturgis.

VIRGINIA – Sheehy Auto, which owns 17 auto dealerships with 19 franchises, will open its first powersports dealership with the acquisition of **Patriot Harley-Davidson** in Fairfax.



“Seems to me the car v. motorcycle controversy is an emperor's new clothes situation.”

— Mike Vaughan on Slingshot legalities



➔ Read his blog at blog.dealernews.com/MikeVaughan And for updates on 'autocycle' regulation, visit Dealernews.com and enter searchterm=Slingshot

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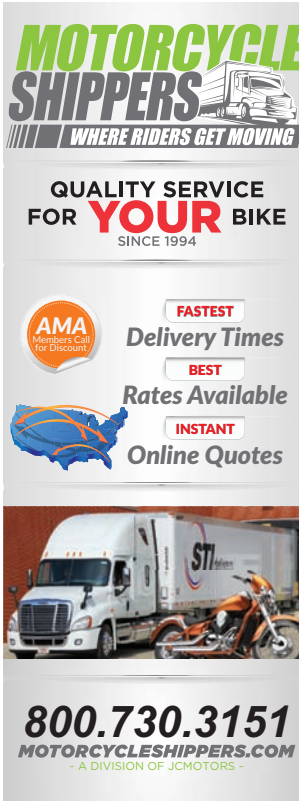
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Progressive International Motorcycle Shows photo

THE DEALER-CONSUMER RELATIONSHIP

Initial results from attendee research projects conducted during the 2015-16 Progressive International Motorcycle Shows indicate the following:

AFFLUENCE IS STABLE: Four in 10 attendees report annual household incomes of **\$75,000 or above** (national average; varies by market)

Enthusiasts **UNDER THE AGE OF 35** represented an estimated **8 percent** of the tour-wide audience

Participation is increasing from **ETHNIC GROUPS**, including Hispanic/Latinos, representing **1 in 10 attendees** nationally and more in specific markets

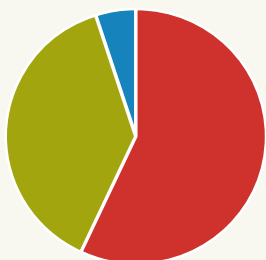
NEW RIDERS, who hopped on their bikes less than five years ago, accounted for **13 percent** of the national audience; and

FEMALE RIDERS increase their market clout, representing **26 percent** of attendees across the 11-city tour.



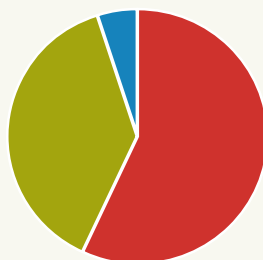
More consumer purchasing and preference results from the Progressive International Motorcycle Show attendee surveys will be available in the May issue of Dealernews, and on Dealernews.com at the end of April.

WHERE DO THEY BUY? Post-show research reveals that most current riders still rely on their local dealerships and shops but that online purchases are increasing, especially with specific rider groups.



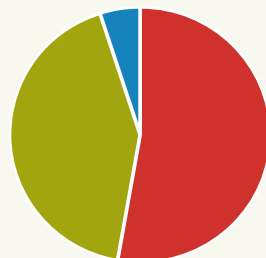
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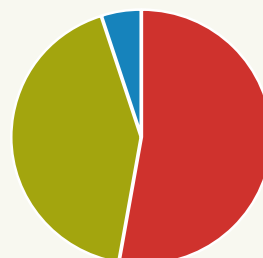
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