THE LINCOLN MOTOR COMPANY

LUXURY TRUTHS

POCKET GUIDE

An Experience Manual

LUXURY TRUTHS

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INTRODUCTION

The very concept of luxury is changing. Changes in the economic environment and changes in the demographics of a luxury client have evolved the landscape of who the luxury client is and what they expect in a luxury experience.

This evolution resonates through both the minds and *hearts* of clients. No longer is quality, or perceived quality, the sole measurement of luxury. Luxury is no longer defined by a series of product attributes alone. Rather, luxury is, as a recent focus group participant described it, "A whole personal experience, not just a price tag."

It is in this changing environment that the luxury automotive marketplace becomes even more competitive. Products are improving, gaps in quality are shrinking, technology is expanding and consumer options are exploding. Clients expect a comprehensive *experience*—in both product and store interaction—and are willing to pay a premium for it.

This Pocket Guide of Luxury Truths is a manual for what it takes to create a luxury experience. The 49 Truths are each accompanied by a brief explanation. Many of the tactics to creating a luxury experience are very simple. Executing those tactics in a meaningful way, however, can be a difficult challenge.

These Truths are not meant to be memorized. Think of them more as "reminders" of ways to take your client service to the next level. Hopefully, some of them will be sticky enough that they will stay with you long after you put this Pocket Guide away. Ultimately, these Truths should become a part of your daily thinking—consistently integrated into the experience you offer your Lincoln clients.

This Pocket Guide is divided into six sections. Section 1 contains 16 Truths about luxury and the luxury client. Think of this as your primer. These are the basics anyone working with luxury products or with luxury clients should know and understand. Some of them are fact-based (e.g., Truth 2: 68% of client defections happen because of staff indifference) and some of them are purely expressions of the emotional elements that luxury clients are seeking (e.g., Truth 16: Care about me).

Section 2 contains 20 Truths specific to the acquisition (e.g., Truth 19: They take their homework seriously) and ownership (e.g., Truth 26: You get paid for what people value, not what you sell) of luxury vehicles, including the clients considering Lincoln. In automotive, we tend to think in terms of "selling and servicing." Our clients do not. In their luxury world, they acquire vehicles and then own them.

In Section 3 there are 13 Truths in the form of strategies to keep you moving in the right direction (e.g., Truth 42: Begin by making the ordinary memorable). By providing a luxury section, you will find ideas and practices that are helpful to continuously assess and improve the experience for your client (e.g., Truth 39: Be your own client once a month).

Section 4 contains the Lincoln Luxury Processes related to Acquisition, or what we've traditionally known as sales. They are there for guidance and reference, to act as a filter by which you should to assess your client experience and make appropriate changes to Luxury Retail Acquisition Processes.

Section 5 includes the Lincoln Luxury Processes related to Delivery and Orientation. This is typically known as a "sales process," but the client has spoken and desires for this Evolution in Luxury value to have its own place in the process. They want this to be the first step of their *Ownership Processes*, but to take place during what we traditionally know as the "sales process." Additionally, they want it to continue for some time after they acquire their vehicle.

Section 6 contains the Lincoln Luxury Processes related to Ownership, or what we've traditionally known as service. They are there for guidance and reference and as filter by which you should assess your client experience and make appropriate changes to Luxury Retail Acquisition Processes.

This Pocket Guide is your own personal reference tool. Write in it, dog-ear your favorite pages, add your own thoughts. Create your own personal experience.

SECTION 1

TRUTHS ABOUT LUXURY AND THE LUXURY CLIENT

There are basics anyone working with luxury products or with luxury clients should know and understand. These truths about the luxury client are as true for the retailer offering fine jewelry as they are for the premium luxury store.

1

80% of businesses believe they deliver a superior client experience. 8% of their clients agree.

Far too many businesses have an inflated ego.

2

68% of client defections happen because of staff indifference.

It's not just about the product. Clients care deeply about the experience. They make their buying decisions and their decisions to defect based on your staff.

3

Luxury today is less ostentatious and more about simplicity and competence.

In the past, luxury meant and felt more excessive, fake and all about wealth and status. This is shifting. Authenticity is as important to the luxury client as it is to any other client.

4

Luxury is different from high quality.

High quality focuses on the product. Luxury focuses on the CLIENT and what the product DOES for the client.

5

Luxury requires an experience.

A high-end product without the emotional experience is NOT luxury.

6

If it isn't memorable, it isn't luxury.

Everyone remembers his or her first visit to a Tiffany & Co. or a Ritz-Carlton. Luxury retailers add the personal touches and attention to small details that make it memorable.

7

You acquire luxury goods; you buy groceries.

We "buy" the day-to-day items that we consume, such as groceries, gas, movie tickets and burgers. Luxury items are thought of differently. They are "acquired." The purchase of luxury goods is not a typical economic transaction. When was the last time you heard someone brag about how "cheap" they were able to get a wedding ring?

8

Language counts.

The luxury client is sensitive to the language used. If you call it a "waiting room," it means you make people wait. If you're a salesperson, you're selling, not offering trusted advice.

9

Luxury goods are acquired from a trusted advisor, not a vendor.

The more the item is thought of as a luxury, the more trust the client has in the person from whom they are purchasing. It's about the relationship. Clients want a sense that their best interests are being looked after. The client wants to trust their jeweler, their builder and their luxury automotive advisor.

10

Luxury processes need to be more smooth and efficient.

Luxury clients have busy schedules that need to be accommodated. This means following their pace and using technology that is integrated into their processes. Luxury processes need to be designed to avoid wearing out the client.

11

Luxury requires a stress-free environment.

There are no clocks in a spa. Clients want to follow their own pace. They do not want high pressure. They want to feel safe, reassured and in control.

12

Surprise me.

Luxury clients want to be pleasantly surprised. This builds excitement and a feeling of anticipation.

13

Pamper me.

Buying a luxury item is a special event—clients want to feel important and valued.

14

Recognize my competence.

Luxury clients want to be “in control” and feel respected. They expect to be treated as competent individuals throughout the process.

15

Soothe me.

The luxury experience is expected to be smooth and easy. Processes and services should make the client feel relaxed and at ease.

16

Care about me.

Luxury clients expect to build a relationship—they want to feel welcomed and to establish a professional yet warm and friendly relationship. They want to feel part of the family.

SECTION 2

TRUTHS ABOUT THE LUXURY AUTOMOTIVE EXPERIENCE

In addition to the basic truths about the luxury client, there are some fundamental truths specific to the automotive experience. Luxury clients target these in focus groups and successful luxury automotive retailers live by them.

17

Begin the conversation before the first visit.

Taking the time to get to know clients and their desires before they arrive saves time. It also allows you to customize their visit since you know their desires and expectations before they arrive.

18

Be careful on the first date.
Caution is advised.

For luxury automotive clients, the first store visit is like a first date. They are looking for a store that will be "the perfect fit." They see themselves as candidates for the exciting and inspiring experience you will offer.

19

They take their homework seriously.

Luxury clients do their homework. They get down to business and review websites ranging from Edmunds.com to *Consumer Reports*. They expect you to do the same.

20

Play by their rules.

After doing their homework, the luxury clients come in to purchase. They have the means. They expect the store to efficiently get down to business and play by their rules.

21

Hand them the remote when it comes to negotiation.

The luxury client assumes at least some of the negotiation will be done remotely. Many luxury clients have little or no desire to follow the typical in-store negotiation process. Those with a "trusted advisor" at the store, skip this step almost entirely.

They all expect honesty, transparency and fairness. If they sense this is missing, they opt out.

22

Luxury clients see the F&I process as a "necessary evil."

They see this step as inefficient, outdated and, to some extent, unnecessary. They wish it were more efficient, modern and transparent. They feel that they are due special treatment since they are making such a large purchase and have made the commitment to be a client. They get special treatment where they spend considerably less.

23

Pizza gets delivered—luxury vehicles are acquired.

There is a lexicon (a way of thinking and talking) that is associated with luxury goods (e.g., luxury vehicles are "reconditioned," not used). Luxury clients "take ownership" or acquire their new vehicles. They then have custody of the luxury vehicle until it is turned over to its next owner.

24

Delivery is all about choice.

Luxury clients appreciate the importance of getting oriented to their new car but, beyond the safety and personalization of technology, they quickly want to enjoy their new driving experience. They see no reason why additional orientation can't be a part of the long-term relationship they assume you will have with them.

25

Options for self-education are assumed.

Luxury clients are technologically savvy and want to be in the know through continuous self-education. They welcome opportunities to continue to learn about their car. They want a choice: one-on-one, group, digital, paper-based, etc.

26

Luxury clients let you know they are coming.

They value their time and, thus, schedule appointments prior to service. They want someone waiting for them when they arrive and they expect to have a courtesy vehicle available.

27

Luxury clients want to "exchange luxury for luxury" when they bring in their vehicles.

The expectation is that they will continue to experience a luxury vehicle even when their vehicle is in service. The type of vehicle they are provided indicates how well they are treated as a client. Providing this service is becoming the norm for most luxury automotive stores.

28

Return it in better condition than you found it.

Luxury clients expect their vehicles to be returned clean—inside and out. The removal of protective floor covers in front of clients is a way to demonstrate how your store cares for their vehicle and for them.

29

Clients are generally more open and receptive to what stores have to offer when they are in the store for service.

While they are waiting when their cars are being serviced, luxury clients are open to further building their relationship with the store. This can take the form of pampering, relaxation, excitement or just spending this time productively.

30

Vehicle pick-up should be quick and efficient.

Luxury clients assume that you know they are coming and, thus, have the expectation that their vehicle pick-up will be smooth and efficient. The expectation is that this will go at least as smoothly as an airport rental car return.

31

Have them leave feeling valued.

Clients should leave with a positive and warm feeling. They should feel they are valued and cared about.

32

Your front line is your bottom line.

There is no escaping the impact of your front line on the luxury client. There is no greater single impact on your bottom line. The “good enough” employee is generally not good enough for the luxury client. Luxury clients expect more.

33

Entering your store should feel like entering a “different world.”

Luxury automobile stores are not expected to be mundane. Clients want them to feel more like a “private club” where they experience special treatment.

34

Questions are expected to be answered before and after the sale.

The luxury client assumes you have some version of a “product and experience expert support resource.”

The expectation is a rapid response even if it is “I will find out.” Following up to confirm that the question was fully answered is critical.

35

Advertising is the price paid for being unremarkable.

Remarkable luxury retailers do very little advertising. They create an experience that inspires, in the client, the desire for an ongoing relationship. That desire is shared with peers who will remember the advocacy when they are in market.

36

You get paid for what people value, not what you sell.

Automotive luxury buyers have lots of choices. The gaps in product quality are much less than in the past. Since clients can purchase a quality luxury vehicle from a number of places, you must offer them an experience that they will VALUE above all others.

SECTION 3

TRUTHS ABOUT EVOLVING TO A HIGHER LEVEL OF LUXURY

True luxury providers are continuously evolving to meet the needs of their clients and to stay ahead of their competition. It takes a mix of creativity and hard work. Here are some truths—in the form of strategies—that can be applied to discover ways you can enhance your clients' experience.

37

Have your employees engage in a luxury experience.

Your employees will find it difficult to offer what they have never experienced themselves. Consider providing gift certificates to high-end local restaurants or hotels. Ask your employees to come back and talk about their experiences. What could you borrow from their experiences and use in your store?

38

Shop your luxury competitors.

Have your employees, your friends or your family members mystery-shop your competitors. How are they greeting their clients? How are they handling their test drives? What type of hospitality are they offering?

39

Be your own client once a month.

Your clients know the experience you offer. So should you. Call your store during peak hours—what happens? Call during off hours—what do you hear? Have a friend e-mail a request for information—what happens?

40

A picture is worth a thousand words.

Once a month, ask an employee to use his or her smartphone to take 10 pictures of your store, focusing on the places clients are MOST likely to be. Print the photos and have your team examine them. You will quickly see areas that need attention. Target the enhancements and repeat this exercise again.

41

Luxury is an attitude.

Hire the attitude; train the skills.

Luxury requires a positive attitude that makes even the mundane sound like something more. Take a routine request for next-day service on a client's Lincoln and make it something more like, "Let me make certain your needs are taken care of immediately. We will open a slot and fit you in tomorrow."

42

Begin by making the ordinary memorable.

Start with the mundane.

Things like your phone greeting, taking a message, a store tour, a client greeting, a phrase added to everyone's business e-mail, a client good-bye or the follow-up to a purchase. How could you make these more memorable?

43

It is not about being right or wrong, it's about how you react when something goes wrong.

Sometimes, despite our best efforts, things can go wrong. What matters is how we react. Apologies are free and they keep the lines of communication open to find a resolution that can work for both parties. If the first few words your client hears are positive, versus indifferent or negative, you are on the track to a good recovery. How are you now handling stressful client situations?

44

Practice saying good things about your business. Make it something you all do.

YOU create the stories your clients will tell about you. They just repeat them. What are the things that EVERY client should hear about your store? Make sure they are hearing them—frequently. Try finishing these sentences:

"We are the only Lincoln store in ______ that ___________."

"We are proud to have sold _____ Lincolns in the history of our franchise."

"Last year, we provided certified service for _____ Lincolns."

What do you want your clients repeating?

45

Every client contact is an opportunity.

Every client contact is an opportunity to provide a luxury experience. Is your store providing a positive memorable experience? How do you know? Can you describe the positive memorable experience you are providing? If you can't, you may not be providing one.

46

Your experience provides a clear distinction between you and your competitors.

Listen to how people describe competing coffee shops, retailers or movie theaters. Inevitably, the client experience always becomes the centerpiece of the dialogue. How do clients describe your store? Ask them. Are their words the description you expected to hear?

47

Think about what you call things.

When it’s called a “waiting room,” it means you make people wait. What if it were the “client lounge”? Think about the terms you use throughout your store. Could they be updated and improved?

48

The Lincoln client is not identical to the Ford client.

Ford is quality and inclusive.

Lincoln is quality, *exclusivity AND luxury*. The Lincoln client differs from the Ford client. They come with certain expectations about the experience they desire. Meet those expectations or they will look to have them met somewhere else.

If you are a dual store, what are you doing to adjust for the Lincoln client?

49

When speaking to a client, he or she IS the most important person in the world.

Luxury clients want your undivided attention. Checking for text messages, taking a phone call or quick checks for e-mail all send the wrong message. Client interactions should be phone-free interactions. Think about how to make this happen in your store.

50

What Truth will you add?

INTRODUCTION TO THE LINCOLN LUXURY PROCESS

Lincoln Luxury Processes are derived from the client perspective and have been organized in what we now refer to as the Evolutions of Perceived Value. They focus on establishing a baseline operational process that is rooted in meeting the clients' very basic needs. They progress to a second tier of process improvements focused on appealing to the client's emotional sensibilities. This level includes things that pamper the client and make them feel like they made the right decision in shopping at a Lincoln store. Finally, a third level, the Transformational level, includes those process adaptations that put absolute control in the client's hands. This is done with respect to the clients' desire for a personal experience that respects their time and intelligence, and is always rich with premium touches.

SECTION 4

THE LINCOLN LUXURY ACQUISITION PROCESSES

The Lincoln Luxury Acquisition Processes refer to that which we, in the automotive retail business, traditionally call the "sales process." They focus on the critical touch-points of the "sales process" that, according to the client, cause them to engage or disengage with a store. Clients come to the store with an expectation of the process—from greeting to contracting—and how that process will unfold.

While the internal language includes things like needs assessment and F&I, the client does not look at these steps the same; therefore, the Luxury Acquisition Processes are written in a manner that respects this. However, the terms used should not overshadow the importance of what the client conveyed to us that they expect in each critical touch-point.

WELCOME

Purpose

To the client, this is when they arrive. It is their reception into the store. It is those critical first moments that establish the “personality” of the store and influence the rest of the process.

There is high sensitivity around respect for the client.

Subsets

- Arrival.
- Enter store.
- Initial greeting upon entry.
- Clarify purpose of visit.
- Make the introduction to a Lincoln employee who can help.
- Offer hospitality.

Client Truths

- Soothe Me: Make me feel comfortable and relaxed.
- Surprise Me: Make me feel excited.

Operational Level

When first entering the store, the client must be greeted by a receptionist, who will ask if they would like to speak with a person (inquire if a specific person is wanted), are just browsing or need some other form of assistance:

Operational Level (Continued)

- Deploy visible directional signage near the entrance and reception area that indicates where client parking is and ensure that there is an ample number of spaces near the entrance. Employee/demonstration vehicles should not be parked in these spaces.
- Sales Consultants and other store personnel should NEVER congregate near any entrance or any area in sight of a client.
- The greeter initiates a timely, but not aggressive, welcome and high-level needs analysis.
- The greeter should offer hospitality, such as refreshments and assistance with coats, etc. The goal is to immediately make the client feel welcomed, comfortable and relaxed.
- The greeter personally accompanies (do not point or gesture) the client to Lincoln floor displays and makes a personal introduction to a Lincoln Sales Consultant (as appropriate to the client's stated desires).

Emotional Level

Surprise the client with hospitality treats, unexpected music, Trustmark design colors and atmosphere:

- During peak client traffic, add another dedicated Lincoln greeter or product specialist to help with flow.
- Provide a well-stocked (drinks and snacks), Lincoln-branded refreshment area convenient to both the entrance and where the Lincoln vehicles are displayed.

- Ensure that there is ample, comfortable client seating to give a sense of "home."
- Establish dedicated space to engage and entertain children in a safe, secure environment, with staffed supervision.

Transformational Level

Make the client feel important by anticipating their needs and serving them:

- Provide valet parking for Lincoln clients.
- Incorporate a Concierge to greet clients and aid in facilitating their welcome.
- When a client sets an appointment, the Sales Consultant should create a short visit checklist of their needs in order to customize their visit. Consider providing an iPad or electronic device to communicate needs and wants.
- All returning/scheduled clients are greeted by name by the greeter or the Sales Consultant with a reference to their reason for coming in.
- Provide clients with a folder to house information they collect during their visit.
- Implement a "reverse pager" system that allows a client to summon help electronically.

Dualed Store Considerations

The most important aspect in a dualed store is that Lincoln does not feel secondary to Ford:

- Lincoln brand cues should be visible to greet clients and clearly designate a Lincoln area within the showroom.

Dualed Store Considerations (Continued)

- Create a separate entrance with clear signage and separate parking, if possible.
- Provide the perception you are stepping into the "luxury boutique" for Lincoln: ensure branding and a premium environment (facility, furniture, pictures, floral arrangements, etc.), and provide the impression the client is stepping into a different experience.
- Implement pay plans that motivate helping the client select the vehicle they want and not be driven by compensation structures that supersede the client's needs, wants and expectations.

BROWSE

Purpose

To the client, Browsing is an opportunity for them to see, touch and feel what they came to experience. There is a high sensitivity around being in control. They don't want to be hovered over; however, they want someone to be ready to assist them when they have questions or need information. They want information and answers. They are open to options. Clients often equate this to "dating"—it's full of discovery. Client Browsing does not typically start at the store—in fact, much of it is done before they show up at the store.

Clients do a great deal of homework online, some to the point of knowing exactly what they want when they arrive and expect more of a "fulfillment" process rather than a "sales process." These clients essentially skip most of "Browse" and move right into "Selection."

Subsets

- Listen to and clarify needs and wants.
- Provide information based on client interests.
- Offer demonstrations of systems and technologies.
- Build value in the store, yourself and other staff.
- Test-drive the vehicle.

Client Truths

- Surprise Me: Make me feel excited.
- Recognize and Affirm My Competence: Make me feel smart and in control.

Operational Level

Interaction with a Sales Consultant: building a relationship, being there to assist and answer questions and facilitate the client's desired experience. It is a "job interview" for a Sales Consultant rather than a sales pitch—the client needs to make sure that he/she wants to do business with the Sales Consultant:

- The greeter and/or Sales Consultant should immediately determine any time constraints and tailor the interaction accordingly. Many true luxury clients expect to make more than one visit to the store. Identify what they would like to accomplish during this visit.
- Identify through conversation how much interaction around the product the client would like. Would they prefer guidance and a presentation? Or would prefer to browse/self-discover while you, the Sales Consultant, patiently remain available to answer questions? Offer literature/other POS to support.

Operational Level (Continued)

- Ask questions about the client. Avoid too much "tell." Identify their vehicle usage, what they like (and dislike) about their current vehicle, etc. Then, provide vehicle information in print, online or verbally, as requested.
- Offer the client a brief orientation to store layout, information resources (brochures, etc.), amenities and inventory.
- Offer a test drive and be sensitive to the client's preferences on how to conduct it. Would they prefer that you ride as an observer and be an information resource? To ride and have you facilitate the test drive, including demonstration of the product? Or to drive the vehicle on their own?
- Offer every client a test drive and a business card.
- Bring the test-drive vehicle TO the client; don't make them walk to it. This provides an opportunity to make sure everything is functioning properly before they get in.
- Demonstrate the Lincoln Showroom application and its potential for aiding in the client's decision-making.
- Casually and naturally introduce anyone who might be involved with the selection and purchase process during browsing as another team member who is there to help them. True luxury clients always want to work with an empowered individual.

Emotional Level

Provide advanced technology to browse and explore models, features and options—build excitement about their future vehicle. Build the experience and turn it from "a" vehicle to "their" vehicle by increasing the level of interaction:

- Use a product/technology specialist to team with the Sales Consultant to ensure that explanations and demonstrations are thorough.
- Write down the features that are most important and most interesting to the client to create a custom orientation process in advance.
- Provide access to the Lincoln technology videos loaded on an iPad or tablet to explain the features and technologies visually, rather than verbally from memory. This could be used in several instances, including if the Sales Consultant has to step away.
- Suggest driving options for the test drive. Have the client drive some place familiar, such as their place of work, favorite store, home, etc.
- Offer for the client, if desired, to test-drive the vehicle by themselves.
- Offer to deliver the desired vehicle for a test drive off site, or meet off hours for the test drive if it's more convenient for them.
- Offer to refresh hospitality throughout the visit, not just at the beginning.

Transformational Level

Take the store to them—create an even more personal experience by elevating convenience and attention to unexpected levels:

- Provide appropriate online resources and links for clients to browse potential options at their own pace.
- Offer to bring the vehicle under consideration to the client's home or office so demonstrations can include family members or other important advisors.

Dualed Store Considerations

- Ensure that, when allowing Sales Consultants to sell across brands, they are trained in understanding Lincoln clients' needs—and, more specifically, what process steps, changes and evolutions need to be followed to meet the Lincoln Luxury Client Expectations.
- Provide written incentives in a structure that allows for selling both brands, but not selling one over the other due to the incentive. The key here is selling the client what they want, not what is most advantageous to the store or the Sales Consultant.

SELECT

Purpose

To the client, this is when they are closing in on the fit between what they want and what is available. Trust is important; the client needs to believe they are getting authentic responses. The Sales Consultant is more of a facilitator of the experience at this point and a conduit to get the client what they are looking for. There is a high sensitivity to the nature of the relationship evolving between the client and an empowered Sales Consultant.

Subsets

- Finalize desired equipment/options.
- Discuss appraisal.
- Determine availability.
- Determine price/terms.

Client Truths

- Recognize My Competence: Make me feel smart and in control.

Operational Level

True luxury clients are extremely negative about TO's. Everything must be transparent and give them complete confidence that this is an honest, forthright transaction. As mentioned in the previous section, a growing number of clients will have done extensive research online and determined not only the exact vehicle they want, but also exactly what they are willing to pay. These people essentially enter the Acquisition Process at this step. Let the client guide where the process begins and do not attempt to force them to backtrack:

- Introduce the client to other store team members who will help in their Acquisition of their new Lincoln. If the Sales Consultant is not empowered to do a straight sell, the manager who is MUST be a part of this process and introduced during the shopping phase. True luxury clients are emphatic that they only want to discuss price with an empowered individual. This should happen early in the sales process and not after a few rounds back and forth.
- Ensure that the store decision-maker is part of the conversation once the subject of the actual transaction price begins. "Pencils" are one of the most annoying aspects of this process to clients. They want to work from the beginning with someone who has the authority to make a final agreement.
- Ensure that this process should take place in an environment that is private, but doesn't make the client feel sequestered.
- Ensure that everything should take place with the client present—no running back and forth to the "desk" or "tower."
- Employ and embrace menu pricing, and minimize or eliminate negotiation. Total transparency is key.
- Continue to build value in the store and its value-added processes.

- Re-discuss features and options to validate client wants and needs, and affirm their choices.
- Offer to escort them to the appraisal expert to be a part of their current vehicle appraisal process. Introduce the client to anyone involved in the appraisal and explain the process as the appraisal is being completed. If they choose not to, ask permission to have their current vehicle appraised as they continue the selection process.

Emotional Level

This level stresses working with one person as your agent within the process:

- Implement a straight-sell process as it is the preferred process by true luxury clients and is the basis for the emotional level.
- Employ technology, like an iPad app, to affirm that these numbers are not being made up on the fly and that it's totally honest.
- Provide clarity and transparency of "how the numbers work." They need to understand the calculation/formula behind the price. This might include an application or calculator so the client can work through the numbers as those helping them can.
- Offer bid-to-buy for their vehicle—you'll buy theirs for the appraised price, even if they choose not to buy a vehicle from you.

- Use “perks” and bonuses (free car wash or oil change) that come with the purchase to make the deal appealing rather than significantly lowering the sell price. To them, getting a good deal means making a smart purchase.
- Take the opportunity to sell the store and yourself.

Transformational Level

Find ways to make the process highly personal and flexible:

- Introduce Service Ownership Advantage Rewards. This will allow the client to feel special, but at the same time it will feel honest and fair to them and other clients.
- Offer to set up an appraisal appointment if the vehicle they are replacing is not present, or offer to have it completed at a location of their choice.
- Use technology to configure the desired vehicle so features, specs and options can all be printed out for reference.

Dualed Store Considerations

- The process progressions in this critical touch-point require different handling between a Ford client and the true luxury client. The pace must be slowed down to the client’s desired speed.
- It might be okay for a volume client to know a Sales Consultant is working on more than one “deal” at a time. The true luxury client must feel like they are the only person on your mind.

- In larger, dualed store situations where having separate Lincoln-only staff throughout the store is not possible (appraisal staff, etc.), the Sales Consultant should act as the client's liaison as they meet with various members of the store, making warm introductions and staying with the client to explain and walk them through what is happening.

CONTRACT

Purpose

To the client, this is when they are completing paperwork. This is NOT a continuation of negotiation. In their minds, the deal is the deal. They recognize the need for this step, but they value their time more and want to have it respected. They want to continue to feel in control.

Subsets

- F&I process

Client Truths

- Recognize My Competence: Make me feel smart and in control.
- Pamper Me: Make me feel important.
- Help me make my vehicle personal to me.

Operational Level

At this level, time and efficiency are paramount. The number-one client complaint about F&I is wait time due to a slow paperwork process:

- Prepare the client with an overview of the finance steps, overview of the things the F&I Department Head will talk with them about and the realistic time involved. The F&I Manager should come to the location of the client and be part of this discussion.
- If wait time is involved, offer the client options: a) Begin delivery/orientation, b) Provide the client with a comfortable waiting lounge and offer further amenities, c) Ask them if there is any information or features they wanted to know about that can be explained to them while they briefly wait.
- The Sales Consultant should offer to accompany the client to help confirm the details of what has already been agreed.
- Ensure that this process should take place in an environment that is private, but doesn't make the client feel sequestered.
- F&I products should be offered without making the client feel like it's a "hard sell." Emphasize the value of the products and link them to what you learned about their wants and needs during the Browse and Select steps. It should not feel like you're renegotiating the deal. Be careful not to undermine the quality of the basic product and its warranty by implying that additional coverage is "necessary" for their protection. This should be based on the presentation, how long the client intends to keep the vehicle and the average miles they intend to put on the vehicle.

- Prepare all of the paperwork in advance and ensure that the appointment time is kept when the client is returning for an appointment.

Emotional Level

Demonstrating additional flexibility and doing things on the client's terms is the key:

- After discussion of the finance process, customize the process when possible in timing, logistics, etc., to meet the client's desired process.
- Offer additional options to make any wait time productive: a) Drive the client to a nearby restaurant or shopping area and pick them up when the paperwork is ready, b) Offer them a loaner and ask them to return at a specific time to sign the documents.
- Establish the signing area to feel more like a lounge. Get rid of the big desk. The client should feel that they are in control—in most F&I offices, who has the most comfortable chair?

Transformational Level

- Complete everything using technology, rather than paper (where possible).

Dualed Store Considerations

- Make sure that everything (paperwork, forms, etc.) says Lincoln. Don't have Lincoln clients signing Ford documents (or any other brand for that matter).
- The Ford and Lincoln areas should be separated as much as possible.

SECTION 5

THE LINCOLN LUXURY DELIVERY AND ORIENTATION PROCESSES

The Lincoln Luxury Delivery and Orientation Processes are traditionally known as "delivery" in the automotive retail business. Clients have told us they have a difficult time referring to this process as delivery since the very term infers the vehicle is being "delivered" to their home or work, which it most certainly is not. Clients instead refer to this process as "orienting" them to their new Lincoln and their new Lincoln to them.

The important thing to note is that they do not see this as part of the "sales process" or the "service process," but as the first step of their ownership of their new Lincoln. Therefore, we've divided it as its own Evolution of Luxury value process.

ORIENTATION/DELIVERY

Purpose

To the client, this is when they take possession of their new vehicle. The point at which they actually get the keys after signing all the papers is a significant psychological turning point. It's now "theirs." Anything that happens after that has to be even MORE on their terms. They want their time respected and to have control over all aspects of this process. They also don't really see this as either part of Acquisition or Ownership, but rather the beginning of an ongoing self-directed process of learning about their vehicle as they use it.

Subsets

- Agree on delivery and making orientation personal.
- Review the mandatory paperwork and safety features.
- Review client-specific features and basic operations.
- Provide an orientation of the store.
- Provide ongoing familiarization and learning.

Client Truths

- Surprise Me: Make me feel excited.
- Care About Me: Make me feel part of the family.
- Affirm my decision in selecting my new Lincoln.
- Set the stage for how you will take care of me while I own this Lincoln.

Operational Level

Most clients do not want to spend extra time at the store for delivery even though they realize the value of what they call orientation to their vehicle (often defined as delivery in our business). They do want some basics to be covered (to drive home safely) and need help with personalizing technology (synching Bluetooth with their phone and setting up their navigation system). However, there is an important emotional aspect of it—getting excited and anticipating new and "fresh" emotions and sensations of driving their new car, sharing this excitement and establishing a post-purchase, long-term relationship:

- It is critical to understand that Orientation needs to begin during Acquisition. This includes what they want to learn today, next week and further in the future. It also includes what they want to learn from the store and what they want to explore on their own. Once the wait time for Contracting is established, inform the client and offer to begin Orientation during the wait time. Also, if Browsing and Selection have been done well, many of the important features will have already been covered.
- Determine their needs first—clients should be able to choose how the orientation process should transpire (cover the basics for safe driving, explore new and unique features, explore only what is different from their previous vehicle; or not go over features at all, but give them tools to do it themselves at home). Make sure that the must-haves for safe operation are covered first, taking no more than 15 to 20 minutes.

- Make sure to not stereotype clients in terms of what they might want to hear about their new car—ask them.
- The Sales Consultant gives additional contact information for store team members that can help the client during ownership and provides other tools for self-education.
- Ask if the client would like an introduction to the other departments of the store that are available to assist them during the course of their ownership, including the Service Department (for the future). Do not assume that they would want to take it. Throughout all of this, the Sales and Service Departments need to work as a team.

Emotional Level

To make this memorable, the tone of Orientation needs to be one of sharing the excitement of getting a new vehicle. Mention how it is different and unique, build anticipation about the novelty of sensations from driving. If the client is open to it, go over new "gadgets," discovering the latest advancements in technology. Also show care and appreciation—a Sales Consultant should demonstrate that this is not a task or protocol, but true care about their client:

- Employ a product/technology specialist to demonstrate key features.
- The focus of the orientation is on the JOY of using their Lincoln.
- Give them a memorable small memento with the brand logo (a cup, key fob, etc.).

Emotional Level (Continued)

- Present their keys and their vehicle. The presentation of the keys is a very powerful time for the client, it signifies the fact that they now own the car. It should be done in a meaningful manner, more than just handing them the keys; it must be a presentation of sorts that affirms their decision.
- Engage other store team members to come by, affirm the client's purchase and congratulate them on their new Lincoln.
- Offer ways for the client to continue to learn about their Lincoln on an ongoing basis.
- Offer options for reconnecting after the client has left the store to check in periodically to determine if new questions have arisen.
- Make a personal follow-up (call or note) after the sale to express thanks; offer future assistance.
- Establish a process for reminders and/or invitations to post-purchase delivery training or set up sessions that continue for the first six months of ownership.
- Make a personal call on the anniversary of their vehicle delivery (used and new).

Transformational Level

There are many great stories about exceptional orientations. This is where we create a personal experience to the client in front of us and to your store:

- Deliver the vehicle to the client's home and conduct the orientation for the owner and anyone else in the household who will drive the vehicle. This also permits the product/technology specialist to program the HomeLink system.
- Make sure the product/technology specialists not only understand the operational characteristics of the vehicle, but the stories behind WHY the features are designed the way they are.
- Have the product/technology specialist organize all of the resources available to explain all the features (such as video clips supplied by Lincoln) so they can be provided to the client in an organized way for THEIR Lincoln.
- Establish the product/technology specialist as "Tech Support" and provide phone, e-mail and chat accessibility.
- Invite the client to Lincoln store-sponsored events for the life of their vehicle ownership.

Dualed Store Considerations

- Orientation must be as private and/or public as the client desires. The delivery bay, next to another clients' non-luxury vehicles, will probably not serve either of these approaches.
- Delivery must not feel like it is part of a volume franchise; it must be personal, respect the client's time and feel like it is done in an environment the client would associate with luxury amenities.

Dualed Store Considerations (Continued)

- The structure, content and timing of orientation should be driven by the luxury client, not a checklist.
- The luxury client is actually in control of delivery; once they have their keys, they perceive you are on their time.
- Orientation for a luxury client does not stop at delivery or when the client drives away.

SECTION 6

THE LINCOLN LUXURY OWNERSHIP PROCESSES

The Lincoln Luxury Ownership Processes refer similarly to the Acquisition Processes. They focus on the critical touch-points of the "service process" that, according to the client, cause them to engage or disengage with a store. When clients need help with a repair or maintenance, or just have a question, they contact the store and, if necessary, they come to the store to exchange their vehicle. Later in the process, they expect to be kept informed of their repair or maintenance and finally expect to receive their vehicle back at the end of the visit. This is the type of interaction that clients expect from a store long after their vehicle purchase.

CONTACT

Purpose

There are two critical aspects to this step.

The first, for those clients who schedule an appointment, is how they make that reservation. Luxury clients prefer to schedule appointments prior to visiting a store or service.

The second is their reception at the store when they arrive for service—these are critical first moments. The client's expectation is that they will have somebody waiting for them (as opposed to them waiting to be helped when they arrive). They are also then confident that there will be a courtesy vehicle available should they need it. Overall, it makes their visit to the store more time-efficient. There is high sensitivity around "respect for me."

Subsets

- Make appointment.
- Make initial greeting.
- Confirm purpose of visit.
- Offer hospitality.

Client Truths

- Care About Me: Make me feel part of the family.
- Soothe Me: Make me feel comfortable and relaxed.
- Recognize My Competence: Make me feel smart and in control.

Operational Level

Clients need to be able to schedule appointments via various media—by phone, e-mail or online (electronic calendar on a store's website). True luxury clients are generally satisfied with how vehicle drop-off is handled today by other brands (although they would love the option of having it picked up from their home or office, and returned at the agreed-upon time). What they are looking for are quick and easy processes, and feeling cared about and appreciated through superb service and a friendly attitude:

- The receptionist or Service Advisor should, when the appointment is made, listen to what the client is saying, restate what the client is saying to confirm and set the stage for what will happen when the client shows up at the store. That would include making sure that all known parts are available for their service.
- Identify through the conversation, if the client would like to stay with us in our lounge, if they would like a Lincoln loaner or if they would like a ride to their destination. Make sure to use this information to prepare their preference in advance.
- After the call, the Service Advisor should pull up all client information and pull vehicle information from Oasis in order to be prepared for the client visit. In addition they should also access the personal note from Service confirming the first service date or reinforcing the first service appointment, provide best options for making an appointment and offer assistance prior to first visit.

- Ensure that a service reminder system is in place and it incorporates process for Intelligent Oil Monitor System (e.g., check in with the client after the seventh month to schedule the first appointment if service has not been scheduled).
- Employ POS and ensure that it is current and clutter-free.
- Use digital display boards in place of traditional posters to communicate service pricing, product knowledge, etc.
- Make sure all of the paperwork is prepared in advance of client arrival.
- Pre-populate the client's Multi-Point Inspection and other paperwork to ensure that client information is prepared prior to client arrival.
- Meet the client at their vehicle when they arrive. When the client arrives, they should experience the same warm, professional welcome as has been outlined for Acquisition, including offering hospitality.

Emotional Level

This level includes ideas on how to make clients feel even more expected, welcomed and part of the family:

- After setting the appointment, the Service Advisor should send an e-mail or text with confirmation of the appointment, details for what to do when the client comes to the store and a number to contact you personally.
- Advise the Sales Consultant that their client is coming in and invite to see the client while they are in.

Emotional Level (Continued)

- Contact the client with a call or text (client preference) the day prior to the client's appointment to let the client know you are expecting them and are ready for them. Reinforce where they should go and whom they should ask for, and provide contact information.

Transformational Level

Introduce an option of removing the requirement to bring their car to the store—pick up their vehicle for service and return it back at the agreed-upon time and place:

- Utilize RFID/other technology to identify the client when they enter the store in their car. This allows for a personal greeting.
- Greet the client via a digital display board.
- Offer express pick-up, drop-off and billing. This way, the client never has to interrupt their day for servicing or maintaining their vehicle.
- Provide the client a choice on how they want to be serviced:
  - Wait: Guarantee one hour or less for scheduled maintenance.
  - Have a Lincoln loaner ready for pick-up.
  - Pick up a client's vehicle at the client's choice of location—include a loaner at drop-off.

Dualed Store Considerations

- Have a separate service greeter for Lincoln to ensure prompt attention and direction to the correct Service Advisor.
- Have a separate Lincoln service drop-off point so clients never wait in line with Ford clients.

EXCHANGE

Purpose

This is when the client brings vehicle in for service:

- A replacement Lincoln to use during service
- Luxury transportation to an alternative location
- An upscale lounge fully equipped for comfort and productivity

There is a high sensitivity around being in control and personalized according to client needs. Ensure that everything was communicated when setting up the appointment and that all promises were kept at the time of the appointment.

Subsets

- Confirm the accuracy of prepared (in advance) paperwork.
- Write up the service paperwork (for the minority without an appointment).
- Set up the luxury alternative to their vehicle in the lounge, a Lincoln loaner or courtesy transportation.
- Transfer their personal belongings from their vehicle to their alternative.

Client Truths

- Care About Me: Make me feel part of the family.
- Soothe Me: Make me feel comfortable and relaxed.
- Recognize My Competence: Make me feel smart and in control.
- Pamper Me: Make me feel important.

Operational Level

Since all of the paperwork and arrangements have been made in advance and confirmed, the transition after greeting is very simple and efficient. Clients expect every contact to be completely prepared and knowledgeable:

- The Service Advisor should confirm that the client's paperwork is accurate and ask if there is anything else they'd like to add that wasn't discussed when the appointment was made.
- Introduce the Multi-Point Inspection report card and ask permission to conduct the vehicle inspection—advise that this is a courtesy check you provide during every service appointment:
    - If the client agrees to the inspection, briefly explain that inspection will aid in avoiding expensive repairs and ensure the safety of the vehicle.
- Confirm expectations for the time it will take to perform the service as well as how the client would like to be re-contacted (text, phone, e-mail) and frequency:
    - Communicate when the client should expect a status update.
    - Confirm how the client prefers to be contacted if not already documented in client history—or confirm what has been documented.
- Escort the client to the lounge, business center/work stations, loaner or courtesy transportation, and offer to help them transition any thing they need during the exchange.
- Provide "no appointment necessary" services.

- Implement Automated Card Everyone (ACE) by utilizing the ACE Electronic Report Card. The Multi-Point Inspection will be seamlessly e-mailed to the client with any recommendations.
- For those clients getting a Lincoln loaner:
  - Offer a quick orientation on this vehicle (basic functions and features).
  - It needs to be a very quick ("in-and-out") process, similar to a car rental experience.
- For those clients getting courtesy transportation:
  - Ensure that the driver is dressed professionally (has been provided Lincoln service-type wardrobe). Set the same level of service as expected by livery services. The Lincoln shuttle used for transporting the client should be clean and well maintained as well.
  - Make sure the vehicle used has navigation so the client is not bothered with real-time directions.
- For those clients staying at the store:
  - Provide comfortable seating areas with various entertainment options (flat-screen TVs, brand-related entertainment, free Wi-Fi, newspapers and magazines, etc.). If clients stay, they must feel that the time was productive and well spent.
  - Providing luxury quality beverages and snacks is a must (gourmet coffee, fresh sandwiches, etc.).
  - Soft music, pleasant atmosphere and clean bathrooms are all expected elements, and should be employed.

Emotional Level

- For those clients getting a Lincoln loaner:
  - Provide a vehicle that is either an upgrade or newer model. It builds excitement around the brand and motivates clients to consider this new model for their future purchase.
  - Make the paperwork process simple and include all necessary insurance coverage.
- For those clients getting courtesy transportation:
  - Provide the client with the driver's card so they can arrange for the same person to pick them up and return them to the store.
  - Have beverages such as bottled water available in the shuttle.
- For those clients staying at the store:
  - Implement guaranteed service times of one hour or less for all scheduled maintenance services from time of write-up.
  - Provide "Quick Lane" convenience, such as two hours or less, for light repair services such as brakes, tires, etc.
  - Make the Sales Consultant aware their client is in.
  - Offer a coffee card, meal gift card and courtesy transportation to a local coffee shop or restaurant while the client waits, if they prefer not to wait in the lounge.
  - Establish a playground/playroom for kids (ideally, supervised so that clients can completely "disconnect").

  - Provide pampering and relaxation. A complimentary 10-minute massage is something some of them have experienced. It is generally not expected, yet would be very appreciated. Quiet, more private areas where one can relax, read and just chill are also a nice amenity.
  - Implement personalized entertainment. Providing an iPad with headphones so the client can browse or watch any movie they want (as opposed to standard flat-screen TVs) would be a value-added service; or have an area that has these things that could help them learn more about their car through preloaded apps.

Transformational Level

The sky is really the limit here. Stores around the country that have done extraordinary things to make their clients enjoy the visit have been well publicized. This is about creating a destination where people CHOOSE to go—perhaps even when their vehicle doesn't require service:

- Employ a Concierge who is responsible to greet clients for questions, ownership maintenance or service needs, etc. This person could facilitate the client's experience much like a Sales Consultant in the sales consultation; guiding them through the experience from checking in to moving their personal belongings they need during the Exchange.
- For those clients getting a Lincoln loaner or those getting courtesy transportation:
  - Eliminate the need altogether via pick-up and drop-off.

Transformational Level (Continued)

- For those clients staying at the store:
  - Engage the Lincoln clients with a Lincoln club/membership, which grants them access to the Lincoln concierge lounge, like the concierge room of a good hotel.
  - Make it a productive time: Introduce more private workstations or separate rooms with noise isolation where clients can make business calls and work. Consider creating a workout room/gym—another way of spending this time productively.
  - Make it a relaxation time. Take the "spa" experience a step further—offer manicure services, massage (a massage specialist or massage chairs), create a more serene and "Zen" environment (flowing water, dimmed lighting, relaxation music, etc.). For some, this may actually be the only quiet and peaceful time in their day, away from calls, work, kids and chores—an opportunity to step back, reflect and relax.
  - Make it a fun time. Introduce new kinds of entertainment or little perks every week/every visit, so clients do not know what to expect next time, but expect it to be fun. For example, one time, it can be a show or a class; another time, it can be a coupon/discount for shopping in a luxury department store or a restaurant gift card. There can be shopping opportunities at the store as well (already exists at some luxury stores).

Dualed Store Considerations

- Create a separate "Lincoln lounge" that is physically separate from the Ford waiting area. It should be very special, with completely different amenities than Ford.

INFORM

Purpose

This is when clients are kept informed of the status of their vehicle. Sometimes the need will arise to inform a client that additional work steps, time or cost are involved. There is a high sensitivity to the nature of the relationship evolving between them and the Service Advisor. The key here seems to be an advisor, not a high-pressured sales type.

Subsets

- Update on questions, repair, maintenance and any additionally suggested service or maintenance needs.
- Set the stage for redelivery/receiving.

Client Truths

- Recognize My Competence: Make me feel smart and in control.

Operational Level

The key here is no surprises:

- Complete the Multi-Point Inspection and contact the client to inform them of the status of their PRIMARY CONCERNS and additional services necessary within the first 20–30 minutes or predetermined time set with client during "Exchange."
- Prioritize with the client what will be taken care of today and next visit.
- Use the Multi-Point Inspection tool to guide the client on what needs "immediate attention" and services that can wait. (ALWAYS ADDRESS THE CLIENT'S CONCERN FIRST! Address original concern for initiating service appointment.):
  - If it is determined that additional time is needed (required to be kept overnight), provide the client with a precise time when the vehicle will be ready.
- Immediately contact the client once any additional maintenance, repairs, time or cost are identified. This applies to ANY change in the arrangements discussed at drop-off. Always use their preferred method of contact. Always provide options if the additional requirements mean that the vehicle must be kept additional days.
- Immediately, once notified that the repair is complete, contact the client in their preferred method, explain what was done and set the stage/steps for receiving their vehicle.
- Offer to provide periodic texts/e-mails during the service process informing the client of where their vehicle is in the process. This, of course, is ONLY if the client accepts the offer.
- Use only Lincoln OEM parts for all services.

Emotional Level

- **Set a receiving appointment and prepare as if it were the drop-off, but in reverse order.**
- Utilize ACE to text/e-mail the client pictures of areas that are to be discussed during a follow-up call for recommended maintenance or repairs found after exchange; then call the client to discuss.

Transformational Level

- Install a webcam in each service bay and provide the client with a URL where they can watch their car being serviced (yes, some stores actually do this).
- Offer express check-out, where the keys, paperwork and receipts are in the car in the service drive awaiting the client's return. Make it so a client can get in it and go like when renting a luxury car.

Dualed Store Considerations

- This may require a more personal approach. It cannot be just another RO in the stack. The client must, as in the Acquisition Process, feel like they are the only one on your mind today.
- This must be done throughout the process, when appropriate, to consult/recommend additional repairs or maintenance and help set the stage for receiving their vehicle back; 4:00–5:00 in the afternoon does not allow the busy luxury client time to plan the rest of their day.

RECEIVE

Purpose

This is when the client gets their vehicle back, understands what was done and pays for the services rendered. They recognize the need for these steps, but value their time more and want to have it respected. They want to remain in control and want a level of detail commensurate with their luxury sensibility.

Subsets

- Receive their vehicle back.
- Explain what was done and additional considerations moving forward.
- Discuss any re-orientation to the vehicle if operating characteristics have changed.
- Pay for services rendered.

Client Truths

- Surprise Me: Make me feel excited.
- Recognize My Competence: Make me feel smart and in control.
- Pamper Me: Make me feel important.

Operational Level

In addition to efficiency and quickness of processes, clients need to leave the store with a positive and warm feeling that they are valued and cared about:

- Greet the client in the lounge, at their loaner or at the courtesy vehicle. If they are bringing back a loaner, it should be a quick process—there should be no waiting time.

- Provide them with a detailed written and narrative explanation on the work that was completed, and review the report card and any future recommendations:
  - If there were additional services identified that could wait, offer to schedule appointment for the client.
- Return their car in a perfect condition—just washed and clean inside (no traces of work done inside or presence of other people in the car).
- Provide a quick "car rental-style" of returning a loaner—there should be no waiting time.
- Follow up via text, e-mail or phone (whichever method they prefer) regarding the experience during and after to confirm satisfaction with vehicle and maintenance, repair or post-acquisition experience.
- Escort them to where they will pay for the maintenance or repairs.
- Escort them to their vehicle.
- Thank them for their business and affirm that we've addressed their needs for the day.
- Follow-up service reminders should be sent or e-mailed on a regular basis.
- Wash/clean the vehicle.
- OAR

Emotional Level

- Send a description of any problem and work done to the car in advance as well as any cost associated with it. Clients want to be able to review it on their computer or mobile device prior to going to the store (so they're not in a rush).
- Send the client all copies of receipts/ supporting documents electronically.
- Create a seamless and efficient payment process—clients can swipe their card right where they pick up their car (not having to go to the cashier). Give them the option of leaving their credit card on file.
- Leave signs of appreciation in the car—a handwritten card thanking them for being a client, cookies or flowers. Leave bottles of water in the car with the brand logo.
- Provide a recyclable Lincoln-branded personal effects bag or transport personal items from the loaner or courtesy vehicle back to the client's vehicle.
- Offer to transport the personal effects to the client's vehicle as if it were a hotel dropping travel bags off in a hotel room for the client.
- Offer personalized redelivery of the vehicle, going over the feature function areas that were addressed during the repair.
- Contact the client shortly after departure, like a hotel does when you check in, to ensure that everything is back to them in the fashion they expected and maybe even a little better than expected.

- Remove the cashier from the process; have the Service Advisor handle the whole transaction and/or set up a system where the client can pay with a credit card or PayPal-type account before they arrive.

Transformational Level

- Deliver the client's vehicle to their home or office instead of having them pick up their car (a service employee then drives away in the loaner car). This has to be someone from the store whom they know or someone who appears professional and trustworthy—they do not want "some kid" driving their car.
- Place a handwritten note, addressed to the client from their vehicle that says something to the effect of, "Welcome back. Hometown Lincoln technicians and advisors took great care of me while you were away. They addressed your concerns and are confident that we will be back on the road carefree. They did share that if you have any questions and/or additional concerns to call, xxxx at xxx-xxx-xxxx and they'd be happy to work with you to address them."
- Employ a Concierge to greet client and facilitate the receiving process, including working with the advisor and the cashier, and transitioning their belongings back to their vehicle.
- Ensure that the client's vehicle is ready, with the keys, paperwork and receipts in the car in the service drive awaiting the client's arrival, allowing them to get in it and go like when renting a luxury car.
- Surprise and delight randomly—provide a complimentary vehicle detail at random.

Dualed Store Considerations

- This has to be almost like the day they received their vehicle for the first time during delivery and orientation of the Acquisition Process. It must affirm their decision to continue ownership. While this may seem excessive, in light of the volume of ROs in a dualed store, it is essential to meeting the clients where they desire to be met.

THE LINCOLN MOTOR COMPANY

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