

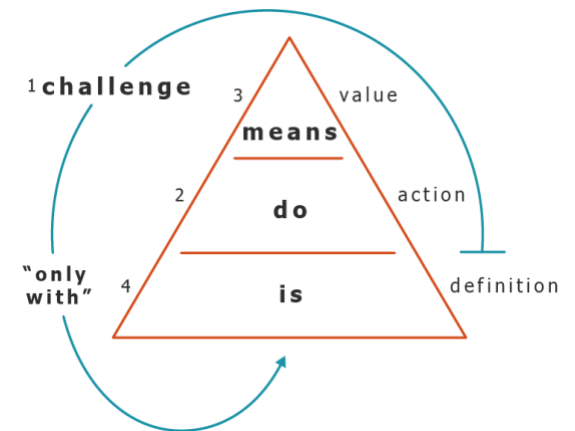
## Why Change conversation at a glance

- We're seeing a few threats emerging in your industry. EV manufacturers and OEMs want to compete with you directly. Tech companies are trying to take car sales entirely online, bypassing you.
- Some dealerships are staying the course. Others are doubling down on vehicle volume, turn-and-earn, F&I, and warranties.
- But there's another option: commercial sales and upfitting, which is a huge opportunity that can't be ignored anymore.
- Except salespeople don't want to deal with customizations, catalogues, and tricky pricing.
- So you need to **control the complexity** to seize the opportunity
- You'll sell more units, increase per-unit revenue, and blow open a whole new revenue stream.

## Transition to the Why You conversation

After you've had the Why Change conversation, use the message pyramid and the content below to customize your Why You stories based on what's most relevant to the current conversation. Don't feel like you have to include everything; rather, let the client's challenges and pain points guide which stories you tell.

- **Challenge:** *"One challenge we hear from a lot of customers is... [describe the challenge and risks of not solving it]."*
- **DO:** *"What if you could... [select relevant DO statements]?"*
- **MEANS:** *"This would mean... [select related MEANS statements]?"*



## challenge 1: Upfits can slow sales momentum

You want to move product as fast as possible, but upfitting introduces hurdles that can draw out the sales process. You have to worry about leafing through a massive catalogue to figure out what the customer needs and the back-and-forth of getting a quote when a red-hot buyer is ready to purchase.

| DO   | MEANS  | IS   |
|--|--|--|
| Sell upfits as easily and as quickly as you sell F&I or warranties | You'll increase sales volume, max out revenue per vehicle, and attract new lifelong customers. | <b>Kargo Quick:</b> Holman's upfit sales enablement program with preconfigured, industry-specific, pre-priced upfit packages |

## challenge 2: If desired parts aren't available, buyers will walk

Turning around a work-ready vehicle fast can come down to whether or not the right part, rack, or bin is available. If you don't have what a buyer needs, they'll go down the street or online to someone who does.

| DO                                    | MEANS  | IS   |
|---------------------------------------|--|--|
| Source upfit parts in days, not weeks | You'll build up a reputation of reliability. | <b>Ready inventory:</b> Holman's supply chain failovers, including multiple sites to source product: the upfit distributor, Holman, or a warehouse distributor |

## challenge 3: More competition makes it harder for buyers to find you

With EVs, OEMs, and online dealers swooping in with marketing and promotions budgets that dwarf yours, your pool of existing and new customers is always under threat. Without the resources to compete for exposure in and outside your local market, you can only hope buyers find you and that you get the sale.

| DO   | MEANS  | IS   |
|--|--|--|
| Expose your inventory to the largest audience possible | You'll increase the visibility of your commercial vehicles to a broader population of buyers, and you'll create opportunities to add variable and fixed revenue through maintenance and vehicle sales. | <b>Holman network:</b> Holman's fleet buying network, including a pool of more than two million vans and trucks, 125,000 orders every year, and two billion dollars in maintenance. And Holman spiffs are the most generous in the industry. |

## Why Change voicemail and emails

- Double braces surrounding blue words `{{like this}}`, are meant to be form fields or dynamic tags.
- Single brackets surrounding blue words `[LIKE THIS]` are instructions for cadence managers.

|  |  |   |
|--|--|---|
| <p><b>sample email to get your customer's attention</b><br/>Copy and paste the text below into Outlook or LinkedIn InMail. Customize as necessary.</p>                                     | <p><b>Subject:</b> Double down or new revenue stream?</p> <p><b>Body:</b></p> <p>Hi <code>{{first name}}</code>, <code>[INSERT PERSONALIZATION if possible, on same line]</code></p> <p>I got an interesting question from a colleague of mine this week, and since the dealership business model is feeling the pressure from EVs, OEMs, and online car sales, I'm curious what your answer is.</p> <p>Would it be better for dealerships to double down on things like vehicle volume, turn-and-earn, and easy upsells... or find other ways to add value for their customers and generate new sources of revenue?</p> <p>Thanks for helping break the tie!</p> <p>Best,<br/><code>[INSERT SIGNATURE]</code></p>               |   |
| <p><b>sample voicemail</b><br/>You only have a few short seconds to get your customer's attention on a phone call. Use these talking points to generate interest and secure a meeting.</p> | <p>Hi <code>{{first name}}</code>, this is <code>{{your_name}}</code>, from <code>{{dealer}}</code>'s <code>{{distributor}}</code> team. I sent you an email earlier with a question that's been tugging at me ever since EVs, OEMs, and online car sales started moving in.</p> <p>Whether or not you're feeling the pressure from them, I'm curious what your answer is. And I'd like to discuss how, through commercial vehicle expansion, you can sell more units and increase per-unit revenue and potentially blow open a whole new revenue stream.</p> <p>Just reply to my email and let me know if it's okay to send you some info or give me a call back at <code>{{xxx-xxx-xxxx}}</code>.</p> <p>Have a great day!</p> |   |
| <p><b>sample phone script</b></p>  | <p><b>Call opening</b></p>   | <p>Hi <code>{{first name}}</code>. This is <code>{{your_name}}</code>, from <code>{{dealer}}</code>'s <code>{{distributor}}</code> team. How have you been?</p> |

|  |  |   |
|--|--|---|
| <p>You only have a few short seconds to get your customer's attention on a phone call. Use these talking points to generate interest and secure a meeting.</p> |  | <p>I wanted to talk with you about how, through commercial vehicle expansion, you can sell more units and increase per-unit revenue and potentially blow open a whole new revenue stream.</p>   |
|  | <p><b>If open to chat</b></p>  | <p>When we look at your industry, we're seeing a few threats emerging. McKinsey warns that 53 percent of all car sales will be EVs by 2030.<sup>1</sup> And Allied Market Research found that during the same period, online sales will triple.<sup>2</sup></p> <p>In other words, EV manufacturers and OEMs are going to compete directly with you. And tech companies are trying to take car sales entirely online, bypassing you.</p> <p>[Ask questions that illuminate an undiscovered need and get the prospect talking about how they are currently doing things, for example:]</p> <ul style="list-style-type: none"> <li>• What's happening in your market?</li> <li>• Are you particularly worried about the threats EVs, OEMs, and online sellers pose?</li> </ul> <p>[Move to qualifying questions, or book time.]</p> |
|  | <p><b>If not open to chat</b></p>  | <p>Is there someone else at <b>{{company}}</b> I should talk with? Or is there a better time for me to call you back?</p>   |
|  | <p><b>Ask to book time</b></p>   | <p>I'd love to book some time with you to discuss how, instead of avoiding the perceived complications of selling and upfitting vehicles, you can control the complexity and seize a growing opportunity. What time would work for you to continue this conversation further? How about <b>{{date_and_time}}</b>?</p> <p>[CONFIRM AND SET THE MEETING. SEND MEETING REQUEST IMMEDIATELY.]</p>   |
| <p><b>sample email for fleet managers to pull in the general manager</b><br/>Copy and paste the text below. Customize as necessary.</p>                        | <p><b>Subject:</b> Worried about this?</p> <p><b>Body:</b></p> <p>Hey <b>{{first name}}</b>,</p> |   |

<sup>1</sup> [A Turning Point for US Auto Dealers: The Unstoppable Electric Car](#), McKinsey & Company, September 23, 2021.

<sup>2</sup> [Online Car Buying Market Statistics 2021-2030](#), Allied Market Research, June 2021.

I've been in discussion with [{{distributor}}](#), and they shared some interesting stats with me regarding threats to our market from EVs and online car sales.

They also mentioned there are some potential opportunities for us.

[{{distributor}}](#) would like a chance to talk with you about how we can sell more units and increase per-unit revenue and generate a new revenue stream.

Would you be open to that? How about [{{date and time}}](#).

[\[INSERT SIGNATURE\]](#)