



AMEMBAL
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WINNING WITH LEASING

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By Loni Lowder, President & CEO

The Seven Attributes of Highly Successful Lease Professionals

Success in equipment leasing, as with any other industry, is not defined by simply being lucky. Even luck has its limitations. I have found that success in leasing comes through the systematic development and enhancement of certain talents or attributes. Certainly luck has its part in the overall success story, but luck alone is not enough. It must be combined with the following characteristics. Once these characteristics become habit, I can assure you that the leasing professional who demonstrates these characteristics will be in the top 5% of his or her discipline in both earnings and production.

1. Know the technical aspects of leasing; accounting, tax, and legal

When I broke into this business 21 years ago, I had just left a successful career at IBM. Back in those days, IBM leased everything, and my financial pitch was always: cash flow, cash flow, cash flow. In today's market, just selling cash flow benefits is not enough. Leasing is a complex financial product. We need to understand how the customer can be affected by such accounting nuances as the effects on book income, the balance sheet, and tax implications. However, we do not have to memorize all of the new pronounce-

ments in FASB. Fully understanding and being able to conceptualize a handful of accounting related fundamentals is all you are going to need in 90% of the situations in which you will find yourself. It is the same with tax implications; understanding how the alternative minimum tax and mid-quarter convention really interact in a leasing situation puts you way above the competition in your customers' eyes. Legal implications are no different. A few fundamentals such as the difference in treatment of secured transactions and true leases in a bankruptcy just may get a customer's attention. However, understanding the technical attributes does not happen in our sleep. It takes discipline to study, and dedication to seize, every lease-related educational opportunity possible.

2. Understand your customers' business and motivation (consider their best interests)

I read a book by Scott Peck that focused on civility. It is easier to bond with a customer when you really know something about his business and his underlying motivation, not just the next equipment transaction. Is he excited (or not so excited) to come to work every morning? Being genuinely interested in your customers' business and

personal situations will make all the difference in the world and will definitely help close the deal when you get around to it. Know the *who, what, why and where* of who you are working with. Don't be bottom-line driven on every deal. Consider the customer's best interests. In most situations it will result in a handsome payback of repeat business.

3. Add value by demonstrating the technical skills you have learned. Know more than your competition

In the middle market, implementation of accounting, tax, legal, and financial skills put you in the top 5% of lease marketing knowledge workers. Just understanding lease-versus-cash or loan analyses or another debt structure may be the difference in winning the deal. Use simple, easy-to-use examples to demonstrate concepts. Don't showoff too much; you will bore the customer. Remember, timing is important. Choose the time and place to subtly showoff.

4. Maintain relationships

One of the best leasing sales people I have ever known practices the art of getting "windy" with the customer.

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What that means basically is he talks about anything but leasing. When I heard him for the first time, I got very nervous. How could a customer put up with talk that wasn't focused on the subject at hand? I was wrong that time, and I have been proven wrong time and time again. Customers like to talk about themselves, their business, their troubles, their ambitions, their desires, and their fears. If you only use your technical skills you may get a deal. But if you use your technical skills along with a genuine and sincere interest in who and what the customer cares about, you just may wind up with a good friend and a whole lot of repeat business.

5. Be willing to lose a deal if it is in the best interest of your customer

You have no doubt heard the phrase "Lose the battle to win the war." Make sure you have the professional ethics to tell your customer when your lease deal may not be in his best interest. In your customer's eyes you will shed that salesperson persona, and you may very well become a trusted advisor. Don't

get me wrong, I like closing a lease transaction as much as the next guy, but it is important to maintain balance and perspective between the short and the long term view.

6. Dare to use a mild insult – challenge your customer

Just as we as lease professionals may become trapped into thinking only about our products and why the customer should use them, many of our potential customers immediately raise their defense shields when they hear the word "lease" uttered. While you are trying to sell them on leasing, they have 54 other things that they need to attend to. So they fall into a comfort zone laced with objections that you either can't overcome or are so well contrived that you can't even begin to think about how to overcome them. Ask your customer if he really means what he's saying, or if he is just on the same "auto pilot" that he flips on for every other lease salesperson that walks in his door or calls him on the phone. Dale Carnegie, in his book *How to Win Friends and Influence People* says,

"When all else fails, try a mild insult." At least you are not going quietly into that "good night."

7. Have fun. Don't worry about the profit, it will come

Once a deal is in play, if all you are going to think about is how to preserve every penny of profit you have originally or potentially built into a lease transaction, you have greatly increased your potential of dooming the deal. Forget about the profit, it will come. Focus on moving the deal forward, which is ultimately in the customer's best interest. And do it while having a little fun. The profit will come. Trust me.

Habitualizing the seven attributes takes practice. Don't expect to see results today or tomorrow. Just try a new tactic each week. Keep records of what works. Reflect; ask others how they have managed to remain top performers. Then with diligence and discipline, retire rich, happy, and self-satisfied with the knowledge that you were one of the best in your field.



2 Essential Leasing Handbooks to Start the Millennium

Operating Leases: The Complete Guide

(2-volume set)

An 850-page A-Z Guide on one of the fastest growing products in the industry.

Contents include:

- Product Overview & Definition
- Accounting for Operating Leases
- Off Balance Sheet Financing – A Global Perspective
- Financial Reporting Advantages to Lessees
- The Art of Structuring Operating Leases
- Evaluation of Residuals & Residual Value Insurance
- Remarketing & Asset Tracking
- Equipment Nuances: Aircraft, Computers, Infrastructure, Medical, Rail, Telecom, and Trucks
- Securitization of Operating Leases
- Legal Issues
- Synthetic Leases
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- Operating Lease Vendor Programs
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- Academic Research
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International Leasing: The Complete Guide

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Expand your leasing horizon by understanding the global leasing marketplace.

Contents include:

- Global Overview
- Primary Risks
- Legal Issues & Regulatory Aspects
- Accounting Issues
- Direct & Indirect Tax
- Strategic Alliances
- Multi-national Issues for Captives
- Leasing Systems
- Role of Multilateral Agencies
- Mergers & Acquisitions in a Global Economy
- Marketing & Sales in an International Environment
- A Review of Mature Markets: Australia, United Kingdom, & United States
- Cross-border Leasing
- Islamic Leasing
- Lease Securitization
- Global Leasing Survey (47 countries)

To order your copy or to receive a detailed brochure, call (801) 539-8100 ext. 1302 or email jaynee@amembalandassociates.com.

What's New ACC rolls out its new Web Site and now Provides Internet Services

Amembal Capital Corporation is your resource for fast (56k v.90), reliable, feature-rich Internet and E-mail services. ACC offers customers the latest Internet applications and features, local dial-up coverage in over 5,000 cities nationwide coupled with customer support that is always open (24 hours a day, 365 days a year) – all at a value price virtually anyone can afford! Best of all, you can get online every time you try.

ACC offers both standard client-based and optional web-based email. You can check your email by dialing up and downloading it to your PC as most people do or you can use the web-based option from any Internet capable computer, anywhere in the world! Surf the net freely with unmetered, unlimited dial-up access. With the ACC plan, you receive a variety of value-added features, including:

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Once you're online, we guarantee you will receive the best service available on the web or your money back. So what are you waiting for? When you are ready to sign-up, simply visit our site at www.amembalcapital.com.

Thanks for choosing ACC!

Your Amembal Capital Broker Service Team

Broker contact representatives are assigned according to the first letter of your name.

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Seth Meier has been promoted to Director of Intermediary Relations where he will serve our brokerage clients whose names begin with the letters J-O. Seth will be replacing Jason Smith, who is assuming a position within the Community Banking Group. Jason extends his thanks to those of you with whom he has worked. Seth graduated from the University of Utah with a degree in Finance and has worked with Amembal Capital for 2 years as an underwriter. Seth leaves his prior position as a Senior Analyst for ACC with extensive experience in credit underwriting and structuring. This experience will allow Seth to give immediate and insightful feedback on the strengths and weaknesses of presented transactions. Seth believes that the innovative structure and credit analysis he can provide will add value to our partnership with you. He looks forward to helping you to originate and successfully close transactions. Please give Seth a warm welcome. For your convenience, he will be utilizing Jason's prior extension and can be reached at 800-409-5008 x1219.

The broker workshop everyone's talking about...
Amembal Capital Corporation's

WINNING

WITH LEASING

October 7, 2000 • Chicago

You are invited to attend, free of charge, this one-day leasing skills workshop, designed especially for lease brokers.

- Increase your knowledge
- Fine-tune your technical skills
- Close more deals!

This is an incredible opportunity to access the information critical to your success from the world's most acclaimed lease educators, Sudhir P. Amembal and Loni L. Lowder..

Call Jaynee at (801) 595-0009 ext. 302 or (800) 409-5008 ext. 302
today to reserve your seat or fax us the registration form below at (801) 539-1484
or email us at jaynee@amembalandassociates.com.
(Detailed course outline available upon request.)

We'll see you in Chicago!

Please register me for Winning with Leasing, October 7, 2000 in Chicago!

Name _____

Company _____ Title _____

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