35 CRM BOAT SHOW TIPS 5 CRM BEST PRACTICE BENCHMARKS DEFINED: THE 4 PHASES OF THE CUSTOMER LIFECYCLE



GUIDE TO

CUSTOMER RELATIONSHIP MANAGEMENT

POWERED BY:





CONTENT:

WHAT IS CRM?





THE NEED FOR CRM

GET READY FOR CRM



Cass. On F

TAKE YOUR CRM TO THE NEXT LEVEL

FINAL THOUGHTS



OOCDKGlobal.

DockMaster —

Dear MRAA Member,

Most dealerships today are like leaky buckets. They spend tens or even hundreds of thousands of dollars to attract prospects and customers to boat shows, websites and their front door. And even when those efforts are successful, the typical dealer watches nearly half of those hard-won leads quickly flow back out again without being captured and put to work to drive business.

The result? Lost sales and profitability for the dealership, its employees, its partners and the industry at large. The fix is simple: Disciplined use of a Customer Relationship Management strategy.

If you're a Certified Dealer enrolled in the Continuous Certification Program, you spent the first quarter of this year in the online course, "Take Your Dealership from Good to Great with CRM," learning how to create this kind of discipline. You understand the benefits disciplined use of your CRM can offer your employees, your management team and the dealership as a whole. The course gave you the knowledge and tools to plug the holes in your dealership, setting your business apart in the eyes of your customers — and prospective customers — and dramatically increasing your results.

So why this Guide to CRM? The development and execution of a strong CRM strategy can lead to improvements in sales, profitability, customer service and customer loyalty. We couldn't resist the opportunity to contribute to the success of ALL of our members through this digital publication.

Thanks to the support of the teams at CDK Global Recreation and DockMaster, who made this project possible, we've assembled a guide with takeaways for all marine dealers, regardless of CRM mastery. Here are three takeaways from this publication:

- 1. If this is your first time considering how your dealership can manage its relationship with prospects and customers, you'll learn what you need to know and do to prepare for success with customer relationship management.
- 2. If you're ready to develop a CRM strategy today, you'll learn the components you'll need to create, develop and execute that strategy. You can tackle those on your own, or if you're a Certified Dealer, you can turn to the Continuous Certification course, "Take Your Dealership from Good to Great with CRM," to lead you through the process. Not Certified? Learn about the path to Certification at MRAA.com/Certification.
- 3. For those who have been through the Continuous Certification course and are ready for more, this guide will provide insight into how you can use your CRM strategy to find success at the boat show, as well as Recommended Resources to help you take your CRM strategy even further.

At the end of the day, our mission with this guide — and all the education we develop — is to help you and your team get better at what you do, and by doing that, to make a real difference in your businesses and in this industry. We are grateful to be able to do that alongside partners like CDK Global Recreation and DockMaster, whose teams not only share our passion for dealer success, but also our belief that improvements in customer relationship management can drive significant dealer and industry growth.

Kind Regards,

Liz Walz

Vice President

Marine Retailers Association of the Americas



Customer relationship management is a term that refers to the practices, strategies and technologies we use to capture, manage and analyze customer information and interactions, as well as other data collected throughout the customer lifecycle.

"It's a tool and a strategy," explains instructor and Garage Composites President Sam Dantzler in MRAA's Continuous Certification Course, Take Your Dealership from Good to Great with CRM, "which is used to manage the relationship with the customer."

Chris Hauck, Product Manager at CDK Global Recreation tells us that at its base foundation, CRM is taking care of your customers.

"There are many ways to do this," he explained.
"Technology can help, but bottom line, putting into place a delightful customer experience should be the goal of any CRM or any dealer hoping to install a CRM system."

CRM: It's one small acronym with three letters that stand for three core concepts:

• **Customer** - The heart and soul of your company.

- **Relationship** The key to successfully growing your company.
- Management The power of your company to maintain these customers for life.



CHRIS HAUCK PRODUCT MANAGER CDK GLOBAL RECREATION

The ultimate goals of CRM are creating new customers; retaining existing customers by creating great customer experiences; and growing your business.

To achieve those goals, a CRM strategy must incorporate three important pillars:

- **1. Processes:** The roadmap we follow to create smooth customer service interactions.
- **2. People:** The right people acting with the right behaviors to turn the customer service interactions into positive customer experiences.
- **3. Tools:** The supporting elements, whether manual or automated, that help us to manage and properly use the information gathered.

MRAA RECOMMENDED RESOURCE:



MRAA CONTINUOUS CERTIFICATION COURSE:
TAKE YOUR DEALERSHIP FROM GOOD TO GREAT WITH CRM









THE NEED FOR CRM

Let's face it: Just a few years ago, we were living in a business world called, "The Age of the Seller." In this world, businesses controlled the product, information on the product and customers' reactions to their products. The only thing businesses didn't control was the customer's decision as to whom they would give their hard-earned dollars.

CHANGING CULTURE AND CUSTOMER

Times have changed and so has the customer. As a result of the onslaught of new technology, the customer has access to more information than ever before in history. We are now living in what author and small business advocate Jim Blasingame coined, "The Age of the Customer," in his book bearing the same title.

With technology at their disposal, buyers now control the information, as well as what others say and feel about the customer experience.

Contrary to popular belief, information and knowledge is not power. The proper use of information and knowledge is power. Information and knowledge are like powerful locomotives. Without tracks to run on, they are just huge monuments made of steel. It's the proper use of the information, knowledge and locomotive that make them powerful.

That's where CRM comes into play. In "The Age of the Customer," marine dealers can benefit from the collection of customer information more than ever before. After all, dealers today have much less time between the first time they meet the prospect and when the prospect makes a purchase decision than they used to.



"Gone are the days of spreadsheets and the business card Rolodex to stay in touch and manage customers," says Jeff Hamilton, Vice President of Sales & Marketing for Valsoft Corp., parent company of DockMaster. "The most valuable asset your dealership can have is the data within a CRM.

JEFF HAMILTON
VICE PRESIDENT OF SALES AND MARKETING
VALSOFT CORP., PARENT COMPANY OF DOCKMASTER

"Data is king, and the actual power behind most successful businesses lies in the data and insights that can be mined from data."

Your ability to use prospect and customer information properly will result in stronger relationships with your customers and improved results from your dealership.

THE CUSTOMER LIFECYCLE

Why is the proper use of information so powerful? To answer that, let's take a look at the Customer Lifecycle. It'll help us understand just how important information is to build solid relationships that produce great customer experiences and naturally lead to dealership loyalty.

There are four primary phases to the Customer Lifecycle as indicated below and explained in depth on pg. 6.



- 1. The Shopping Experience Phase
- 2. The Purchasing Experience Phase
- 3. The Ownership Experience Phase
- 4. Re-Purchase Experience Phase





PHASE ONE: THE SHOPPING EXPERIENCE

CUSTOMERS:

- develop an interest in the product and or service;
- research the dealership's product and/or service;
- research what others say about the product, service and the dealership;
- research the dealer's website, manufacturer's website, forums, blogs, etc.;
- are exposed to advertising and promotions; and
- are exposed to and interact with your lead and/or follow-up processes.







PHASE TWO: THE PURCHASING EXPERIENCE

CUSTOMERS INTERACT WITH:

- your lot, parking and facility;
- your people during their time in your dealership;
- your sales process; and
- your inventory.







PHASE THREE: THE OWNERSHIP EXPERIENCE

CUSTOMERS INTERACT WITH:

- · your service people;
- · your service processes;
- your parts & accessories department; and
- your marina, storage, dock and/or other related people, and products and services.







PHASE FOUR: THE RE-PURCHASE EXPERIENCE

CUSTOMERS INTERACT WITH:

• some or all of your people, facilities, processes.







THE GOAL:

Create such great customer experiences that your customers don't want to go anywhere else when it comes time to re-purchase.



THE HOW AND WHO OF CRM

The CRM is the strategy and tool you can use to communicate with your customer base and develop the relationships that will create the great customer experiences. The CRM allows you to capture the information and apply it properly to build your business.

That's what it takes to transform an average customer into a customer for life. And if you remember, that's one of the key goals we mentioned earlier in this guide: to make sure that your customer's entire lifecycle is spent with you at your dealership.

Many people believe the CRM is primarily a sales and marketing tool. But let's look at the facts: Every dealership department is involved in the customer lifecycle, so why wouldn't every department use CRM for building life-long customer relationships? After all, it is well known that sales sells the first boat and service is very involved in selling the next!

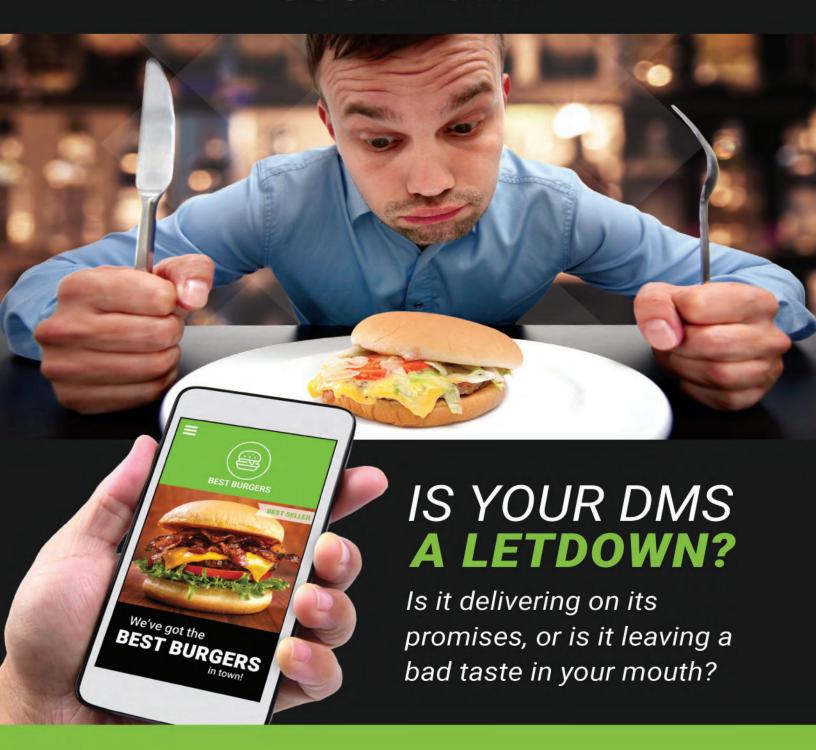
When the entire dealership team is involved with CRM, the customer senses that the entire team is contributing to their dealership experience – and they like that. They want to be a part of a family that communicates with each other and plays well together.







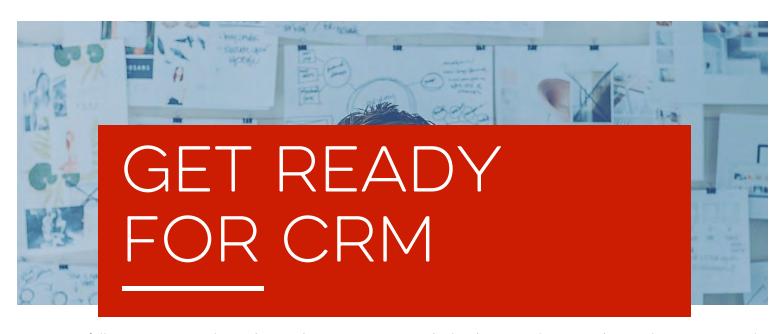




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To successfully manage your relationships with customers, you must develop a strategy that addresses the following three pillars within your dealership: Processes, People and Tools.

In his Continuous Certification course, Sam Dantzler suggests dealers determine the following as part of their CRM strategy:

- How to train your team on the what, why and how of CRM;
- · Methods your team will use to carry out CRM;
- · What data to capture;
- What data to track:
- When to track that data;
- How to incorporate CRM into your dealership processes;
- · How to improve customer loyalty with CRM;
- How to generate team buy-in for success; and
- How to hold your team accountable for carrying out your CRM strategy

PILLAR ONE: PROCESSES

Your processes are the tracks that you lay down for the powerful locomotive of customer information and knowledge to run on. Without the proper processes in place, success is left to chance.

If you are a Certified Dealer, you already have some key processes in place.

The key here is making sure they are being consistently followed and to evolve them as you identify opportunities to improve and grow.

Here are the processes that need to be put into place to get ready for CRM.

1. Capturing customer information. Ask yourself:

- What type of information do we want to capture?
- How and when should we capture the information?
- Who should capture the information?

2. Properly applying the information. Ask yourself:

- What information do we want to use, track and analyze?
- Who should be responsible for using, tracking and analyzing each type of information?
- How and how often do we want to use, track and analyze the information?

3. Evaluating the information. Ask yourself:

- How do we determine the effectiveness of the ways we are capturing, using, tracking and analyzing the information?
- Who is responsible for determining the effectiveness of each element of our CRM strategy?
- How do we adapt to drive success?





PILLAR TWO: PEOPLE

People are the foundation on which successful use of a CRM is built. Without well trained people, a CRM strategy is destined to fail. It takes the human touch to initiate the relationship with the prospect and follow the processes that will lead to a lifetime customer.

In his Continuous Certification course, Sam Dantzler explains how to create buy-in with your dealership team to make sure that CRM is successful in your dealership.

He says your team must be trained to understand:

- What's in it for everyone in the dealership when it comes to using the CRM; and
- How to implement CRM processes successfully.

It may be painful at first. All change is. It's a little like wearing braces on your teeth. It may hurt a little each time they are adjusted, but the pain goes away and in time, your teeth are perfect.

You need to treat it as such. You can't take the braces off. Maybe that's where the saying: "No pain, no gain" came from. It should be mandatory that everyone follows the processes created for successfully implanting a CRM. No choice! With time, you and your team will get used to it and as a result, find success.

PILLAR THREE: TOOLS

Once a dealer has developed a strategy for managing their relationship with the customer, it's time to choose a CRM tool. Here are a few factors to consider to set your dealership up for CRM success:

IS IT INTEGRATED? Regardless of what type of system you choose, the further your CRM tool is integrated with your dealership management system, the better. This allows your staff to be more efficient, only entering customer information into your system once. If you have to enter the same information twice or three times, it will be more difficult to get your team to comply and your productivity will suffer.

IS IT EASY TO USE? Human nature tells us that if it is hard, then the chances of it getting done are lesser than if it is easy.

Obviously, anything new is hard to implement. Habits are not easy to create or break. Implementing a CRM that is easy to use will bring you much more success than one that is hard to use.

CAN YOU GROW INTO IT? Do yourself a favor, and start out simple and steady. You don't have to be a power user right out of the gate. Grow into it. Create small success, and you will be assured of larger accomplishments in the future.

CAN YOU ADAPT IT TO FIT YOU? It can be challenging to find a system that doesn't require you to adapt the way you do business. But the less it requires you to adapt, and the more it can be customized to fit your style of business, the better.



Don't lose your dealership's identity in order to implement a CRM. The CRM should be an extension of you, your team and your strategies and processes.

DO YOU HAVE ACCESS TO SERVICE AND SUPPORT?

Regardless of how much you have to invest in a CRM tool, be sure you have access to service and support.

As part of your research, dig into the who, what, when, why, how and how much.

For further insight into this topic, we turned back to the CRM experts at CDK and DockMaster, for their hands-on experience helping marine dealers implement CRM tools in their business.

Once the decision is made, DockMaster's Jeff Hamilton reminds dealers that anytime you are changing or introducing new software, there is going to be a period of implementation.

He warns that in some cases, you may need an outside consultant or a staff member to head up the deployment.

"In either case, there is going to be training and testing," Jeff Hamilton states, " and it is important to have the professional service or internal knowledge at your business to support this. An implementation can incur substantial costs and will take time away from your teams current obligations, so please do not underestimate this step."

In addition, user adoption can be a challenge, no matter which system you choose, he says.

"Involving your team in your CRM selection process to get their buy-in and keeping them involved all the way through the process helps people feel less threatened by a new system," Jeff Hamilton advises. "The more ownership your employees have in the selection of a new tool, the more likely they are to adopt it."

"WHEN SHOPPING FOR A CRM TOOL, ASK THESE QUESTIONS."

-CHRIS HAUCK CDK GLOBAL RECREATION

DOES THIS CRM SOFTWARE:

Automatically download leads generated from the internet?
Show me whether my marketing sources generate an ROI?
Allow sales managers to hold salespeople accountable?
Give me the ability to measure pipeline succes in the sales department?
Allow me to see customer communication from all departments?
Give my team the ability to track all types of customer communication (text, email, etc.)?
Build a customer communication process or playbook (including all departments)?
Track customers from lead to sale, and then bring them back with targeted marketing?

MRAA RECOMMENDED RESOURCE:



"THE AGE OF THE CUSTOMER" BY JIM BLASINGAME









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Sample Boat Sales Serialized Inventory screen shows all of the options and accessories available on a particular unit.



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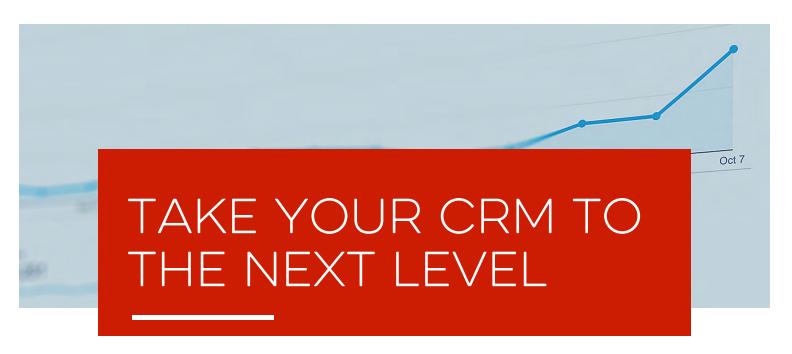


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Once your dealership has developed CRM momentum:

- You have a strong CRM strategy;
- You have generated buy-in for it amongst your team;
- · You have selected the tool they will use;
- · You have trained them;
- · And they are consistently and successfully using it

...then what?

The answer to this question will be different for each dealership. But here are some ideas you might consider to increase the return on your investment in CRM.

CRM OUTSIDE THE SALES DEPARTMENT

A CRM strategy is most effective when it extends across the entire dealership. However, in many marine dealerships today, sales is the only department that enters data into the CRM and puts that data to work.

As a result, the sales department may miss out on the opportunity to target those who enter the dealership for the first time to purchase service, parts, accessories or storage. Likewise, if your service, parts, accessories and

storage personnel are unable to access information about customers that have bought boats or engines from your dealership, you are missing out on even more opportunities.

By creating a process to capture and share information about prospects and customers from every department, you will be able to create a better customer experience, increasing sales, profits and customer loyalty across the entire dealership.

CRM AND COACHING

One of the most powerful ways dealerships can apply CRM information is to use it to coach their team. For example, a sales manager can use trends in the CRM data generated by each salesperson to identify which steps in the sales process they excel at and where they might need further training. Similarly, a service manager can use trends in the CRM data generated by service advisors to coach them in how to improve the customer experience and service department sales and profits through upselling.

MRAA RECOMMENDED RESOURCE:



MRAA E-LEARNING COURSE:
"COACH YOUR SERVICE TEAM FOR SUCCESS"







CRM AND TARGETED MARKETING

Another way to leverage your CRM strategy is to use the prospect and customer data you gather to create targeted marketing campaigns. To start, you can reach out to prospects who are interested in a particular kind of boat to let them know when you receive new inventory. In addition, you might reach out to service customers whose boats are beyond a certain age to make them aware of new technology that can improve their boating lifestyle. You can also sort prospects and customers by the way they prefer to be contacted.

39%

ALMOST 2 IN EVERY 5 CONSUMERS
PREFER TARGETED MARKETING
THAT DELIVERS CONTENT
RELEVANT TO THEIR NEEDS.

(ACCORDING TO 2017 RESEARCH FROM SODEXO REWARDS AND BENEFIT SERVICES)

Many consumers like the advantages that targeted marketing brings, the study from Sodexo revealed, such as personalized offers and savings based on previous shopping behaviors.



MRAA RECOMMENDED RESOURCE:



MRAA E-LEARNING COURSE:
"SELL MORE BOATS WITH CRM"





CRM & THE BOAT SHOW

When it comes to boat shows, should you have a CRM strategy? The answer, according to Bob McCann, MRAA Lead Certification Consultant, is yes, yes and yes!

Yes, it has a place in the **Pre-Boat-Show Phase.** Yes, it has a place in the **During Boat-Show Phase,** and yes, it has a place in the **Post Boat-Show Phase.** Let's look at each phase in more detail.

PRE-BOAT-SHOW PHASE

First, let's make it abundantly clear. The goals of a boat show are: Sell boats to attendees during the show, continue to sell boats to attendees after the show and generate leads for future sales. Following is just a small sampling of what you can do to leverage your CRM to achieve these goals.

- 1. Conduct a pre-boat show email campaign using your CRM data:
 - Develop an email template to be used for the Pre-Show campaign. Make sure you keep emails short and sweet, informing prospects and customers of the basics, such as the date, times and place. Include the new models to be highlighted at the show.

- Include hyperlinks to the dealership website, not the show website. Drive people to your website in order to give them information on the show.
- Offer traffic builders to your dealership prior to the show, such as free or discounted tickets available only at the dealership, parking passes and show maps.
- Have the email sent from a person rather than the dealership. When a pre-boat show email is sent by a person with whom prospects are familiar, email open rates increase by 400 percent, compared to when the email is sent by the dealership.

2. Train the team

- Make sure you conduct training with everyone
 who will be working the show on how to create
 great customer experiences and how to execute
 your CRM strategy at the show. The show is part of
 the customer's Lifecycle Shopping Phase, and it is
 often the first opportunity to start a great
 relationship with them.
- This is a good time to make use of the Continuous Certification e-learning course "Improve Loyalty with a Customer Experience Mindset." Don't fall into the trap of thinking you're out of time because every minute you put into preparation will come back a hundred-fold in results.







- 3. Develop an email template to be used during the show
 - The email template should be branded with the dealership's logo on the top left of the email. It should include content such as a thank you for stopping by, an offer to contact a salesperson for further assistance, as well as an offer to take a small, refundable deposit to save them a trip back to the show and follow up for final details.
 - Make sure you include a link to your website for more information on your dealership, inventory and events.
 - Like the pre-boat show email, this email should be sent from the salesperson the prospects met at the show and not from the dealership.
- 4. Create or prepare existing multi-copy customer information cards, which will be used to gather critical customer/prospect data. Make sure you include information such as:
 - Name(s), address, phone(s), email address, and other customer data outlined in your CRM strategy.
 - Boat information: Boat(s) of interest; boat(s) owned, and boat(s) for trade-in.
 - Transaction information: Proposed prices sale and trade; and included equipment.
 - Finally, make sure you have a place to record the prospect or customer's preferred method of contact.

Now that you have completed the Pre-Boat Show Phase, it's time to move onto the next phase.

DURING-BOAT-SHOW PHASE

It's show time. This is where the "rubber meets the road" or in the case of our industry, "the rudder meets the water." Make sure that everyone gets captured and entered into the CRM tool. Not only those who purchase at the show but also those who express interest.

1. Gather customer data

- Use the customer information cards: One copy goes to the salesperson, the other to the person in charge of managing the CRM, who will enter the information.
- It's best to keep salespeople out front speaking with new prospects rather than entering data or working on their phones during the show.
- 2. Motivate your sales team with a contest. For example, the salesperson who has gathered the most cards with an email address or two phone numbers (home and cell) might receive \$100.
- 3. Offer traffic builders during the show, such as free giveaways (t-shirts, hats, koozies, etc.)

MRAA RECOMMENDED RESOURCE:



MRAA CONTINUOUS CERTIFICATION E-LEARNING COURSE: INCREASE LOYALTY WITH THE CUSTOMER EXPERIENCE MINDSET







POST-BOAT-SHOW PHASE

"Follow-up is the most critical element," says Chris Hauck from CDK, "yet it's also the biggest mistake that dealers make." As a result, they "end up losing valuable sales and service opportunities."

An email campaign to stay connected to both buyers and prospective buyers who attended the show is essential to nurturing the Lifetime Customer Lifecycle. It's important to remember, however, that many people would rather stay connected via mail, phone or text messaging.

A few things to consider for your Post Boat-Show Phase:

- 1. The connection should be made by the salesperson the prospect met at the show. It should be sent to three audiences:
 - · Customers sold at the show;
 - · Prospects met at the show; and
 - Remaining prospects in your database.
- 2. The communication sent to the first audience should include:
 - A thank you for purchasing from us;
 - A mention of the boat they purchased at the show;
 - A mention of the list of accessories they stated interest in, which they either purchased or would like to purchase in the future;
 - An invite to an Open House the last chance to benefit from boat show prices on their products of choice:
 - A request for them to call, mail, text or email you to schedule an appointment during the Open House; and
 - A link to your website for more information on the Open House.
- 3. The communication to the second audience should include:
 - A thank you for stopping by;
 - A mention of the boat of interest discussed at the show:
 - An invite to an Open House the last chance to benefit from boat show prices;
 - A request to call, mail, text or email you to schedule an appointment during the Open House;
 and

- A link to your website for more information on the Open House.
- 4. The communication to the third audience should include:
 - The news that "We missed you at the show;"
 - An invite to an Open House the last chance to benefit from boat show prices;
 - A request for them to call or email you to schedule an appointment during the Open House; and
 - A link to your website for more information on the Open House.







FINAL THOUGHTS

"Anything you can do to cultivate the relationship with the customer is going to pay huge dividends. The people who are coming in your door have a passion for your product and your lifestyle. Let's bring them in. Let's engage them. Let's use the CRM."

-Sam Dantzler, Garage Composites

Regardless of the size of your dealership or how you're currently managing your relationships with prospects and customers, there are opportunities to improve through CRM.

"Because of technology, customers expect more than ever before," says Chris Hauck of CDK. "From researching new units on your website to texting, they expect it to be easy to work with the dealership. If a dealership doesn't have a CRM to keep track of customer communication and manage it properly, the business will go to other dealers better prepared to serve them."

But that doesn't mean that you have to rush from zero to 60. In fact, one of the common CRM mistakes is attempting to do too much at once, Chris Hauck suggests.

"Just get salespeople inputting new leads," he says, "then grow to the next step."

For those at the other end of the spectrum, Chris Hauck proposes dealers benchmark themselves against best practices such as.

- 5 new leads per day per salesperson;
- No overdue follow-up;
- A follow-up success rate of 40% or more;
- A 15- to 20-percent closing ratio; and
- A customer communication process for each lead source.

Ultimately, the key word for dealers at every level of CRM sophistication is: Relationship.

"Without a CRM system, it's difficult to focus on the customer," sums up Jeff Hamilton of DockMaster, parent company Valsoft Corp. "Companies that invest in CRM are using its power to put the customer at the heart of their business, which is the fastest way to increase sales and profits."

MRAA RECOMMENDED RESOURCE:



ARTICLE
AVOIDING THE FOUR PERILS OF CRM SOURCE

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BUYERS GUIDE

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DockMaster —

Formed in 1984, DockMaster is a technology solutions company dedicated to the marina and marine industry and the first and only complete marina and marine management system for marinas, boatyards and boat dealerships. With a unique ability to focus on boat dealers to support unit sales, prospecting and F&I with fully integrated financial management and dealer website support, DockMaster also rounds out a product portfolio for marinas and boatyards as well.



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