



*Guide to*  
**NAVIGATING**  
★ **2024** ★

**11 STRATEGIES TO HELP YOU FIND SUCCESS**

**GAIN INSIGHTS INTO:**

**The Importance of Mindset**

**Critical Metrics to Watch**

**Customer Acquisition Strategies**

**Inventory Management Tactics**

**Planning in Times of Uncertainty**

**Creating Loyal Customers**

**Managing Leads**

**Diversifying Your Revenue Streams**

**Employee Development**

→ **PLUS:** Over 60 Tools and Resources  
You Can Use and Many More Coming Soon!

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## About

*MRAA is the Marine Retailers Association of the Americas,* a membership organization of more than representing more than 3,500 individual rooftop locations. Our members manage the leading dealerships, marinas, service organizations and other marine retail locations across North America and provide the direct link between today's boaters and the on-water experience they seek.

Powered by a professional, passionate team, MRAA is the premier source of learning, knowledge and future-oriented research for the dealership management profession, and provides tools, resources, education, ideas and advocacy to enhance the power and performance of the marine industry.

### **OUR "WHY"**

At the Marine Retailers Association of the Americas, we believe that the success of the marine industry begins and ends with the success of our dealers — the retail organizations that deliver sales and ownership experiences to today's boaters. These organizations must deliver on the promise of the boating lifestyle every single day with every single interaction. Their success drives the success of our entire industry.

As the leading training and education organization for the marine dealer body, MRAA fuels the success of the boating industry by delivering dealerships implementable tools, resources and educational programs they can use to strengthen their organizations and find the success they desire. Stronger dealers lead to stronger manufactures and suppliers, which lead to a stronger industry. And in the midst of it all, MRAA promotes and protects that success by serving as the voice of those dealers, continuously working to ensure a business environment that is conducive to boat sales and retail operations.

### **OUR VALUE PROPOSITION**

The MRAA, which is run by boat dealers for boat dealers, produces world-class educational programs and resources, and as a non-profit trade association, reinvests its success back into the boating industry.

### **OUR GUARANTEE**

We guarantee our promise to deliver implementable ideas, insight and inspiration that lead to greater levels of success. We will not be happy until you are. If any MRAA programs, products, or services do not fulfill our promise, we will make the situation right or refund your money.



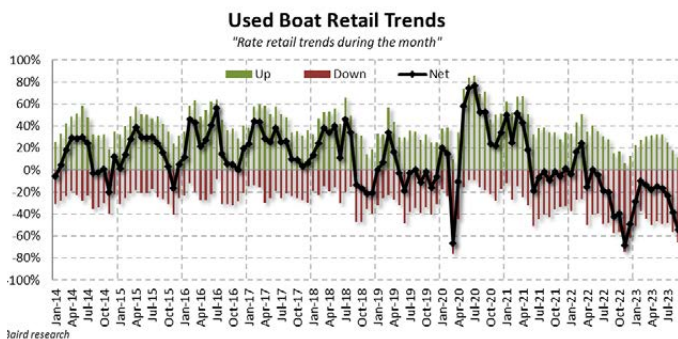
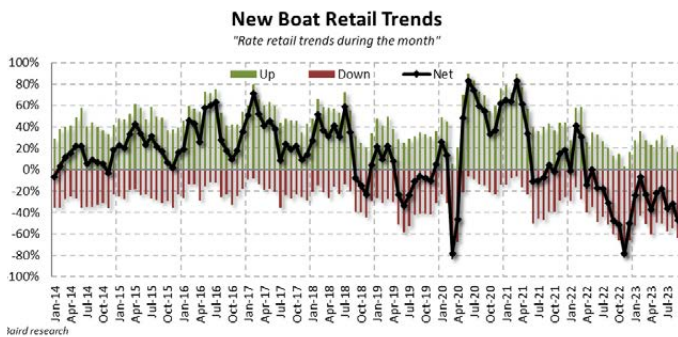
# THE ANSWERS YOU NEED

If you're like most dealers, you have many questions and concerns about 2024. Following the post-pandemic surge in business, 2023 has been a shock to the system. Customer demand slowed dramatically. Inventory has built up. Curtailments are kicking in. Then there is all the negativity on the news and social media. And that's just the beginning.

*What's next?* And what will happen with the stock market, interest rates and consumer confidence with an election year layered on top? The outlook for 2024 is murky, at best, and some predict that the economy will get worse, not better. It's no surprise then that the sentiment of the average dealer has been on the decline.

That's why MRAA created this Guide to Navigating 2024. Inside this guide, you'll find 11 strategies you can use to strengthen your dealership's position in the market no matter what the year brings, as well as more than 60 tools and resources you can put to work to help execute those strategies. You'll gain insight into how to take action to overcome common obstacles, find opportunity and adapt to what's changing inside and outside your dealership.

***This guide will arm you with the guidance, strategies and tactics you need to gain confidence and make good decisions to help fuel you and your team's success.***





# THE TOOLS AND RESOURCES TO TAKE ACTION

*As a special feature* of this guide, we've assembled a dedicated web portal for you with tools and resources related to each of the strategies we recommend so you can take immediate action to apply what you're learning.

Some of those tools and resources are available to all MRAA Retail Members. Others are only available to MRAA's Silver or Gold Members. You'll notice that our work to help you be successful in the year ahead is not done yet – a few of the tools highlighted in this guide are in development and thus labeled as Coming Soon.



**TAP INTO THESE RESOURCES**



## ***Strategy 1:***

# **MANAGE YOUR MINDSET**

*One of the most critical areas* of the dealership within your influence is your mindset. The mindset we bring to work each day not only impacts the many small and large decisions we make and actions we take, but it influences those around us, including our team members, customers and family.

As an owner or general manager, you typically neglect one critical part of the business: YOU. As a result, it's easy to let anxiety and stress about the changes taking place around you get out of control. The business ends up running you rather than you running the business. When we don't care for ourselves and our mindset, we often reinforce the outcomes we're worried about and fail to take the necessary steps to adjust to what's changing.

***“Worrying is like walking around with an umbrella, waiting for it to rain,” according to rapper Wiz Khalifa.***

Don't wait for the rain. Instead, recalibrate your mindset to look for solutions and opportunities, unite your team around stabilizing and growing your business, gain clarity on the facts concerning the economy, marine market and your dealership; recalibrate your mindset to look for solutions and opportunities to stabilize, improve and grow your business; create a plan; and take action to execute your plan.



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## Strategy 2:

# KNOW YOUR OWN NUMBERS

To effectively manage your business in any marketplace, it's imperative that you know your numbers. That means creating metrics-based goals on top of a creating an annual budget, broken down by monthly revenue and expense expectations. Once you have those goals, managing your business to both the goals and historical numbers your dealership has produced will lead you to the highest levels of success.

It's good to conduct a monthly assessment of your key performance indicators, but weekly is better. And the dealers who really excel in this area conduct a daily health check.

Some of the numbers you should measure to gauge your current condition and prepare for what's next are:

### 1. Sales Metrics

- ★ Total Unit Sales (Both New and Used)
- ★ Average Sale Price
- ★ Gross Profit Margin
- ★ Floorplan Caps, Usage, Curtailments and Interest Charges

#### *Notes on Sales Metrics:*

Total Sales, Average Sale Price and Gross Profit Margin, when compared to previous months and years, allow you to see trends over time. They also provide information for you to consider where your salespeople can sell. Are they struggling with margins? Do you see a downward trend in pricing, number of sales and/or margins? Will total sales if averaged and/or compared to previous years impact your inventory positively or negatively?

*Strategy 2 continued on next page*

Each time you review your metrics include a look at floorplans. What is the cap on your floorplan spending? How much of each floorplan is in use or is on hold for boats being built? Do you have boats on floorplan that are being charged interest or even curtailments? Monitor your floorplan expenses so you know what is left for ordering and what each is costing you or will be costing you if you don't move boats that are on them.

## 2. Marketing Metrics

- ★ Leads (Track the number of leads and where they came from)
- ★ Lead follow-up
- ★ Leads closing ratio
- ★ Cost per Lead
- ★ Web site traffic counts
- ★ In store traffic counts

### *Notes on Marketing Metrics:*

Marketing metrics, such as leads, fuel your sales metrics, and tracking this information is crucial to your success. Where did your leads come from, both geographically and from what source (website, social media, walk-in, referral, etc.)? Did your sales team follow up with 100 percent of the leads? What percentage of leads turned into buyers? And what lead sources delivered the most buyers?

Does one salesperson have a higher closing ratio than the others? Could that "closer" help other salespeople and share their process or tactics or best practices? Are you closing more leads or fewer, on average, over the past month or so? Is that related to marketing?

Or is it something else, such as seasonality, the economy, interest rates or the sales team's ability to close? Having this data allows you to consider your options. How much did you spend on advertising during the time that those leads came in?

Did you have more visits to your website and to your store in comparison to the previous week, month, or year? Did your marketing budget or process change which led to the difference in numbers?

## 3. Customer Metrics

- ★ Customer Satisfaction (CSI)
- ★ Net Promoter Score
- ★ Customer Retention

### *Notes on Customer Metrics:*

Measuring CSI and NPS allows you to gauge your success or any weak spots in your quality control process. They also give you important insight into how your departments are doing with communication to customers. Higher scores strongly suggest successful communications.

Customer retention gives you an opportunity again to look at quality control. How many of the Repair Orders in the system were for customers you have served before? How does that number of returning customers compare to previous time periods and seasons? How many sales leads are from previous service customers vs. those you recently sold boats to? These customers are not likely to keep coming back if you are not providing high quality control and superior communications.

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#### 4. Service Metrics

- ★ Service Efficiency
- ★ Service Revenue
- ★ CSI and Net Promoter Score
- ★ Service Proficiency
- ★ Repair Event Cycle Time (RECT)
- ★ Fixed on First Visit or Comebacks

##### *Notes on Service Metrics:*

Each of the service metrics provides you with information on the success of your service process. High efficiency, revenue, CSI, NPS and proficiency with lower RECT and comebacks suggest your process is in great working order. Comparing those numbers to previous time periods may show areas for improvement. Did efficiency decline? Was that due to an employee absence or quality control issues? Is revenue down year-over-year? Is that due to a lower number of repair orders or increased costs, or both?

#### 5. Parts Metrics

- ★ Parts Revenue
- ★ Aging Parts
- ★ Parts Procurement Delays

##### *Notes on Parts Metrics:*

Keeping track of your parts metrics gives you awareness of your parts department success and concerns. Are you bringing in the same dollars as previously? Do you have parts that are aging that you now know you may not need to re-order? Are you seeing delays in one manufacturer's parts or several? Is it time to start shopping for other options to find those parts? How are the delays going to impact on your customers and should you be checking in with the parts department to make sure customers with delayed parts are aware of the new timeline?

*These five internal metrics* allow you to keep a close eye on your successes and struggles. They provide you with opportunities to improve and areas to prepare to adjust. Consider them your dashboard for the dealership that will help make you aware of how the entire business is running. For further information on metrics for your dealership make sure to visit:



**TAP INTO THESE RESOURCES**



## **Strategy 3:**

# **GAIN CLARITY ON WHAT MATTERS**

*While knowing your own numbers* is important at all times, it's also extremely beneficial to maintain an understanding of what's happening across the industry. Numerous sources provide data and insights that can help you identify trends and adjust your business on an ongoing basis. As one example of that, insights provided by MRAA's monthly Pulse Report (downloadable from the Resource Center at [www.MRAA.com](http://www.MRAA.com)) shows that retail trends turned negative and inventory levels began increasing back in April of 2022. Despite this, most dealers didn't begin adjusting their businesses for the shifting market until 2023. Staying on top of trends like this can help you manage your business ahead of the competition. The following examples offer you some ideas on where you can find data to help you make good business decisions.

*Those four include:* Inventory Weeks on Hand, Registration Trends, Interest Rates and Consumer Confidence give you a quick but useful glimpse into the national economy. Being aware of and understanding these few key metrics can help you make better decisions in your business.

### **ECONOMIC FACTORS**

As an industry that so heavily relies on discretionary income-based purchases, the ups and downs of the boating market are easily influenced by what's happening in the larger economy, which makes it extremely important that you stay on top of those trends. Look no further than climbing interest rates and how they have impacted boat sales. It was, in fact, March of 2022 that the Fed first began hiking interest rates, which eventually led to the declining retail activity and the increase in inventory levels.

It's not always about interest rates, though. Think how long we went without having to worry about their impact on sales (or our own inventory expenses). So there are other factors, such as the stock market and consumer confidence that you'll want to watch. The stock market, of course, impacts the wealth of boat buyers. A dip in the market and the

*Strategy 3 continued on next page*

negativity that surrounds it — let's not even get into the seemingly perpetual forecast that a recession will happen sometime over the next six months – impacts boat buying considerations. Similarly, when consumers lose confidence in their financial security, making an investment in a new boat becomes less of an option for them. Historically, consumer confidence levels at or about 100 suggest a positive selling environment.

The MRAA's monthly Pulse Report also includes a look at these and other economic factors you should consider in managing your business.

### **RETAIL TRENDS**

Companies such as Statistical Surveys and Info-Link track nationwide boat registrations. With many years of experience in this area, they have the ability to identify how registrations are tracking in correlation with historical trends. Are registrations up across the industry? Or are they down? And it can even be broken down by state, by market area and by boat type. You can use this data to compare to your own numbers and your own historical patterns to identify where red flags or opportunities might be found. You can contact Statistical Surveys or Info-Link for more detail, or you can also connect with your boat builder or lender partners to see if they have an understanding of this data.

Further, the MRAA's Pulse Report, mentioned above, offers dealer insights into retail trends happening across the industry before they convert into registrations. At the end of each month, MRAA surveys dealers asking

them to rate these trends and then reports the data, along with a host of other insights, the first week of each month. If you complete this survey, MRAA delivers the complete results to your inbox; if you don't take the survey, MRAA members can download them from MRAA.com. To be added to the list, reach out to MRAA's Sherri Cuvala at [sherri@mraa.com](mailto:sherri@mraa.com) or 763-333-2420.

### **INVENTORY LEVELS**

With inventory expense, historically, adding up to one of the largest expenses your dealership has, it's critically important that, as you watch all of these metrics, you manage your inventory well. The No. 1 factor that puts boat dealerships out of business are rising inventory expenses caused largely by downturns in your market. All of the data above can help you predict ups and downs in marketplace demand; it's your job, then to make good decisions about how much supply you must keep.

To help you with this, your floorplan lenders can keep you apprised of inventory levels across the industry and how they compare to historic trends. You can talk directly to your lender or your boat sales rep to gain insights. The important thing here is that you match your own history and current trends with what you're seeing in the marketplace. Knowing your numbers first and foremost will give context to industrywide numbers and prevent you from making decisions based on opinions – yours or others'.



**TAP INTO THESE RESOURCES**



## **Strategy 4:**

# MANAGE YOUR INVENTORY

*When it comes to the health* of your dealership during challenging market conditions, managing your inventory and the costs associated with it are typically the key consideration. It doesn't take long for interest expense and inventory curtailments to add up, especially during the off-season.

Good management practices start with an inventory tracking strategy that is highly visible to your team and ideally, offers a method for identifying aging units. This tracker should be quickly and easily scanned to determine the age of individual units, your average inventory weeks on hand and your inventory turns by manufacturer and model.

As you assess where your current inventory is, consider comparing the numbers you have to those of previous years and similar time periods. The "Covid years" may be a bit misleading, so if you are able, look at some data from before that time as well. These comparisons should give you insight as to if your current inventory is high, low, or similar to years past. If you need to go back and document past inventory levels, invest the time — it's worth the effort to have the comparison data available.

If you find that your inventory exceeds previous year levels and you are concerned that you may not be moving them quickly enough, consider some other options.

★ Offer "spiffs" to your salespeople. A "SPIFF" is a special performance incentive to get some boats sold in a short time span. The SPIFF can be offered in the form of a bonus of some sort for the sale, such as selling the oldest unit on the lot or whatever other criteria you'd like to put on it. Dealers offering SPIFF's use different incentives, such as a cash bonus per boat, gift cards, vacations and even additional time-off. Find something that best motivates your sales team.

★ As David Parker from Parker Business Planning says, "know your customers." Customers come in with different mindsets and having some understanding of those

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## Strategy 4

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mindsets will allow the salespeople to consider how to best approach them. David suggests that there are “four primary seasonal types of buyers”:

- » **Bargain Buyers:** Focused on the best and lowest price
- » **Early Adopters:** Focused on the newest, best, most innovative not as concerned about the price.
- » **Smart Buyers:** Focused on knowledge of the boats and prices and shop when they think the price may be best.
- » **Impulse Buyers:** Come in when the boating season weather has hit, and they want to get a boat to take advantage of the warmer weather.

★ For your “aging” boats consider setting a margin you are comfortable with and allowing the salespeople to work down to that margin without needing input further from you. Sell off the newest models and if

those are just “too much” offer up a brand-new boat with all the benefits that is just “non-current.”

★ Consider marketing tools aimed at those aging boats to highlight them to your existing customers and to help bring in new ones.

You may also begin working with your lenders to reduce the cost of aging inventory while you work to sell it. Some lenders may offer curtailment support during the off-season. Consider working as some dealers do with local and community banks to access an additional floor plan option willing to take on an aging but new boat. That floor plan may allow for an aging boat to move off curtailments with a large bank to regular interest rate with the local bank.

Please visit the web portal in order to gain more insight on managing, marketing and selling your inventory.



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## Strategy 5:

# MAKE SENSE OF YOUR DOLLARS

*How do you free up cash*, access capital and know for sure that your business is stable without making sense of the dollars moving around inside your business?

Michael Dell, the founder of Dell Technologies once said “We were always focused on our profit and loss statement. But cash flow was not a regularly discussed topic. It was as if we were driving along, watching only the speedometer, when in fact we were running out of gas.” Overseeing the dollars in your business from a P&L to your cash flow confirms that you know both if you have the cash to make payroll or to invest in equipment or inventory while also knowing that your business is strong enough to overcome those expenditures.

An effective profit and loss statement is going to show you the expenses, costs, and revenue your business has over a certain period of time. The Cash Flow Statement is going to give you the ability to see where cash comes into your business and the way you used that cash. At first those may sound pretty much like the same thing. Here are a few of the differences between the P&L and the cash flow statement:

★ The P&L may show that you are profitable for a certain time, but it will not show you the most up to date amount of cash on hand.

★ The Cash Flow Statement provides you with clarity on where or when cash comes into your business, where or when it leaves and an idea of how much cash you have at a given point in time.

★ Your P&L will show you things like depreciation on a building or equipment. The depreciation will look like a loss of profit on the P&L and yet you don’t spend your cash on depreciation.

★ The P&L will show over time if your company is making money or losing it.

★ The Cash Flow Statement will let you know if you have the money available to pay your bills coming due, payroll and other expenses.

For additional information P&L as well as Cash Flow please go to the resources connected here:



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## Strategy 6:

# THE PLAN TO MAKE A PLAN

*In a leadership position* thinking of taking time to stop what needs to be done day by day to plan for the future can feel like a difficult challenge. Yet, after looking at the data and gaining clarity on what matters, doing more planning and preparation has become a necessity.

MRAA can help by providing a planning process that simplifies the steps and conserves the time it takes to successfully approach the challenges ahead. The right kind of planning will help you come out the other side of 2024 ready to thrive in 2025.

ABC Scenario planning allows you to flexibly look ahead to follow what could be a winding path through 2024's challenges. Avoiding the pitfalls of one set plan that may fail when unexpected events occur is a key step in the ABC scenario planning process. The MRAA guide will give you the tools to create a strategy, in a convenient timeframe, that can help you overcome unpleasant surprises and get you to your goal.



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# ABC SCENARIO PLANNING

A Tool to Prepare Your Dealership  
for the Future in Uncertain Times

**BY KENDALL RAWLS**

The Rawls Group: A Key Partner in the MRAA Succession Planning Toolkit





## **Strategy 7:**

# **FINE TUNE YOUR PROCESSES**

*The “Covid years”* disrupted how business was done. The processes and strategies developed previously were impacted for both sales and service departments. In some cases, successful processes were forgotten as they just couldn’t be adjusted fast enough for the rapid change that took place.

Formal and up-to-date process maps shared and understood by all staff for your departments will streamline success for your dealership. For example, in a recent service management survey, the MRAA found that over half of the respondents did not have and/or did not use an up-to-date documented process map. The result for those dealerships was a significant increase in the frequency of pain points in 12 of the 13 key steps of a good service process. It is time to get your processes for sales and service tuned up and refined.

You can take a closer look at how to fine tune your process with our resources and we encourage you to be on the lookout for the release of The Service Management Special Report coming out soon from the MRAA which will include more data on how your processes can improve your dealership.



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**THE MRAA IS PROUD TO PARTNER  
WITH THESE EDUCATION CHAMPIONS —  
LEADING THE WAY FOR DEALER GROWTH.**





## **Strategy 8:**

# **ATTRACT CUSTOMERS AND GROW YOUR BUSINESS**

*Rising interest rates*, rapidly increasing boat prices and a rocky economy all contribute to what feels like a dwindling customer base. It's difficult to know what the best options are for attracting customers and to nurture leads that will keep your sales rolling along.

Your sales team can take advantage of learning opportunities to grow and reinforce their skills. What they have been doing for the last several years is probably not working so well at getting them the number of customers they had. Changing how your team markets and sells can seem like a challenge and possibly a large expense. The problem is that, right now, not changing is going to be even more expensive and difficult. The sales team is going to need to make some changes for things to get better.

MRAA's Jerrod Kelley wrote a great blog that included some key tactics to restore and improve the sales game that will help in getting customers to you and assist with your business growth. They included:

- ★ Personalize Communications
- ★ Utilize Automated Email Campaigns
- ★ Use Retargeting Ads
- ★ Provide Valuable Content
- ★ Offer Incentives
- ★ Leverage Social Media
- ★ Personalize Sales Calls

For more details on those items, to read all of Jerrod's Blog and to look at other ways to attract customers and grow your business check out the resources at the web portal here:



**TAP INTO THESE RESOURCES**



## Strategy 9:

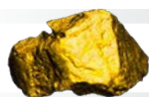
# CUSTOMER RETENTION AND LOYALTY

*Dan Clark a prominent author* wrote that: “In the mid-1800’s, a man sold his ranch in northern California to go look for gold nuggets. The new owner put a mill on a stream that ran through the property. One day his little girl brought home some sand from the stream in a jar and sifted through it. In the sand were the first shiny nuggets of gold to be found in California. (Dan Clark “Puppies for Sale and other inspirational tales”1997).

Often, looking closely at what you already have will provide what you are most looking for. The question right now is where you are going to get customers, especially when it feels so much like attracting new customers is a struggle. While you begin improving your efforts to find new customers, consider that you already have the customer base that can provide some gold nuggets during this slowdown.

As the competition increases to bring in those new leads, finding ways to retain your loyal customers and to bring them back to you becomes more urgent. What do you do to keep your current customers engaged with your dealership? Do you find ways to communicate regularly with those that have purchased boats from you? Do you offer discounts or other benefits for Service to your customer base? Do you utilize a variety of techniques to present new ideas and inventory to your loyal customers?

The combination of relentless persistence, creative communications and engaging opportunities will help keep those customers that know you coming back. The MRAA has resources that will help provide innovative communications as well as engaging opportunities for your customers. The relentless persistence in delivering those components for success will come from you.



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## Strategy 10:

# DIVERSIFY YOUR REVENUE

*Understandably right now* there is a great focus on sales and finding customers for your dealership. Yet, if you continue to only focus on those customers and that part of your business, you may miss opportunities in other areas of your business.

Money that comes into your business is the fuel that keeps the dealership humming along. When an important source of that fuel is restricted, the health of your business is in jeopardy. Diversifying where that money comes from reduces your risk. Your dealership has other options for income, to offset the shrinking availability of boat buying customers and to provide a healthy cash flow even when boat sales are slow. Taking steps to accentuate your other revenue-creating opportunities are likely the simplest solution to the boat sales slowdown.

Your service department, parts department and ship's store are great places to grow revenue opportunities, and during slower times, dealers also turn to opportunities with storage. And while interest rates may be tough at the moment, they won't always be, so there's no better time than the present to focus on financing more of the boats you sell to grow an income stream.



**TAP INTO THESE RESOURCES**



**THE MRAA IS PROUD TO PARTNER  
WITH THESE STRATEGIC PARTNERS —  
LEADING THE WAY FOR DEALER SUCCESS.**





## ***Strategy 11:***

# **RECRUIT, TRAIN, DEVELOP AND RETAIN THE EMPLOYEES YOU NEED**

*With all the challenges* in your business losing employees as they move on to what they see as “greener pastures” or “smoother waters” is not something you want to have to deal with. At the same time hiring is a challenge no matter the reason.

The problem with staffing becomes two-fold. First how do you keep the employees you have and if you lose one and need a replacement or want to grow your business how do you recruit for that position?

In a recent survey of service departments by the MRAA less than one-quarter of the respondents said they had a formal recruiting plan. At the same time, workforce shortage was the highest-ranking pain point by 25 percentage points over the next highest concern.

Moreover, a lack of education and training is an often-cited reason for employees leaving a position.

The most successful leaders develop processes to train, develop and retain their employees while also continuously working on their recruitment process. The MRAA has tools and resources available to help you handle both recruitment of new staff and engagement for those you already have.

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## Strategy 11

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### *Plan Today or Panic Tomorrow*

Here are just a few of the steps you can take to get started and remember there are many more, just visit the portal below.

★ Connect with your regional vocational schools, both high school and college. Ask to meet with instructors that teach skilled trades related to your employment needs.

★ Focus on the position you need to fill and look for businesses in your area that may have a related process. For example, if you need to hire a detailer or boat cleaner consider visiting a local car wash. Speak with their owner, if they have part-time employees that would like to add some hours, they could help fill your position. Other examples include house cleaners or vacation rental staff that clean in the mornings before guests arrive that may be open to cleaning boats in the afternoons.

★ Set up weekly or bi-weekly training opportunities for existing staff. You can provide them with links

to certain readings, courses, and webinars through the MRAA website (again visit the web portal) and/or through your manufacturer's technical training programs.

★ If you don't have them, create job descriptions for all the positions you have in the dealership. Once you have them (or even if you already do) make sure you are sharing those not just with those currently filling the particular role but share them with those employees you want to have stay in order to show them what roles they can grow into.

So, Plan Today or Panic Tomorrow. Creating opportunities to engage your current employees to keep them on board and preparing to recruit and build a bridge to skilled workers are the steps you need to take to prevent panic from setting in.



**TAP INTO THESE RESOURCES**





BRAND NEW

# SERVICE MANAGEMENT CERTIFICATION

INSTRUCTOR VALERIE ZIEBRON

These are just a few of the benefits for your dealership when you enroll your service leadership in this robust program, kicking off in January 2024.

- » An 11-course online training program with downloadable workbook.
- » A printed study guide, which can be a life-long reference tool.
- » A proctored exam, developed under the guidance of experienced service managers from dealerships, marinas and boatyards.

## Training Topics

- » Developing a Proactive Shop Expectations
- » Becoming a Proactive Manager » Customer Satisfaction & Loyalty
- » Goal-Setting » Shop Communication
- » Time Management » Interdepartmental Communication
- » Career Management » Customer Communication
- » Key Performance Indicators » The Service Process
- » Facility & Technology Management » Coaching and Developing
- » Shop Financials » Recruiting & Hiring
- » Service Department Planning » Onboarding
- » Managing Customer » Performance Management



**Learn More and Register: [MRAA.com/ServiceCertification](https://www.mraa.com/ServiceCertification)**

# CONCLUSION

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*“In any moment of decision,  
the best thing you can do is the right thing,  
the next best thing is the wrong thing,  
and the worst thing you can do is nothing.”*

- Theodore Roosevelt



*Being faced with a struggling economy*, rising interest rates, large inventories, curtailments, and a general lack of customers means its decision-making time. The confidence of having strategies to overcome the obstacles in the year ahead puts you in position to succeed no matter the challenges.

The MRAA is here to help you push through the barriers ahead by sharing opportunities to do the right things, avoid the wrong ones and certainly to avoid being stuck doing nothing. Using the tools and resources provided and those yet to come gives you the edge you need in a turbulent year.

Two final items that may provide you the most effective and complete improvement for your Dealership are to enroll in the MRAA's Dealership Certification Program and the soon-to-be-released Service Manager Certification Program. The resources you have already looked at along with these two programs will provide you with an optimistic mindset and the tools you need to achieve success in 2024 as well as the preparation to thrive in 2025.





# Discover Boating

## Charting the Brand Evolution

Discover Boating grew into a year-round brand experience in 2023, with dozens of new brand activations and live events, in addition to 11 major market boat shows.

We shared the joy of boating with more than **100 million people**—connecting with boaters throughout North America and inviting the next generation to experience life on the water

### Making Connections that Grow Boating:



DiscoverBoating.com

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