Guidance for Scoring **MRAA** MARINE RETAILERS ASSOCIATION OF THE AMERICAS Dealer Scorecards / Performance Review

This Guidance document has been provided by the MRAA for use in completing an annual Dealer Performance Review. This document provides guidance on industry-accepted norms, but should be correlated to each specific manufacturer's dealer agreements and other documents that establish expectations for its dealer network. The 1-7 categories below are meant to correlate to MRAA's provided Performance Review Scorecard, offering you guidance on what constitutes a score of 7 and each score below that perfect mark. MRAA strongly recommends annual performance reviews take place between manufacturers and dealers to ensure performance and customer experience expectations are being met by both parties. It is important that the individual or department with the best knowledge and understanding of a specific performance category be designated to complete the performance review. In other words, you don't want your warranty department completing a dealer performance review on marketing or sales effectiveness just like you wouldn't want a dealer's sales manager completing a review of the manufacturer's warranty processes. Please feel free to modify this guidance document based on your own internal expectations, but make sure the established expectations for what success looks like are documented in your dealer agreement or another formal document that is shared and mutually agreed to by both parties well in advance of the performance review.

Performance Category	1 Very Unacceptable	2	3 Somewhat Unacceptable	4	5 Somewhat Acceptable	6	7 Very Acceptable	INSTRUCTIONS
Customer Satisfaction Results: *Consider: CSI and Net Promoter scores (Initial and One-Year/Service Follow-Up); CSI tracking/trending and process improvement; Initiatives and processes to improve the customer experience .*	Less than 80	80-85 CSI, No Processes	80-85 CSI, Has processes	85-90 CSI	90-94 CSI	95-99 CSI	100 CSI	See included recommended scale. Adjust per your brand preferences.
Professional Appearance: *Consider: Overall location cleanliness and maintenance (all customer facing-spaces); Appearance and cleanliness of showroom, boats and bathrooms, service and parts and accessories departments; Appropriate in-store manufacturer branding; Employee uniforms and name tags. RESOURCE: MRAA Certification Facility Checksheet.*	MRAA Facility Checksheet average <3.2, no branding	MRAA Facility Checksheet average <3.2, poor branding	MRAA Facility Checksheet average <3.2, average branding	MRAA Facility Checksheet average = 3.2 – 3.3	MRAA Facility Checksheet average = 3.4 – 3.5	MRAA Facility Checksheet average = 3.6 – 3.77	MRAA Facility Checksheet average =>3.78	See included recommended scale. Adjust per your brand preferences.
Inventory Management: *Consider: Adequate floorplan capacity to meet mutually agreed upon boat order and stocking requirements, per dealer agreement; Meets or exceeds industry average inventory turns and inventory aging goals.*	Doesn't meet stocking requirements; less than 80% of industry average turns	Doesn't meet stocking requirements; 80-85% of industry average turns	Doesn't meet stocking requirements; 85-90% of industry average turns	Meets stocking requirements; 85-90% of industry average turns	Meets stocking requirements; 90-94% of industry average turns	Meets stocking requirements; 95-99% of industry average turns	Meets stocking requirements; at or above industry average turns	See included recommended scale. Adjust per your brand preferences.
Marketing Effectiveness: *Consider: Effective digital and print market representation; Effective sales and service marketing and promotional activities; Boat show or other event participation; Meets website branding standards; Social media effectiveness and monitoring; Adequate lead generation; Utilizatoin of OEM resources.*	Has 1 or None of 7: __ Effective representation __ Adequate mktg activity __ Boat show participation __ Other event participation __ Meets web branding standards __ Social media presence __ Adequate lead generation	Has 2 of 7: __ Effective representation __ Adequate mktg activity __ Boat show participation __ Other event participation __ Meets web branding standards __ Social media presence __ Adequate lead generation	Has 3 of 7: __ Effective representation __ Adequate mktg activity __ Boat show participation __ Other event participation __ Meets web branding standards __ Social media presence __ Adequate lead generation	Has 4 of 7: __ Effective representation __ Adequate mktg activity __ Boat show participation __ Other event participation __ Meets web branding standards __ Social media presence __ Adequate lead generation	Has 5 of 7: __ Effective representation __ Adequate mktg activity __ Boat show participation __ Other event participation __ Meets web branding standards __ Social media presence __ Adequate lead generation	Has 6 of 7: __ Effective representation __ Adequate mktg activity __ Boat show participation __ Other event participation __ Meets web branding standards __ Social media presence __ Adequate lead generation	Has 7 of 7: __ Effective representation __ Adequate mktg activity __ Boat show participation __ Other event participation __ Meets web branding standards __ Social media presence __ Adequate lead generation	Score one point for each of the criteria the dealer has met. 7 points means they score a 7; 6 points means they score a 6; and so forth.
Sales Effectiveness: *Consider: Has a defined, shared sales process; Meets mutually defined lead response times; Acceptable lead conversion rates; Acceptable F&I processes and offerings; Customer Relationship Management System in place; Effective delivery process; Follows guidelines related to territory for sales and service.*	Has 1 or None of 7: __ Defined, shared sales process __ => Defined lead response times __ => Defined conversion rates __ F&I offerings __ CRM sytem in place __ Effective delivery process __ Follows territory guidelines	Has 2 of 7: __ Defined, shared sales process __ => Defined lead response times __ => Defined conversion rates __ F&I offerings __ CRM sytem in place __ Effective delivery process __ Follows territory guidelines	Has 3 of 7: __ Defined, shared sales process __ => Defined lead response times __ => Defined conversion rates __ F&I offerings __ CRM sytem in place __ Effective delivery process __ Follows territory guidelines	Has 4 of 7: __ Defined, shared sales process __ => Defined lead response times __ => Defined conversion rates __ F&I offerings __ CRM sytem in place __ Effective delivery process __ Follows territory guidelines	Has 5 of 7: __ Defined, shared sales process __ => Defined lead response times __ => Defined conversion rates __ F&I offerings __ CRM sytem in place __ Effective delivery process __ Follows territory guidelines	Has 6 of 7: __ Defined, shared sales process __ => Defined lead response times __ => Defined conversion rates __ F&I offerings __ CRM sytem in place __ Effective delivery process __ Follows territory guidelines	Has 7 of 7: __ Defined, shared sales process __ => Defined lead response times __ => Defined conversion rates __ F&I offerings __ CRM sytem in place __ Effective delivery process __ Follows territory guidelines	Score one point for each of the criteria the dealer has met. 7 points means they score a 7; 6 points mean they score a 6; and so forth.
Service and Parts Effectiveness: *Consider: Meets or exceeds Service CSI requirements; Takes ownership of the customer relationship and maintains continuous touchpoints; Has written, shared service and parts process that ensure adquate service documentation; Prioritizes reducing Repair Event Cycle Times and invets in specialty tools to complete service work; ; Maintains adequate inventory of parts.*	Has 1 or None of 7: __ Service CSI = less than 85% __ Owns customer relationship __ Written, shared service processes __ Ensures adequate documentation __ Prioritizes reducing RECT __ Invests in specialty tools __ Adequate parts inventory	Has 2 of 7: __ Service CSI = less than 85% __ Owns customer relationship __ Written, shared service processes __ Ensures adequate documentation __ Prioritizes reducing RECT __ Invests in specialty tools __ Adequate parts inventory	Has 3 of 7: __ Service CSI =80% __ Owns customer relationship __ Written, shared service processes __ Ensures adequate documentation __ Prioritizes reducing RECT __ Invests in specialty tools __ Adequate parts inventory	Has 4 of 7: __ Service CSI = 81-85% __ Owns customer relationship __ Written, shared service processes __ Ensures adequate documentation __ Prioritizes reducing RECT __ Invests in specialty tools __ Adequate parts inventory	Has 5 of 7: __ Service CSI = 86-90% __ Owns customer relationship __ Written, shared service processes __ Ensures adequate documentation __ Prioritizes reducing RECT __ Invests in specialty tools __ Adequate parts inventory	Has 6 of 7: __ Service CSI = 91-95% __ Owns customer relationship __ Written, shared service processes __ Ensures adequate documentation __ Prioritizes reducing RECT __ Invests in specialty tools __ Adequate parts inventory	Has 7 of 7: __ Service CSI = 96-100% __ Owns customer relationship __ Written, shared service processes __ Ensures adequate documentation __ Prioritizes reducing RECT __ Invests in specialty tools __ Adequate parts inventory	Score one point for each of the criteria the dealer has met. 7 points means they score a 7; 6 points means they score a 6; and so forth.
Warranty Work: *Consider: Understands and upholds warranty coverage with customers; Responsiveness related to warranty-related questions or repairs; Follows manufacturer warranty processes and responds promptly to service campaigns and recalls; Registers boats on time and reconciles warranty and parts accounts in a timely fashion; Shows true partnership with manufacturer.*	Has 1 or None of 7: __ Upholds warranty coverage __ Responsiveness __ Follows mfg processes __ Responds to campaigns, recalls __ Registers boats on time __ Reconciles warranty, parts __ Partnership with manufacturer	Has 2 of 7: __ Upholds warranty coverage __ Responsiveness __ Follows mfg processes __ Responds to campaigns, recalls __ Registers boats on time __ Reconciles warranty, parts __ Partnership with manufacturer	Has 3 of 7: __ Upholds warranty coverage __ Responsiveness __ Follows mfg processes __ Responds to campaigns, recalls __ Registers boats on time __ Reconciles warranty, parts __ Partnership with manufacturer	Has4 of 7: __ Upholds warranty coverage __ Responsiveness __ Follows mfg processes __ Responds to campaigns, recalls __ Registers boats on time __ Reconciles warranty, parts __ Partnership with manufacturer	Has 5 of 7: __ Upholds warranty coverage __ Responsiveness __ Follows mfg processes __ Responds to campaigns, recalls __ Registers boats on time __ Reconciles warranty, parts __ Partnership with manufacturer	Has 6 of 7: __ Upholds warranty coverage __ Responsiveness __ Follows mfg processes __ Responds to campaigns, recalls __ Registers boats on time __ Reconciles warranty, parts __ Partnership with manufacturer	Has 7 of 7: __ Upholds warranty coverage __ Responsiveness __ Follows mfg processes __ Responds to campaigns, recalls __ Registers boats on time __ Reconciles warranty, parts __ Partnership with manufacturer	Score one point for each of the criteria the dealer has met. 7 points means they score a 7; 6 points mean they score a 6; and so forth.
Training & Education and Dealer Portal Usage: *Consider: Salespeople, service management and technicians are properly trained; Attends manufacturer-provided training; Invests in additional management training/education; Earned necessary certifications; Effectively uses manufacturer's dealer portal.*	Has 1 or None of 7: __ Sales people properly trained __ Service mgmt. properly trained __ Technicians properly trained __ Additional mgmt. training/educ. __ Additional staff training __ Earned necessary certifications __ Effectively uses dealer portal	Has 2 of 7: __ Sales people properly trained __ Service mgmt. properly trained __ Technicians properly trained __ Additional mgmt. training/educ. __ Additional staff training __ Earned necessary certifications __ Effectively uses dealer portal	Has 3 of 7: __ Sales people properly trained __ Service mgmt. properly trained __ Technicians properly trained __ Additional mgmt. training/educ. __ Additional staff training __ Earned necessary certifications __ Effectively uses dealer portal	Has 4 of 7: __ Sales people properly trained __ Service mgmt. properly trained __ Technicians properly trained __ Additional mgmt. training/educ. __ Additional staff training __ Earned necessary certifications __ Effectively uses dealer portal	Has 5 of 7: __ Sales people properly trained __ Service mgmt. properly trained __ Technicians properly trained __ Additional mgmt. training/educ. __ Additional staff training __ Earned necessary certifications __ Effectively uses dealer portal	Has 6 of 7: __ Sales people properly trained __ Service mgmt. properly trained __ Technicians properly trained __ Additional mgmt. training/educ. __ Additional staff training __ Earned necessary certifications __ Effectively uses dealer portal	Has 7 of 7: __ Sales people properly trained __ Service mgmt. properly trained __ Technicians properly trained __ Additional mgmt. training/educ. __ Additional staff training __ Earned necessary certifications __ Effectively uses dealer portal	Score one point for each of the criteria the dealer has met. 7 points means they score a 7; 6 points mean they score a 6; and so forth.
Operational Excellence: *Consider: Dedicated to continuous improvement efforts; Process-driven operations; Performance-driven, engaged staff; Is aware of and adapts to industry trends; Effectively leverages technology to improve business systems.*	Has 1 or None of 7: __ Continuous improvent focused __ Process-driven dealership __ Performance-driven staff __ Engaged staff __ Awareness of industry trends __ Leverages technology __ Improves business systems	Has 2 of 7: __ Continuous improvent focused __ Process-driven dealership __ Performance-driven staff __ Engaged staff __ Awareness of industry trends __ Leverages technology __ Improves business systems	Has 3 of 7: __ Continuous improvent focused __ Process-driven dealership __ Performance-driven staff __ Engaged staff __ Awareness of industry trends __ Leverages technology __ Improves business systems	Has 4 of 7: __ Continuous improvent focused __ Process-driven dealership __ Performance-driven staff __ Engaged staff __ Awareness of industry trends __ Leverages technology __ Improves business systems	Has 5 of 7: __ Continuous improvent focused __ Process-driven dealership __ Performance-driven staff __ Engaged staff __ Awareness of industry trends __ Leverages technology __ Improves business systems	Has 6 of 7: __ Continuous improvent focused __ Process-driven dealership __ Performance-driven staff __ Engaged staff __ Awareness of industry trends __ Leverages technology __ Improves business systems	Has 7 of 7: __ Continuous improvent focused __ Process-driven dealership __ Performance-driven staff __ Engaged staff __ Awareness of industry trends __ Leverages technology __ Improves business systems	Score one point for each of the criteria the dealer has met. 7 points means they score a 7; 6 points mean they score a 6; and so forth.
Market Share: *Consider: Awareness of competitive pressures and understands competitor activity; Maintains adequate inventory per program requirements and to meet agreed-upon market share levels; Creates plans with manufacturer to increase market share.*	Less than 80% of mfg national market share with no documented plan	Less than 80% of mfg national market share with plan for improvement	Less than 85% of mfg national market share with plan for improvement	85-89% of mfg national market share with plan for improvement	90-94% of mfg national market share with plan for improvement	95-99% of manufacturer national market share or better	100% of manufacturer national market share or better	See included recommended scale. Adjust per your brand preferences.