

IMDA/Midas
Profit Seminar
Atlanta July 2021

- 1) Let's talk about why we are here
 - a. We are building a game plan
 - b. Sales of \$2,126,000, on average
 - c. With a bottom line of \$318,900, or 15%
 - d. Interested?
 - e. By the way, there is no need to stop there!!
- 2) Greetings & Introductions
 - a. Challenges
 - a. Willingness to Change
 1. The Little Things – Andy Andrews
 2. Five seagulls
 - b. I believe any and every Midas Tire & Service Center can do \$2.126M annually if
 1. Mindset
 2. Skillset
 3. Tool kit
 - c. AND create a triple net operating profit of \$318,900, or 15%
 1. AFTER, paying yourself a salary AND paying yourself rent
 - d. Never work in my market vs not in my head
 - e. Consequences if it doesn't, is what you are doing working now?
 - b. Who
 - a. Are you
 - c. How
 - a. Did you come to be here
 - d. Why
 - a. Are you here
- 3) Learning, Decisions, Change
 - a. How =Adults Learn
 - a. Managing the Faulty Walnut
 - b. Cal Poli Baseball
 - c. Teach – Train – Coach
 - b. Decision making
 - a. Exploring a B & C Mindset
 - c. Making Change Happen
 - a. The Pyramid
- 4) Speaking of Mindset
 - a. Carolyn Dweck
- 5) 17 Inches
- 6) A Few Questions
 - a. 20 Questions

- 7) What would you like to take home with you?
 - a. Think
 - a. Planned Day vs Actual Result
 - 1. Godin
 - b. The “last no”
 - c. Baseball
 - 1. 3 hits in 10
 - d. Next
 - b. Growth, w a catch
 - a. Profit
 - 1. Parts Margin
 - 2. Effective Labor Rate
 - 3. Tire Margin
 - 4. Your Profit
 - a. Bottom Line
 - b. ROI
 - c. Viable Exit Strategy
 - b. Pump weekend
 - 1. AKA the Tale of Circuit City
 - c. Ideas
 - a. Write them down, make notes
 - b. Yes, Interesting, No
 - d. Questions
 - a. Right answer to the wrong question
 - e. Network
- 8) The World We Live In
 - a. “The Industry” is growing
 - b. Repair > Maintenance v Maintenance > Repair
 - c. Midas
 - d. Local
 - a. Gerald’s, VA Tire, Mavis
 - e. What role OEMs
- 9) Words
 - a. Profit Center
 - b. Simple v Easy
 - c. Complex v Complicated
 - d. Skill v Will
 - a. Dweck – Growth v Fixed
 - b. Be a Player – Nillson & Marriott – The difference that makes the difference is you
 - e. Knowledge v Belief
 - a. Experiences create opinions
 - f. Certainty v Reality
 - g. Failure
 - h. Change
 - a. Pyramid

10)Communication

- a. 55 38 7
- b. One size does not fit all
 - a. 5 Tire talks
 - 1. Tire Quote
 - 2. Other repair, need tires
 - 3. SI, fails for tires
 - 4. LOF, need tires
 - 5. Tire patch, can't be repaired
- c. Own your outcomes

11)Turning Strategy Into Performance

- a. Create
- b. Capture
- c. Experience
- d. Own Failure
- e. It's about Progress, not Perfection

12)Goal Setting

- a. KPI
 - a. Yours?
- b. Progress
 - a. Frame the Problem
 - 1. Find a common language
 - 2. Create solutions
 - 3. Plural – anything goes at first, filter later
 - b. Baseline >> Goal
 - c. Map the Gap
 - d. To v Thru
 - e. Should v Could
- c. You
 - a. Three – PLEASE!!
 - b. This is an investment in self
 - c. You have got to believe this
- d. Concept
 - a. Efficiency vs Capacity
- e. Approach
 - a. S.M.A.R.T.
 - b. Q.U.E.S.T.
- f. Who are you setting goals for
 - a. WIIFM v WIIFT
- g. Planning to Fail of Failing to Plan
 - a. Deconstructing a Day
 - b. Group Work
 - 1. Who Owns What here
 - 2. What is more important?
- h. Next
- i.

13) Getting There

- a. Goals
 - 1. What if
 - 2. 9 Jobs per RO X \$95 per Job
 - 3. \$855 Estimated per RO
 - a. Capture Rate
 - 4. 18 Cars a Day X \$855 X 45% Cap Rate
 - a. $18 \times \$855 \times 45\% \times 307 \text{ Days} = \2.126M
- b. Execution
 - a. Set the expectation, then measure to it
 - b. Think in chunks
 - 1. 12 >> 14, 14 >> 16, 16 >> 18
 - 2. What will you need for each move?
 - c. Goals

14) 18 Cars

- a. Traffic
 - a. SI, LOF, Tires, Repair
 - b. Own "the ring"
 - c. Awareness v Demand >>> Experience
 - d. Mind share B4 market share
 - e. Tires
 - 1. Becoming a tire destination
 - 2. Tire Success Sheet
 - 3. Tire Tread Depth & Stopping Distance
 - 4. B to a T v T to a B
 - f. Next
- b. Acquisition
 - a. What does it cost to acquire a customer?
- c. Retention

15) Growth

- a. Acquisition
- b. Retention
- c. How can we seed frequency
 - a. TPP
- d. The Power of 4
 - 1. Review PD CRM Data
 - b. Why it matters – Struts & Ride Control
 - 1. Work thru the effort
 - 2. Creating Strut Success
- e. Who owns what here?
- f. All services are not created equal
 - a. Jobs per RO X \$\$ per Job
 - b. Service Profit Profiling
 - 1. Supply Chain
 - 2. Options
 - c. Creating More Labor Margin

- d. Consider Psychology and Sense of Urgency
 - 1. Exhaust
 - 2. Starting
 - 3. Seeing & Being Seen
 - e. Service Mix & Close Rate
 - 1. Current Month
 - 2. What is moving
 - 3. What is not
 - a. Are we recommending and missing
 - b. Are we not recommending
 - 4. What is an above average close rate?
 - f. Next
 - g. Execution
- 16) \$855 per Car
- a. Process
 - a. Building an Estimate
 - 1. Vowels
 - b. Options – And & Or
 - c. Alternative Financing
 - 1. Three ways to \$600
 - d. Next
 - b.
- 17) 45% Cap Rate
- a. Let's spend some time here
 - b. Sales by Category
 - c. Lost Sales by Category
- 18) Growing Your Team
- a. Growing a Team
 - b. Who are you in this area
 - c. With >> To >> At
 - a. With To At
 - b. ----v-----v-----
 - c. Where is your V?
 - d. Think about the people you work best w, where would they say you are?
 - e. How about the ones you find most challenging
 - f. Why the difference?
 - d. Stewardess >> Pilot
 - a. Unique skill sets
 - e. Compensation >> Incentives >> Motivation >> Engagement
 - a. People – A Plan
 - b. One on Ones
 - f. JD Tech Mapping
 - a. Deconstruct success
 - b. 180 vs 60+50+40+30

- g. Recruit >> Train >> Retain
 - a. Tech Development Plan w Detail
- h. 100% vs 80%
 - a. We need to think about investing in ourselves
 - b. 100% Checklist
 - c. 80% Think abouts
 - 1. Would you fly an airline whose Pilots knew 80% of the gauges
 - 2. Restaurants, Dry Cleaning, Dentist

19) Brand 101

- a. What is your definition of "brand"?
 - a. What is your role in creating and sustaining this
 - b. Is it image, execution, other
 - 1. Steak & Shake – If it is in sight, it must be right
- b. Goal is to leverage the brand, to create awareness resulting in traffic
- c. First you need to decide what the brand is, and what it is not

20) Creating Experiences

- a. Market Share starts w Mind Share
- b. There is a continuum that begins at Commodity and ends at Memorable Experience
 - a. It's a cup of coffee
- c. Danny Meyer
 - a. It is easy to teach someone to set a beautiful table, what seems impossible is teaching someone to care enough to set a table beautifully
- d. C.E.O.
- e. What is your Plan here
 - a. Pre Service Flow Management
- f. Bolt On Courtesy Check
 - a. Set the Expectation
 - b. Customer
 - 1. You will be receiving a text
 - 2. Here is what will happen next
 - c. Technicians
 - 1. We expect these 14 pictures
- g. Interactive
 - a. Sales Experience Opportunities
- h. Resources
 - a. Service Sheets
 - b. Questionnaires
 - c. Pictures – Before & After
- i. Stories
 - a. Milk shakes + hair spray = better gas mileage
 - b. Wheels barrows
 - c. Bicycle wheels

- d. Shoes
- e. Write your own

21) Profit

- a. Margins
 - a. Let's go 101 for a few minutes
 - b. Parts margin + Labor margin + Tire margin
 - c. These three things pay FOR EVERYTHING
- b. We have 3 profit centers
 - a. Parts
 - b. Labor
 - 1. Labor Opps
 - a. What are your 20 most frequent labor opps
 - b. When was the last time you reverse engineered them
 - c. Find \$25 exercise
 - 2.
 - c. Tires
 - d. Talk thru PLT Mix
- c. Maybe 4?
 - a. Is the Phone a profit center
 - b. VA Tire, Mavis, Discount Tire ... what if?
 - c. Marchex
 - 1. 1 out of 2 don't come in
 - d. Next
- d. Variables that drive profit
 - a. Discounting
 - b. JD Profit Exercise
 - c. Traffic
 - 1. Grow it
 - 2. Cap it
 - 3. Where are the break points
 - d. ARO
 - 1. Mean, Median, Mode
 - 2. How do you break this down
 - 3. Job
 - 4. \$\$ per Job
 - e. Pricing
 - 1. Big numbers may not mean much
 - 2. Ask Circuit City
 - f. Next
- e. Crunch
 - a. Margins
 - 1. 58% all in
 - b. FC
 - 1. 25% including SM SW Comp

- c. VC
 - 1. 18%
- d. Operating Profit
 - 1. 15%
- e. Next
- f. Next

22)Your Store

- a. The Growth Trifecta
- b. R.O.s per Day
- c. \$\$ per R.O.
- d. R.O.s per SM SW
- e. R.O.s per Tech
- f. Next

23)You

- a. Mapping next
- b. Three things
 - a. Separating good intentions from effective action

24)Next