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## Larry's Ramblings

**The 5% rule:** Every year during the month of December you should take the bottom 5% of your Employees and the bottom 5% of your customers and GIVE THEM to your competitors as a Christmas gift!

Businesses whose primary goal is to never lose another customer and/or never lose an Employee are setting themselves up for **disappointment** and **failure**. Successful businesses are constantly *growing, evolving, and figuring out new/better products and services* for their customers. New and better products attract new customers. Remember, no one knew that they needed an iPhone until Apple introduced it to the world. When newer/better products are introduced into the marketplace, at least 5% of current customers do not want the market to change. I hung on to my Blackberry for years before I would even look at an iPhone. After I got one, I kicked myself for not adopting the iPhone earlier. These people (like me) are satisfied with the way things are and they resist changes, sometimes by leaving your business in search of a business that is doing things the "*old fashioned*" way. But just like me, once they figure out that they are missing out on something that is better than what they were clinging to, they will be back. The same holds true for your Employees. Most Employees resist change, some even fear change they want to keep everything working exactly the way they have it working now!

I'm **aghast** at Dealers and General Managers who seem to think they're running some kind of Employment Agency, with their real metric being to never lose an Employee or customer and always to reward well... despite

performance! These Dealers are building their own prisons, with themselves inside.

## What to do?

Get your ego out of the way. No one considers less of you if you admit your business model is wrong (I turn down Consulting Clients immediately when they tell me their business model is not on the table for discussion, it's like telling me they want their car to run better but we can't discuss the flat tires)

**Stop** feeling sorry for your Employees. You're taking the risks and you're paying them. Getting fired was a wondrous breakthrough for me (and for many of you) so treat your poor performing Employees to the same epiphany.

Stephen Jobs (founder of Apple) when asked why he had such a large turnover in Employees, he answered with this statement; "***It is not my job to make my Employees happy with their work, it is my job to make them better Employees!***" Jobs was notorious for deflating his Engineer's egos. He would challenge them to come up with new and better products. The Engineers would work tirelessly to develop something Jobs asked them to develop. When they presented it to Jobs he would take a hammer and smash it. Then he told them they were much better than the product they gave him and to go back and get it right next time!

Name one great leader who was not at one point in their career been referred to as a *tyrant, ego maniac, or gold plated ass* by their Employees. I enjoy telling students in my Manager College Classes about the time I was leaving a Dealership that I was working at to take a much larger job at another Dealership. All of my Employees collected donations from everyone and threw me a going away party at a local steak house. At the end of the dinner they gave me a gold plated trophy with a plaque that read "*Larry Edwards, World's Best!*" On top of the trophy was the back end of a horse! (Yes Bill I know it was you who put everyone up to that)

Attempting to attract new customers to your Dealership by doing the same things you have always done is the purest definition of insanity and a sure fired recipe for failure. In order to attract new customers you **MUST** offer new and improved levels of services. Remember, some of your current customers may not like the new/improved services. If you do not challenge everyone that works for you to constantly improve their individual performance, constantly look for better methods, focus on satisfying

customers wants, and selling them what they need, your business is standing still... **or worse, it is going backwards!**

While you are at it, turn off family counsel. Someone you love may be able to tell you what outfit you look best in, or suggest a good movie, but if they didn't help found and run the business they are lousy sources of advice. Why? Because they consider you their spouse/partner/relation, and not a Business Executive. Since when are they Business Consultants in any case?

**Start 2017 off by cleansing your organization of the laggards, complainers, whiners and do-nothings.** Do not tell the bottom 5% of your customers to leave just stop bending over backwards attempting to please them. Thank them for their business and tell them that you would love to retain them as a customer, but that you cannot give them what they are asking for... anymore.



**Start 2017 off by challenging yourself and your Employees to reach higher than they think is possible.** When I started consulting (*a long time ago*), achieving 20% Net Profit to Sales in service was believed to be an unobtainable goal. Today, I have hundreds of customers who are making **30% PLUS** Net Profit on every labor

dollar they bring in. Do not settle for CSI and Retention Scores at the regional average, challenge everyone to be the leader in customer satisfaction. Challenge your Employees to establish new industry standards for CSI and Profits. Shoot for the Moon... remember, the Moon shot was believed to be impossible until President Kennedy challenged Americans to do it.

**Great leaders set high goals, then constantly challenge everyone to achieve them. 2017 would be a great time for YOU to become a GREAT LEADER.**

Enroll in *E&A's* First Courses of the Year!  
**Advanced Selling Skills**  
**Service Consultant Course**

January 10-11, 2017\*

Deadline is December 15, 2016

**Click here to  
ENROLL**

## **Service Manager College Course**

January 17-19, 2017\*

Deadline is December 15, 2016

**Click here to  
ENROLL**

*\*This class is not confirmed until we receive 5 enrollments & then we will notify you that the class is confirmed*

## **What makes Edwards & Associates Fixed Operations Manager College Courses unique?**

- *Edwards & Associates* does not specialize in only one Department, **we are the experts on Service, Collision, and Parts Department Operations.** We have developed Service, Parts, and Collision



- Operation's Guides and Fixed Operations Training Programs for major Manufacturers and Industry Associations like- General Motors, Nissan, Hyundai, Mitsubishi, Infiniti, Toyota, NADA, Automotive Service Association (ASA), Automotive Management Institute (AMI), PPG, Snap On, Mitchell, Mighty Auto Parts, and Yamaha Marine
- **Over 8,000** people have attended at least one of our training courses in the last 22 years
  - I only do one Manager College Course each month and class size is limited to 12 people. This allows me time to work with each Manager *individually*
  - Dealers, General Managers, and Fixed Operations Managers are *encouraged* to attend with their Managers. We do not charge extra for

- them to attend, both parties can attend for the price of one enrollment
- All courses are taught utilizing the Manager's own financial results. Managers conduct all of the courses financial, marketing, production, and staffing analysis utilizing their actual numbers
  - Managers leave these courses with **real solutions** to their current situations
  - Managers who attend one of my classes receive *personal coaching* from me, for as long as they need it



## **NADA/ATD** ***Convention & Expo***

**DATE: January 26-29, 2017**

**LOCATION: Booth 3444**

**If you would like to make an appointment,  
email [Larry@edwardsconsult.com](mailto:Larry@edwardsconsult.com)**

### **Want to Attend one of our Seminars?**

**Larry Edwards** will be speaking for NADA on  
*"Collision Myths versus Collision Facts"*

**Gary Edwards** will be speaking for ATD on  
*"Increasing Service Profits"*

<u>Speaker</u>	<u>Day</u>	<u>Time</u>	<u>Room Number</u>
Larry Edwards	Thursday 1/26/2017	1pm-2pm	348-349
Larry Edwards	Thursday 1/26/2017	4pm-5pm	214
Larry Edwards	Friday 1/27/2017	10:30am-11:30am	220
Gary Edwards	Friday 1/27/2017	10:30am-11:30am	263
Gary Edwards	Sunday 1/29/2017	10:45am-11:45am	262

**For a complimentary *Profit Potential Analysis (PPA) Report* on your Service, Parts, or Collision Department click below**

**Service**

**Parts**

**Collision**

**Executive Learning Resource for Top-of-the-Line Fixed Operations Managers  
or those who want to be *Volume 169, December 2016***

A free monthly newsletter about Automobile Dealership Fixed Operations. Based upon the Consulting, Training and Research work done by Edwards & Associates and its Chairman, Larry Edwards CMC.

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