

# TYREPOWER MULTI-STORE WORKSHOP



1

## BRAINSTORM WARM UP

- What Multi-Store Issues & Concerns do you have??
- What would you like to LEARN?

**ALWAYS KNOW YOUR OUTCOME**

2

## Some of DAVE's BIGGER MULTI-SITE CLIENTS

GOLDCROSS  
cycles

Lenard's  
THE BEST FRESH CHICKEN

LIBERTY  
FINANCIAL

Allied Medical Group INC.

Hard Rock  
CAFE

LEONDA  
107 - 41 - 10100

BSC  
BRANNING & POHNS TRANSPORTATION SOLUTIONS

LOWES

ICMI

3

## TYRESTORE MULTI-STORE EXPERTS

- Nigel Chynoweth
  - JAX Quickfit
  - 32 outlets \$70m p.a.
  - [www.bizbuysell.com.au](http://www.bizbuysell.com.au)
- Steve Lange
  - Tony's Tyre Service NZ –
  - 22 Stores. (sold in 2008)



4

## TYREPOWER MULTI-STORE OPERATORS

Name	Status	No of Stores	Area
Mike Stephenson	Current (TPL Board)	5	Wollongong/Illawarra Region Dapto, Kiama, Cringila and Oak Flat, Figtree
Mark or Justin Harris	Current	4	Bunbury, Collie, Mandurah, WA
Russel Hayes	Current (TPL Board)	3	Melbourne Metro Eltham, Diamond Creek and Croydon
Richard Wilson	Current (TPL Board)	3	Perth Metro
Blain Vandersteen	Current	3	Erina, Woy Woy, Kincumber
Ian Edgar	Past Multi Owner (Region A Board)	2	Melbourne Metro (Notting Hill, Scoresby)
Grant Roberts	New	2	NSW Central Coast Long Jetty, Morrisett
Dallas and Allison Flanders	Current	2	Noosaville (2)

5

## THE MULTI-STORE JUGGLING CHALLENGE

- Are you a **Juggler**?
- Can you **prioritise**?

6

**“If you want to go fast go alone,  
if you want to go far go together”**

**Work Together**



7

## CLIMBING SUCCESS MOUNTAIN

10,000 Hours of pushing beyond  
your comfort zone

**4** GETTING SERIOUS  
Multi-Stores

**3** GET SMARTER  
Systemised Store

**2** GETTING BUSIER  
Profitable Store

**1** GETTING  
STARTED



8



## STAGES OF BUSINESS 1 - GREEN

### FLEDGLING STAGE

- Totally reactive
- Stressed and emotional
- Overwhelmed
- It's sink or swim financially
- Don't know what you don't know
- Bite off more than you can chew and chew like hell.

### CHALLENGE:

Stop Losing Money ASAP!

### TO DO LIST

- do a business plan, set a goal - aim high
- set 3 objectives
- gain knowledge and get experience ASAP
- Ask for help from a mentor or business coach

11

## STAGES OF BUSINESS 2 - GROWTH

### FASTER GROWTH STAGE :

- Sales starting to grow rapidly
- You are more Knowledgeable , experienced and more organised
- You have a clear **vision**
- More structured and system driven
- More procedures & policy focused
- Using job cards , job board , quote and booking system

### CHALLENGE

Manage the Business Growth Issues

### TO DO LIST

- ✓ Continued training and personal development
- ✓ Work the Data base, SMS reminders , email alerts
- ✓ Develop and follow good processes , operation manuals, training manual , and telephone techniques .
- ✓ Do a business plan -set a bigger goal

12

## STAGES OF BUSINESS 3 - GOOEY

### MAINTENANCE STAGE :

- You are more intuitive, calm, detached, More tolerant (less stressful), innovative, people oriented, generous towards others,
- Stepping back from being the key person , the business runs well with or more importantly without you .
- Growth and results come. You see the full "Potential" of the business
- You start training other future leaders (show , tell , practice , check)
- Ride the lifestyle wave of success and consider expanding or investing

### TO DO LIST

- Develop more future Leaders
- Take "action", action is what drives potential
- KPI's measure your business, Focus on sales , expenses , gross profit - the only three key variables .
- Benchmarking against best practice & survey your customers regularly. Systems and procedures are in place. Fine tuning the operation ,
- Meeting with Accountant and talking about wealth, succession and financial planning

13

## EXPAND STAGE (OPTIONAL) – GROW FOOTPRINT

### MULTISTORE EXPANSION STAGE

- Solid cashflow and asset backing
- You are ready to expand and grow your business , wealth and fulfil your potential either by slowly growing **organically** or more rapidly through **acquisition**

You must take **ACTION** : the doing, the getting up and making the effort, without action any potential is lost and any results are not achieved .

### TO DO LIST

- ✓ Learn how to lead when not on site
- ✓ Good Financial Literacy & Systems
- ✓ Find and Develop More Leaders
- ✓ Creating a strong disciplined Culture
- ✓ All systems & procedures ready
- ✓ Develop a plan to EXPAND

14

## MANY ISSUES OF MULTI-STORE OPERATION

### EXPANSION PROCESS

- Should I expand - more Stores ?
- What do I need to do to be ready for another store?
- Who should I tell?
- What help can I expect?
- What about the \$\$\$ - Setting up and operating expenses

### SYSTEMISING

- Security/Processes & Discipline
- Stock Control

### BIGGER LEADERSHIP ROLE

- Am I ready/ Are They Ready?
- The emotional Highs and Lows of Multi-store ownership
- Managing from a distance

### TEAM BUILDING

- Staffing issues
- Coaching/Mentoring Role

15

## MULTI-STORE CHECKLIST – Are you Ready to Expand the Business?

**B**randing & Promotion

**U**nderstand Customers

**I**nternet Strategy - Web

**L**eadership Skills

**D**.I.C.E. -Value Proposition

**S**trategic Vision

**P**roducts & Services Offer

**R**ewards & Recognition - P&A

**O**perational Systems & Processes

**F**inance & Admin – Measuring!

**I**.T. and POS Systems

**T**eam Selection/Development

Does your store NEED YOU?

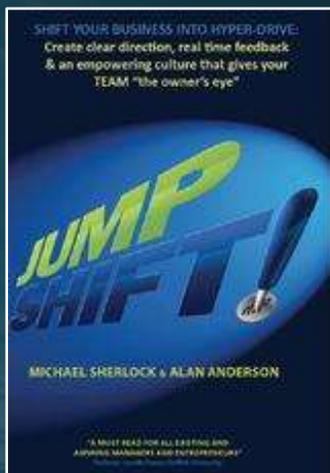
16

## FINDING YOUR NEXT STORE

- Greenfields or Takeover?
- Go North, South, East or West?
- Find A NEW Site - An Old Nursery, Hardware, Garage, Warehouse
- Main Rd Exposure pays off
- Rebranding from a dud tyre chain
- Always Buy an “Improver”
- Expand by “Upsizing” (bigger site)
- YOU take it over and fix it
- Develop your **Strong 2IC**
- Pirate Strategy – can be bloody!
- Ask for More Help

17

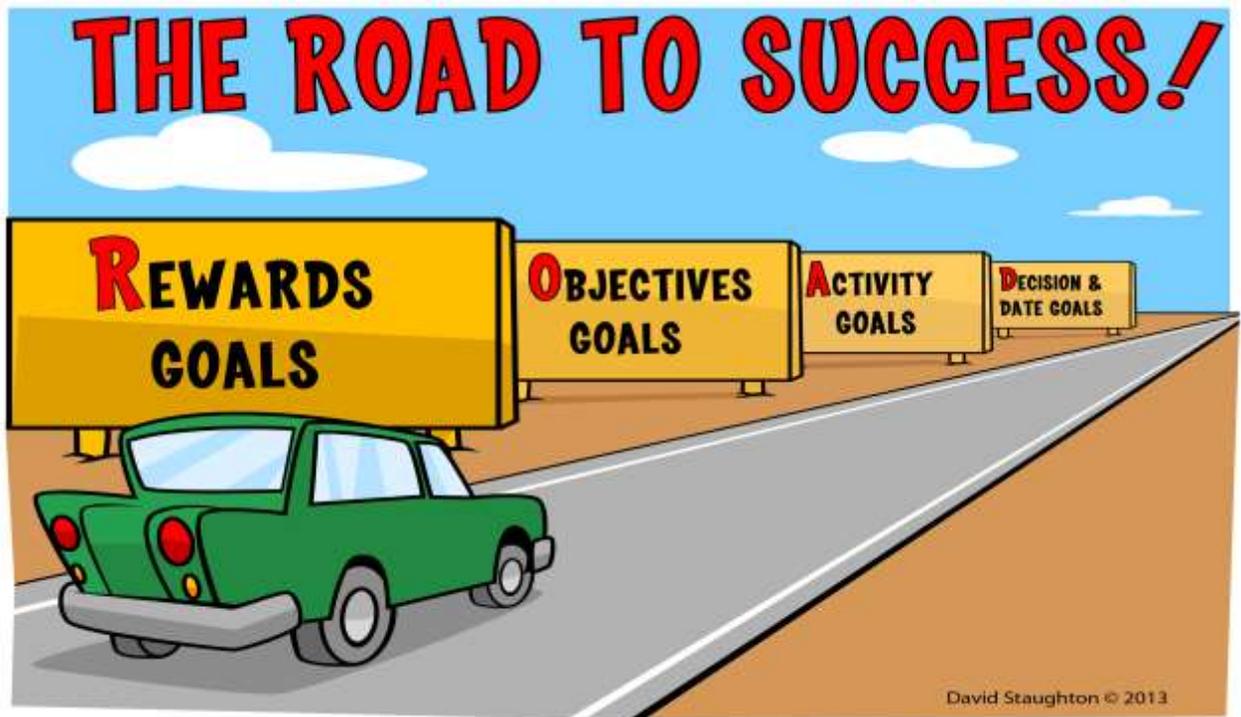
## BEST GUIDEBOOK TO MULTI-STORE EXPANSION



- Michael Sherlock
- Brumby's Bakery Founder



18



19

## YOUR VIP JOURNEY

- ✓ROADMAP
- ✓DASHBOARD
- ✓PLANNING
- ✓RESEARCH
- ✓STRATEGIES
- ✓STRUCTURE
- ✓PEOPLE
- ✓SYSTEMS
- ✓CUSTOMERS
- ✓SUCCESS

20

# YOUR ROADMAP

## ROADMAP

- Create a MAP - Think Long Term
- Imagine Your Destination (Vision)
- MEASURE Your Progress
- Plan & Review Regularly
- Think Big Picture Vs Day to Day Ops
- You need a Satnav & GPS system

## FOCUS ON

- ✓ Future Destination – Life Goals
- ✓ BHAG – Big Hairy Audacious Goal
- ✓ Total Assets & Liabilities
- ✓ Sales Turnover & Expenses
- ✓ Profitability (or Loss)



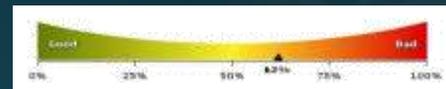
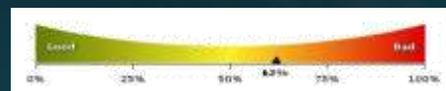
21



22

## YOUR DASHBOARD

- Determine and Measure your Critical Numbers (KPIs) regularly
  - Regular Focus and Attention!
  - Shared with Team?
1. Sales per Customer (SPC) Speedo
  2. Customer Count – Rev counter
  3. Profitability & Cashflow (Fuel)
  4. Team Culture & Fun Factor (Temp)



23

## WATCH OUT FOR **WARNING LIGHTS**

- **Flat Battery** – Lost Motivation
- **Seat Belt Not Fastened** – No insurance - will/legals – Health/Family crisis
- **Door Not Closed** – Poor Security / Theft or Financial control issues
- **Speeding** – TOO Rapid expansion / Cashflow
- **Oil Pressure** – Stress/Divorce/Staff Turnover
- **Service Due** – No Holidays or can't take time off
- **Litres per 100km** – excess Personal Spending or staff burnout
- **Kms travelled** – Few Assets accumulated?
- **Other?**

24

## FOCUS ON CONTINUOUS PROGRESS

- Disciplined & Systematic Approach
- 8 A's to Achievement
- Attention and Focus
- Planning your Actions
- Assess Your Progress
- Celebrate Successes



25



26

## PLANNING

- Involve your KEY people
- Getaway and Think
- Do a SWOT Analysis
- ASK for their ideas (not TELL)
- Start with WHY? & WHAT?
- Work backwards from GOALS
- Check Risks & Stakeholders
- Get Buy-In & Agreement

### KEY OUTCOMES

- ✓ Shared Vision
- ✓ Agreed Mission
- ✓ Common Values
- ✓ Positioning & Branding
- ✓ Work on Growth Strategies
- ✓ Different Scenarios & Consequences (What ifs)

27

## PLAN AND TAKE ACTION

- “Our goals can only be reached through the vehicle of a PLAN, in which we must fervently believe, and upon which we must vigorously ACT.  
• There is no other route to success” – Pablo Picasso

28

# PROFIT MODULES FOR A TYRE BUSINESS

Roadside Assist

Auto Parts Import/Wholesale/Distrib

Blue Slip Recond

Road Warranties

Vehicle OHS Services

Roadworthies

Loaner Cars

Fleet Maintenance/Serviceing

Fitting – Towbars/Barriers

Retail/Safety Store

Batteries

4WD Access

Log Book Servicing

Child Restraint Fitting

Wheels

Tyre Services – Align/Balance/Nitrogen

Mechanical Repairs– Brakes, Steering

Passenger Tyres

4WD Tyres

Commercial Tyres

Truck Tyres

HPT



29

## RESEARCH & ANALYSIS

- Best Location?
- Demographics?
- Ideal Customers?
- Value Proposition?
- Competitors?
- Product & Services Offer?
- High Tech - IT / POS / WEB?
- Hot & New Business Ideas?
- ✓ Site Selection / Analysis
- ✓ Customer Research
- ✓ Mystery Shopping
- ✓ Best Practice
- ✓ Competitor Analysis
- ✓ Trend Analysis
- ✓ New Technologies (Overseas)
- ✓ New Business Models

30

## STRATEGIES – GET CLARITY

### KEY STRATEGIES

- Grow New Stores
  - Grow Customers
  - Grow Sales per Customer
  - Positioning of your Brand
  - Ideas for Value Differentiation – USP? Value Proposition?
  - Hero Products & Services
- ✓ Site = Access, Exposure, Attractions, Ant Trails
  - ✓ VIP Focus (80/20) Strategy
  - ✓ Marketing Strategy
  - ✓ Merchandising Strategy
  - ✓ POS/IT/Web Strategy
  - ✓ Training / Service Strategy



31

## STRUCTURE

- Structure follows Strategy
  - Your Organisational Chart
  - Team Roles & Responsibilities
  - Your Alliances & JVs
  - Incentives - Equity, Ownership?
- ✓ Aligned with Strategy
  - ✓ Bank relationships
  - ✓ Suppliers assisting
  - ✓ Your Support Team
  - ✓ Share Resources



32

## PART 2 – PEOPLE & SYSTEMS

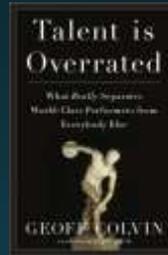
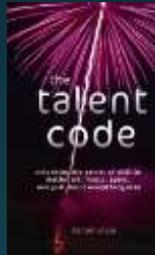
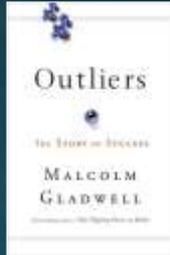
33

### MULTISTORE LEADERSHIP ISSUES

- Why is Leading a **Multi-Store** situation different?
- What makes it different and how do others make it look so easy?
- How to Develop Tomorrows Leaders Today

34

## DEVELOPING WORLD CLASS SKILLS 10,000 Hours to Mastery!



**Developing more  
Myelin in the brain**

- The importance of deliberate practice with a mentor or coach.
- Lots of Repetition (push to challenge/test)
- Continuous feedback
- Hard work (not always fun) – mentally demanding

35

## Who are your Next Leaders – Your 2IC?

36

## Eight Great Future Leader Selection Criteria

1. Ambition, Drive or 'Work Ethic' (Hungry = MMM)
2. Mindset for Success (Expectation/Belief)
3. Teamwork not Soloists (DIY -> DIT)
4. Ability to Lead a Team (ME ->WE)
5. Spouse Support (No Naggers!)
6. Sales Orientation (Connectors - L.A.M. )
7. Social Orientation (People friendly person)
8. "Customer Service" Mindset

37

## PEOPLE

- Building a Winning Team
  - Develop Your Culture behaviours
  - Assess Individual Traits
  - Performance Appraisal Systems
  - Develop Feedback Methods
  - More Regular Team Meetings
  - Share Goals & Numbers
  - More Training!!!
- ✓Purpose – Why?
  - ✓Recruitment
  - ✓Induction
  - ✓Motivation
  - ✓Outcome Focus

38

“Work Hardest on  
**ATTRACTION,  
 SELECTION &  
 DE-SELECTION**”

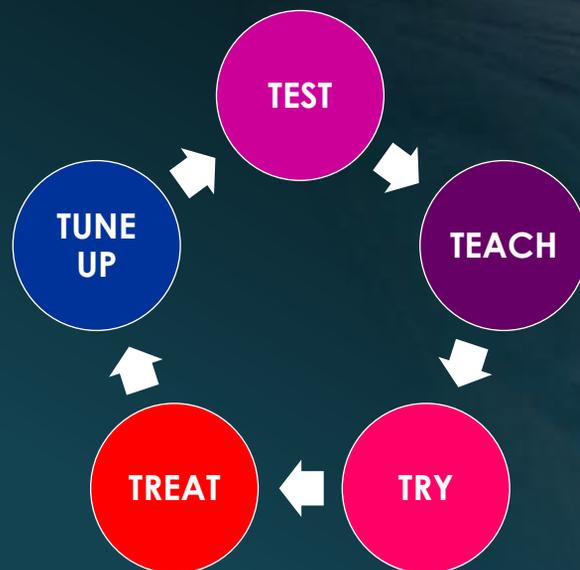
To Build a Great Team!

Biz Card recruiting!

39

## TEAM IMPROVEMENT CYCLE

**HIRE FOR**  
 Attitude  
 Skills  
 Knowledge  
 Experience  
 Relationships



40

## PEOPLE

- Remuneration & Rewards
- Use Love Languages - Praise, Appreciation, Recognition, Touch & Your time/attention
- Should staff share in the success of the business?
- Fun Factor – benefits & BBQs

## PERSONALITY PROFILING

- ✓ TMS Team Management Systems
- ✓ DISC profiling or Gallup Strengths

## PERFORMANCE

- ✓ Stand Up Meetings
- ✓ Financial Transparency
- ✓ Appraisals
- ✓ “Giving Feedback” Training

41

## PEOPLE

- Find a strong 2IC – next leader
- Use KPIs for each position
- Use Incentives “Get Buy in & Owners Eye”
- Regular Stand Up Meetings
- Disciplined Culture & Fun
- Provide Certainty for team members
- Provide Confidence in times of change
- Hire the BEST you can find
- Be an employer of choice – not last resort
- Exit surveys of staff leaving
- You grow as fast as you can recruit and develop your next leaders
- Takes 18-24 months to build a strong team from a group of individuals

42

# Develop your Leadership Skills!



43

## BUSINESS WISDOM

"You get what you *Inspect*"

... measure & Follow Up!

"You get what you *Deserve*"

... Cause-> Effect

"You get what you *Put up With*"

... Take Action!

"Always *share the Credit*

but accept Blame Individually"

"Shared Responsibility is *NO* Responsibility"

"You either have REASONS or *RESULTS*"

44

## YOUR LEADERSHIP COUNTS

- BEING – DOING – HAVING
  - Understanding Yourself & Others
  - Know Your VALUES
  - Start with Why? – Simon Sinek
  - Leadership Levels – You – 1 – 2 – 3
  - Being a better Leader 70/20/10
  - Coaching & Mentoring
  - Tribe Building techniques
- ✓ Attitude
  - ✓ Belief
  - ✓ Confidence
  - ✓ Discipline
  - ✓ Energy
  - ✓ Focus
  - ✓ Goals
  - ✓ Honesty
  - ✓ Integrity

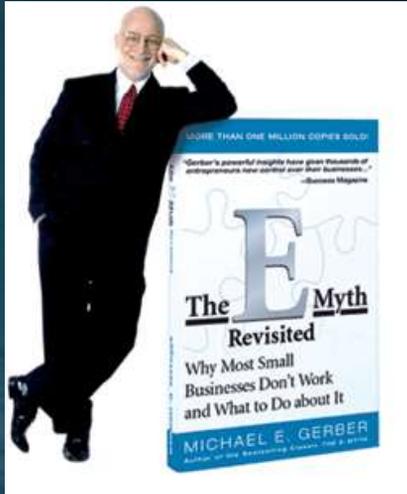
45

## SYSTEMS & PROCESSES

- Capture best practices before staff move on
  - Build a repository of best practices and avoid same making mistakes over again
  - Share your best ideas
  - Disaster recovery plan – save your I.P. and ideas. Biz records
  - Reliable IT System
  - Safety OHS Focus – Toolbox Talks
- ✓ Create and use Checklists and Manuals
  - ✓ Quality Monitoring - Surveys/Audits/
  - ✓ Service & Sales
  - ✓ Staff Development
  - ✓ Make & Use Videos
  - ✓ Camtasia (Screen record)
  - ✓ Training Systems

46

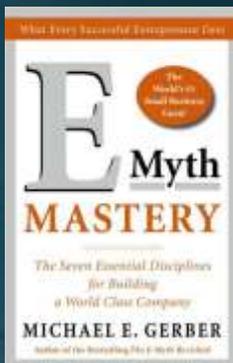
## SYSTEMISING - THE E-MYTH WAY



- “Working ON the Business – NOT just IN the Business”
- “If you fail to Plan, you Plan to fail”

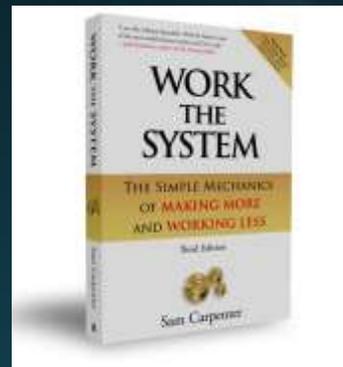
47

## E-MYTH MASTERY & WORK THE SYSTEM



SYSTEMS FOR

1. Leadership
2. Marketing
3. Money/Finances
4. Management
5. Fulfillment of Orders
6. Lead Conversion
7. Lead Generation



48

# THINK SYSTEMS

## SYSTEMS = Reliability & Consistency

Prevent Stuff Ups & Reduce Stress

1. Continuous Systems Improvement
2. Need to Develop NEW Systems
3. Prevention! - Backup Systems
4. Service Recovery Systems – S.U.F.
5. Management & Customer Service Systems



49



50

## FORMULA FOR BUSINESS SUCCESS

# G'DAY!

Get  
the  
Work

Do the  
Work

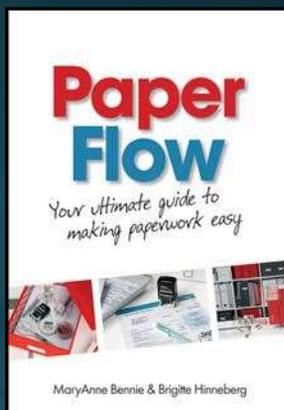
Admin  
& IT  
Work

Work On  
YOU &  
Your TEAM

MAKE MORE EFFORT ON THE BITS  
YOU DON'T LIKE

51

## GET YOUR BACKOFFICE SORTED – ADMIN/FINANCE SYSTEMS



52



53

## SYSTEMISING TOOLS

### SCREEN CAPTURE

- Camtasia
- Snag It

### FLOWCHART MAPPING

- Gliffy
- Mindjet

### PROJECT TOOLS

- Asana
- Trello
- Mavenlink
- Basecamp



54



55

## CUSTOMERS

- Identify, Attract & Retain Customers
- Understand what your customers NEED and how to EXCEED expectations
- Strategy to increase spend per customer
- Retail is Detail
- Products & Services Strategies

1. Image
2. Merchandising
3. Training
4. Upsell/Upserve

- ✓ Customer Mandala
- ✓ Secret Shopper




56

## CUSTOMER FOCUS

- Identify your VIP Customers and Look after them
- Train your front line in best practice customer service and incentivise to upsell
- Practice ethical marketing – in line with your values – make a difference to your community and the environment (recycle)
- SEEME Program



57

## SALES is the ICING on the Cake



Consistently  
GOOD SERVICE  
beats  
inconsistently  
GREAT SERVICE!

58

## FOUR TYPES OF MARKETING

### A - Above the Line (ATL)

- Electronic TV Radio Web
- Print – News/Mags
- Outdoor – Billboard, Bus/Taxi, sign
- PR/ Sponsorships

### B - Strategic Local Area Marketing (SLAM)

- Work Your Neighbourhood
- Local Workplaces / Car Wash
- Local Schools
- Local Sporting Clubs

59

## FOUR TYPES OF MARKETING

### C – In Store Programs (ISP)

- Special Deals and Promotions
- Competitions & Social Media
- Product Awareness (Store Merchandising)
- Gift With Purchase

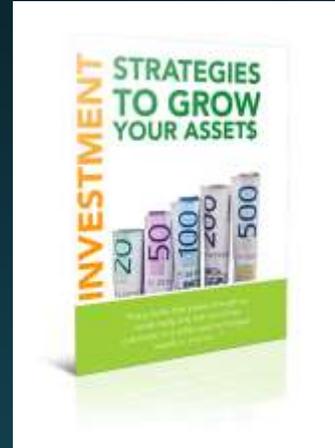
### D - Customer Relationship management (CRM)

- Buzz marketing
- Guerilla marketing
- Loyalty programs
- Complaint Handling (CSR)

60

## SUCCESS TIPS

- Think **Assets** Not Income
- **Ideas for Wealth Diversification** – business, property, super and shares
- **Succession Planning** - Setting up for **Selling Out or stepping aside**
- Strategies for **Lifestyle Retirement** – travel, family, health and fun!



61

## THINK MORE ABOUT PROFITABILITY LESS ABOUT SALES TURNOVER



**“TURNOVER IS VANITY – PROFITABILITY IS SANITY”**

62

## THE VALUE OF YOUR BUSINESS IS RELATED TO YOUR PROFIT

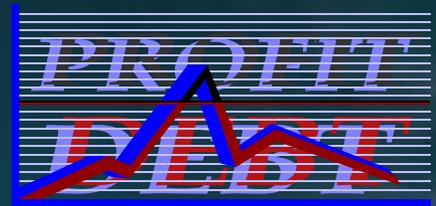
### 3 WAYS TO ASSESS THE VALUE OF A TYRE BUSINESS

1. EBITDA Method – A Multiple of Avg Adjusted Net Profit  
2.25x (Unmanaged Store) – 3x (Managed)
2. APPRAISAL Method – 28% of turnover
3. BANK Method – Capitalisation Rate (30% ROI)

63

### REASONS WHY BUSINESSES FAIL

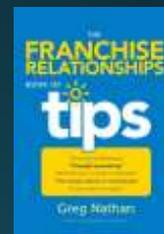
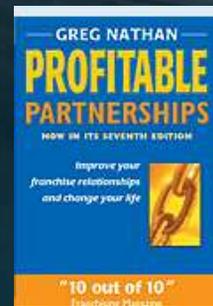
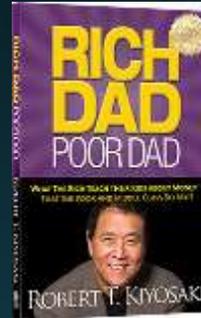
1. **Inadequate Focus on Financial Numbers**
2. Poor Record Keeping, Credit or Stock Control
3. Old Technology, Equipment or Techniques
4. Excess Owner's Personal Expenditure - \$\$\$\$
5. Lack of Knowledge & Experience
6. **Poor Leadership** – Staff Problems
7. Inadequate Marketing
8. Unsuitable Location / High Rents



64

## BEST RESOURCES

- Jumpshift by Michael Sherlock
- The E-Myth by Michael Gerber
- Work the System by Sam Carpenter
- Rich Dad, Poor Dad by Robert Kiyosaki
- Franchising Books by Greg Nathan are useful for multi-store
  - Profitable Relationships
  - The Franchise E-Factor
  - Franchisor's Guide to improving Field Visits
  - The Franchise Relationships Book of tips



65

## BEST DEVELOPMENT GAMES TO PLAY

- Leverage Game by Action international
- Ca\$hflow Game by Robert Kiyosaki
- The Nails Game

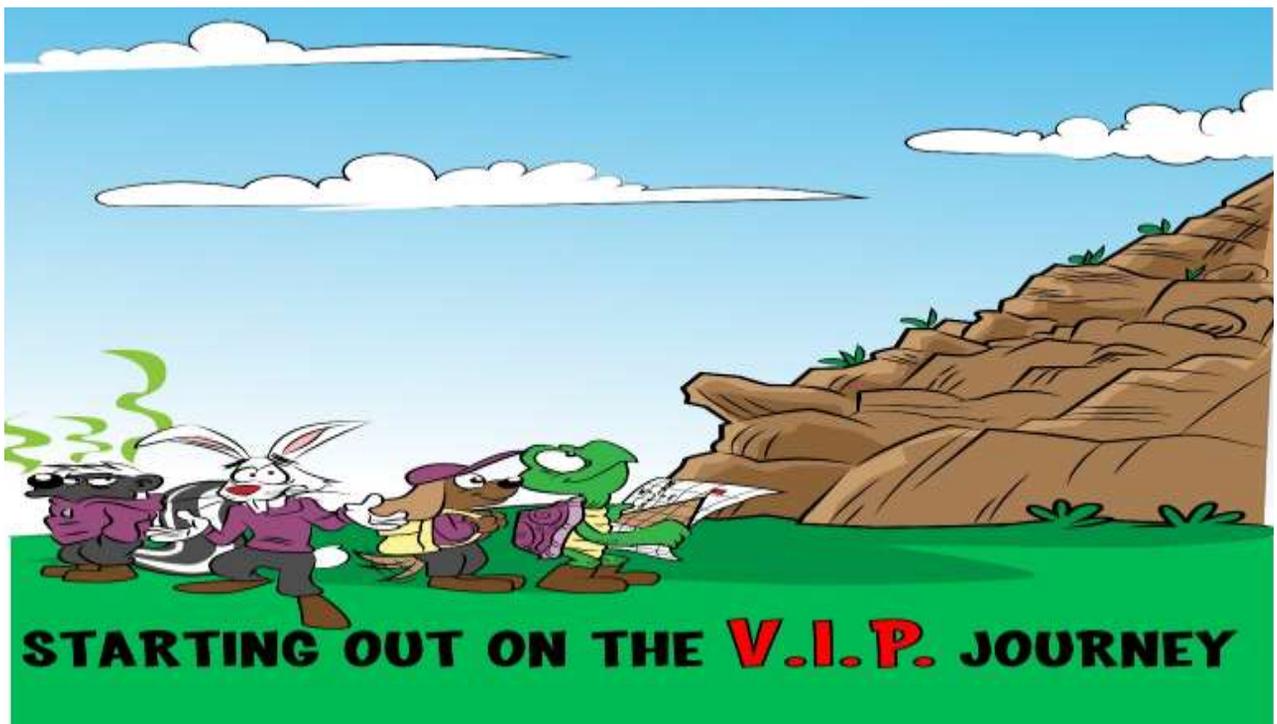


66

## STEVE LANGE's TOP TIPS from Tony's Tyres (NZ)

- Ban Negativity - Use Positive language
- Train Your Own People & Empower them, your Team chooses them
- Get more WOM Referrals – do Customer Service Surveys
- Adopt a Sales Process – checklists!
- Get their phone no. & follow up in 24 hours
- Set GP\$ targets – per hour and measure performance
- Offer Free Puncture Repairs & offer to Beat any price by \$10
- Measure strike rate (calls to sales ratios)
- Pay a Bonus to staff based on WAs per month (or Batteries)
- Find people who love you – get online testimonials and reviews

67



68

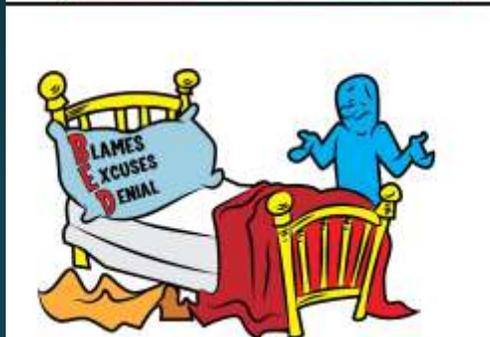
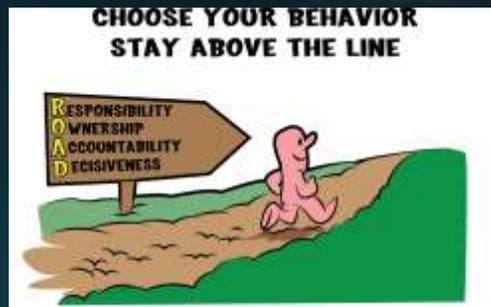
## TWO TYPES OF LEADERS

Run-Around RABBIT or Team-Building TORTOISE?

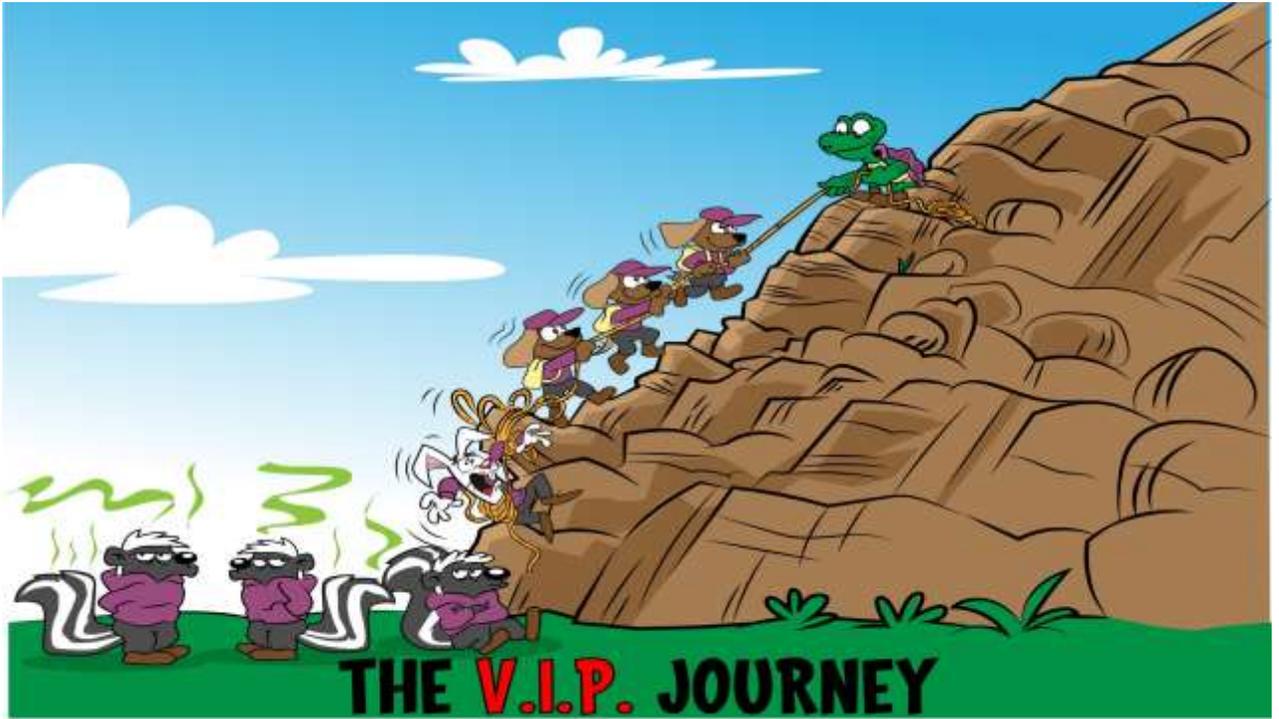


69

Above the Line  
Behaviours



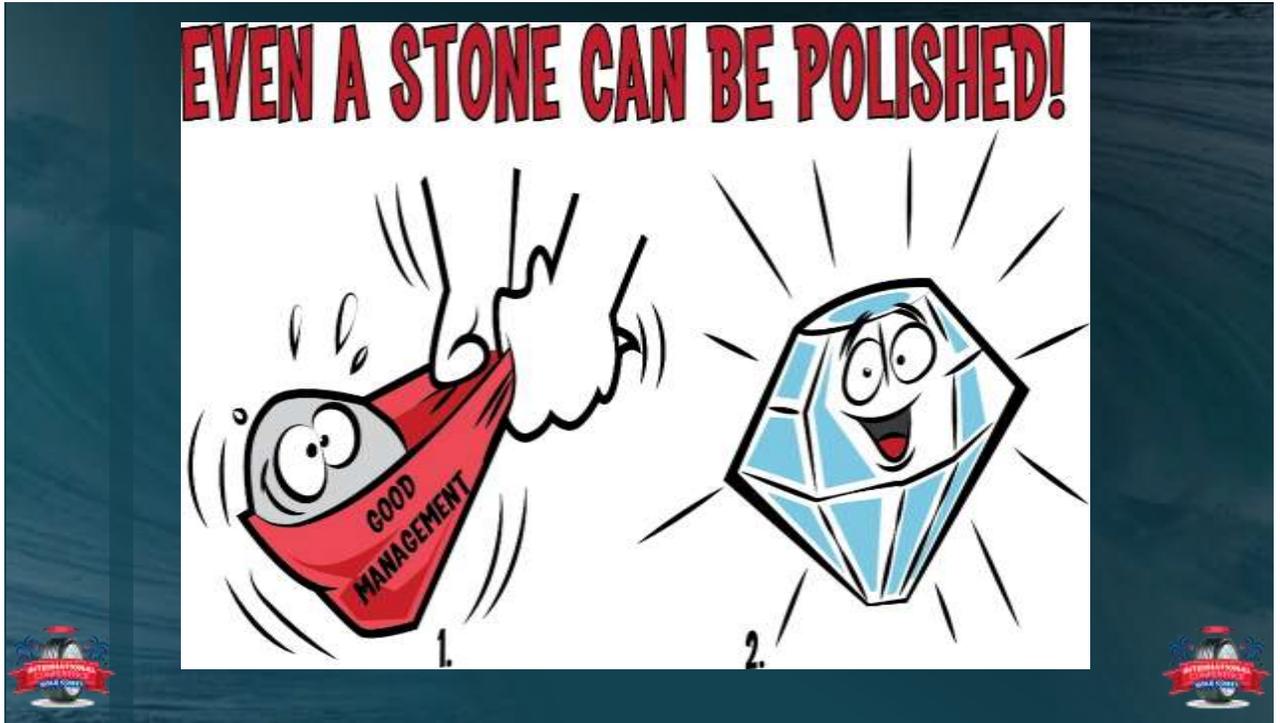
70



71



72



73

## TYREPOWER GURUS

- Tyres / Best Sales Aids
- Batteries
- Wheels
- Nitrogen
- Premium Services/Alignment
- Brakes
- LAM Local Area Marketing
- Mobile Van
- Online Website
- Fleet
- 4WD
- Sports
- Safety Equipment

74