



 NEWATER

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**OUR MISSION IS TO CREATE A  
TEAM OF MARINE RETAILERS  
THAT ARE CONSISTENTLY BEST  
IN CLASS, WITH AN UNWAV-  
ERING COMMITMENT TO OUR  
EMPLOYEES, CUSTOMERS AND  
PARTNERS.**

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**When Principles  
are Clear, Decisions  
are Easy!**

## CORE PRINCIPLES

# Team Members Come First

**"Customers don't come first. Employees come first. If we take care of our employees they will take care of our customers."**

Anthony Aisquith



### **PROFITS ARE THE BY-PRODUCT OF HAPPY TEAM MEMBERS DELIGHTING CUSTOMERS.**

Many companies have Mission Statements or philosophies that declare the "Customer Comes First." Our philosophy turns that around.....if the Team Member comes first, they will treat the customer well, and we will be very successful over the long term. Profits become the by-product of happy team members delighting customers.

Hiring the Right People, placing them in the Right Seats, caring for them and making sure they are engaged and fulfilled is reflected in their interactions with our customers. When our team takes good care of our customers, our success is insured.

## CORE PRINCIPLES

# We Sell Fun!



Scott says..

*"The two best days of boat ownership are Saturday and Sunday!"*

**OUR CUSTOMERS LIVES ARE CHANGED THROUGH BOATING AND WE ENJOY HELPING MAKE THEIR BOAT OWNERSHIP FUN.**

We have the opportunity to help our customers realize their dream of boat ownership. There truly is no other activity that brings family and friends together like boating. It's the perfect antidote to kids spending their day tethered to digital devices.

Whether it's fishing, wakeboarding, surfing, tubing, overnighting, cruising or just hanging out at the sandbar, boating is the perfect escape from the stresses of everyday life.

Our passion for boating shines through in everything we do.....every day. Ultimately, selling is the transfer of enthusiasm!

**"People do not buy goods and services. They buy relationships, stories and magic."**

Seth Godin

## CORE PRINCIPLES

# Technology + Processes = Results!



EASIER



FASTER



SMARTER



**WE IMPROVE DEALERSHIP OPERATIONS THROUGH TECHNOLOGY, PROCESSES AND PRODUCTS NOT OTHERWISE AVAILABLE TO INDIVIDUAL DEALERSHIPS.**

OneWater has built a proprietary suite of software solutions specifically to support our operating processes. These tools include CRM, Boat Show Planning, Manager Dashboards, Inventory and Sales Logs, Marketing Automation and a feature-rich Learning Management Platform that supports our Training Portal. With extensive experience in dealership operations, we incorporate proven best practices across all of our dealerships to strengthen the organization as a whole.

## CORE PRINCIPLES

# Broad Selection of Brands & Inventory



 COBALT

 Malibu  
BOAT

REGAL

 RIVIERA

 BENNINGTON

 Chris-Craft

 ABSOLUTE

Everglades

 EdgeWater

 PURSUIT

**IN CONCERT WITH OUR BRAND PARTNERS, WE USE OUR BUYING POWER & FINANCIAL STRENGTH TO PROVIDE A BROAD SELECTION FOR THE CUSTOMER.**

We carry the best brands in boating, with a deep selection unmatched by any other marine retailer. OneWater offers the customer unrivaled choice.

We offer boats of every shape, style and price point, through great manufacturing partners.

## CORE PRINCIPLES

# Flat Organization



**NO**  
TIME FOR  
**EGO**

**WE ENDEAVOR TO RUN THE COMPANY WITHOUT EGO, WITH APPROACHABLE MANAGEMENT AND A LACK OF LAYERS.**

We sell fun and want our passion for boating to infect our customers. In order to do this, we must ensure that our organization embodies that as well.

Keeping the organization flat and lean, not only adds to our financial strength, but keeps the entire team as close to the customer as possible. A flat organization is more nimble, as decisions do not need to wind their way through a stifling bureaucracy. It also supports our team member first philosophy.

## CORE PRINCIPLES

# Exceptional Customer Service

**"The purpose of a business is to create a customer who creates customers."**

Shiv Singh



**OUR HIGHLY TRAINED TEAM MEMBERS DELIVER AN UNRIVALED CUSTOMER EXPERIENCE.**

Delivering a consistently exceptional customer experience is at the core of what we do every day. Each and every team member interacts with customers in their daily jobs, including internal customers.

World Class Customer Service isn't easy. It requires a team dedicated to exceeding the customer's expectations. It means robust communication; calling the customer before they call us, and ensuring they are informed every step of the way.

Problems occur, it's natural, but it is how we respond to them that makes the difference.



*Scott says..*

*"Sales sells the first boat, service sells the next one, and the one after that!"*





# **KEYS TO SUCCESS**

**IN ADDITION TO OUR 6 CORE PRINCIPLES,  
ONEWATER HAS THESE KEYS TO SUCCESS  
THAT DRIVE OUR BUSINESS.**

## KEYS TO SUCCESS

# Do the Right Thing

**"I follow three rules: Do the right thing, do the best you can, and show people you care."**

Lou Holtz



## IT WOULD BE A RARE FRIDAY SALES MEETING THAT "DO THE RIGHT THING" IS NOT DISCUSSED

It's part of our culture, and we discuss it on our national calls to reinforce its importance. Our goal is to make "customers for life" and that comes from always doing the right thing.

Taking a shortcut because no one is looking may seem easier, however, integrity is doing the right thing even when no one is looking, and doing it consistently. Making promises we can't keep, failing to return calls or exaggerating boat features are all examples that are not acceptable. If it's going to take an extra day or two to make something right, we communicate that up front. We do not surprise customers or team members because of a lack of communication.

Doing the right thing isn't always easy. Delivering a customer's boat when it's not quite ready may help your numbers for the month, but it's certainly not the right thing to do.

We always want to achieve our volume goals, but that does not mean we unduly pressure customers or push the team to cut corners in order to make a goal. Ensuring that we have the customer (or team member) in mind as we make decisions helps in doing the right thing.

## KEYS TO SUCCESS

# Yes before No



Scott says..  
"if you think you can, you can. if you think you can't, you can't"

**"THAT'S NOT OUR POLICY"  
"WE HAVE NEVER DONE IT THAT WAY BEFORE"  
"WE CAN'T DO THAT"**

How often have you heard similar phrases like this? Too often, to be sure. That certainly is not our definition of customer service.

At OneWater we want to start with an attitude of "we can do it" first. We want to find a way, whether it's for another team member or a customer.

We should always respond with a positive answer- "Let's see what we can do;" Let me see how we can accomplish that." Then we must try our best to find a solution that solves the issue.

A big part of a "Yes before No" mindset is having a can-do attitude. If you truly believe that you can find a way, then you are more likely to be able to do so. Having a "Yes before No" philosophy is just as important with internal customers. Customer Service within the company should be as frictionless as possible.

Remember, how you respond initially sets the tone, so make sure that you start with an attitude of "Yes" first.

**PEOPLE WHO SAY IT CANNOT BE DONE SHOULD  
NOT INTERRUPT THOSE WHO ARE DOING IT**

## KEYS TO SUCCESS

# Always be Learning

**"Be humble, be teachable and always be learning."**

Unkown



Just as a lumberjack sharpens his saw between trees, team members need to “sharpen their saw” through continual learning.

OneWater has invested heavily in training resources for its team members. Our training knowledge base continues to grow and be updated.

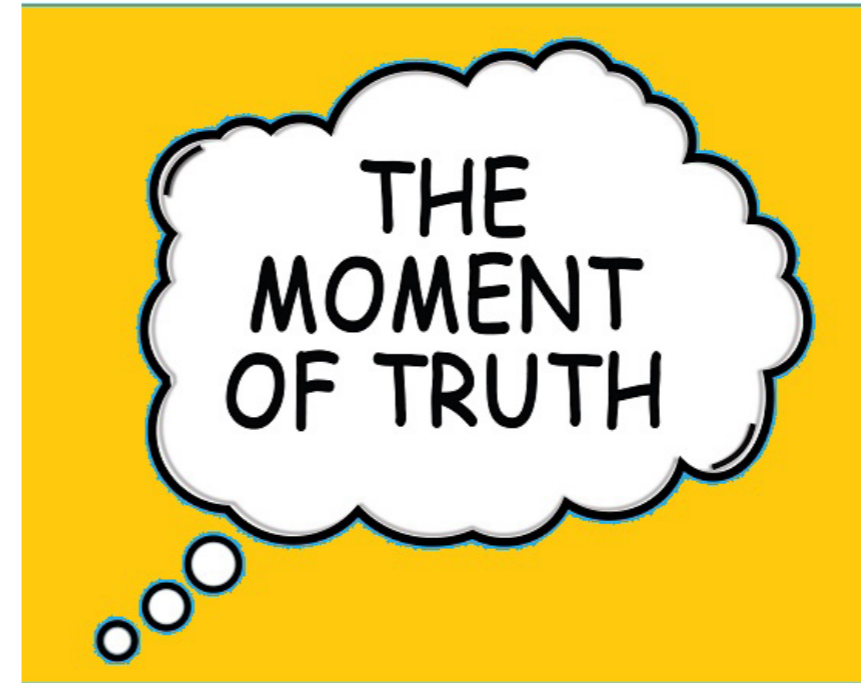
These are your resources, and we always look for best practices or subject matter experts to share with the rest of the team. A combination of on-line and in-person training resources are available for every team member, regardless of position.

In today's “Google” age, learning is both easier and more important. The customer is coming armed with more information available to them than any time in history. A learning mindset allows you to stay current and be a resource for the customer.

**IF YOU ARE NOT WILLING TO LEARN, NO ONE CAN HELP YOU. HOWEVER, IF YOU ARE DETERMINED TO LEARN, NO ONE CAN STOP YOU!**

## KEYS TO SUCCESS

# Every Contact is a Moment of Truth



Every single contact or interaction with the customer is a moment of truth. Customers form opinions based on each contact. These contacts include the web, phone, shows, events or the store.

It starts with our appearance. Is it professional? Neat and clean? Does our website represent us well? Are the images of inventory online of good quality? When is the last time you sat down in the customer's chair across from your desk and looked at it from their eyes? Are you proud of what they see?

Every time we answer the phone, the friendliness of our greeting, whether we put the customer on hold too long; these interactions are all moments of truth.

Do we insure that we are "present" when engaged with the customer? Is the person in front of us the most important person in the world at that moment?

Customers expectations of service are higher than ever, and it has never been more critical to insure every single point of contact with the customer is perfect.

## KEYS TO SUCCESS

# We are "They"



At OneWater, we are "They." We don't blame a manufacturer, other team member or a policy for a problem. We own issues as they come up.

It is easy to pass off responsibility to another person or company when there is a problem. However, the customer bought the boat from us, and ultimately we need to do our best to take ownership and solve the issue.

This ownership extends to internal customers as well. There is nothing worse than hearing a team member indicate that "they" made the decision, or "they" made that policy.

There is no "they," it is us. Our success comes from everyone working seamlessly as a team.

Regardless of the situation, never forget, that in the end.....It's on Us. We have to "own it" from start to finish.

## KEYS TO SUCCESS

# Act with a Sense of Urgency



*Scott says..*

*"Today is the best day in history to buy a boat"*



### INIATITIVE IS DOING THE RIGHT THING WITHOUT BEING TOLD

Having a sense of urgency includes grabbing the phone as soon as it rings, answering that email promptly, and responding to web inquiries immediately.

Moving quickly and with urgency stops problems from becoming bigger. Problems (and boat deals) are like a dead fish.....they don't get better with age.

Never underestimate the customer's sense of urgency. Not just for issue resolution, but also during the purchase path.

Boats may be a "want" purchase, but when a customer makes the decision to buy a boat, their desire to get on the water quickly accelerates.

## KEYS TO SUCCESS

# Treat it Like You Own It

**"Beware of little expenses, a small leak will sink a great ship"**

Benjamin Franklin



OneWater is made up of a group of previously independent dealerships and dealership groups that were successful in their own right.

In large measure, they were successful as a result of engaged ownership. These businesses were an extension of the founders. They reflect their personality and their passion. It's important that every team member treat their stores as if they were owners. We can't ever lose the individuality and personality of the stores.

We all need to show the same pride in our stores and team that a founder would.

Part of treating your store as if you were an owner is paying attention to the details that made it successful. Understanding that once part of OneWater the same care and concern for property, equipment and financial results must continue. The concern for expenses the founder had must remain as well. Unfortunately, there is no money tree in Buford. We need to run a lean and tightly controlled company.



## KEYS TO SUCCESS

# 6 P's Plus One



Scott says..

*"Prior Proper Planning Prevents Poor Performance"*

The saying "Prior Proper Planning Prevents Poor Performance" sums up the importance of planning and its impact on performance.

Just like you would not embark on a boat trip to the Bahamas without a GPS chart as a guide, you shouldn't head into your day, week, quarter or year without a plan and goals.

Having a plan (or chart) gives you a way to measure your progress toward your goals.

It is helpful to set and track goals on a quarterly basis. A ninety day planning horizon has proven to be very effective. Setting team and individual goals quarterly allows you to create plans to achieve those goals.

Being busy is not the same as being productive. A quarterly plan helps you focus on the priorities.

The Plus One "P" is "Pivot." You may have the best plan and you may be executing it perfectly, but circumstances may require you to "Pivot" in another direction.

Never be afraid of making adjustments to the best of plans, if pivoting in a new direction is needed to achieve the goal.

**"You were born to win, but to be a winner you must plan to win, prepare to win, and expect to win."**

Zig Ziglar



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