

WELCOME

to a

Special Edition of UMA Town Hall

Elizabeth Kamalakis, Chair, UMA Education Committee



United Motorcoach Association

SPADER

Special Edition of UMA Town Hall

“HABITS THAT DETERMINE SUCCESS”



Jim McCann

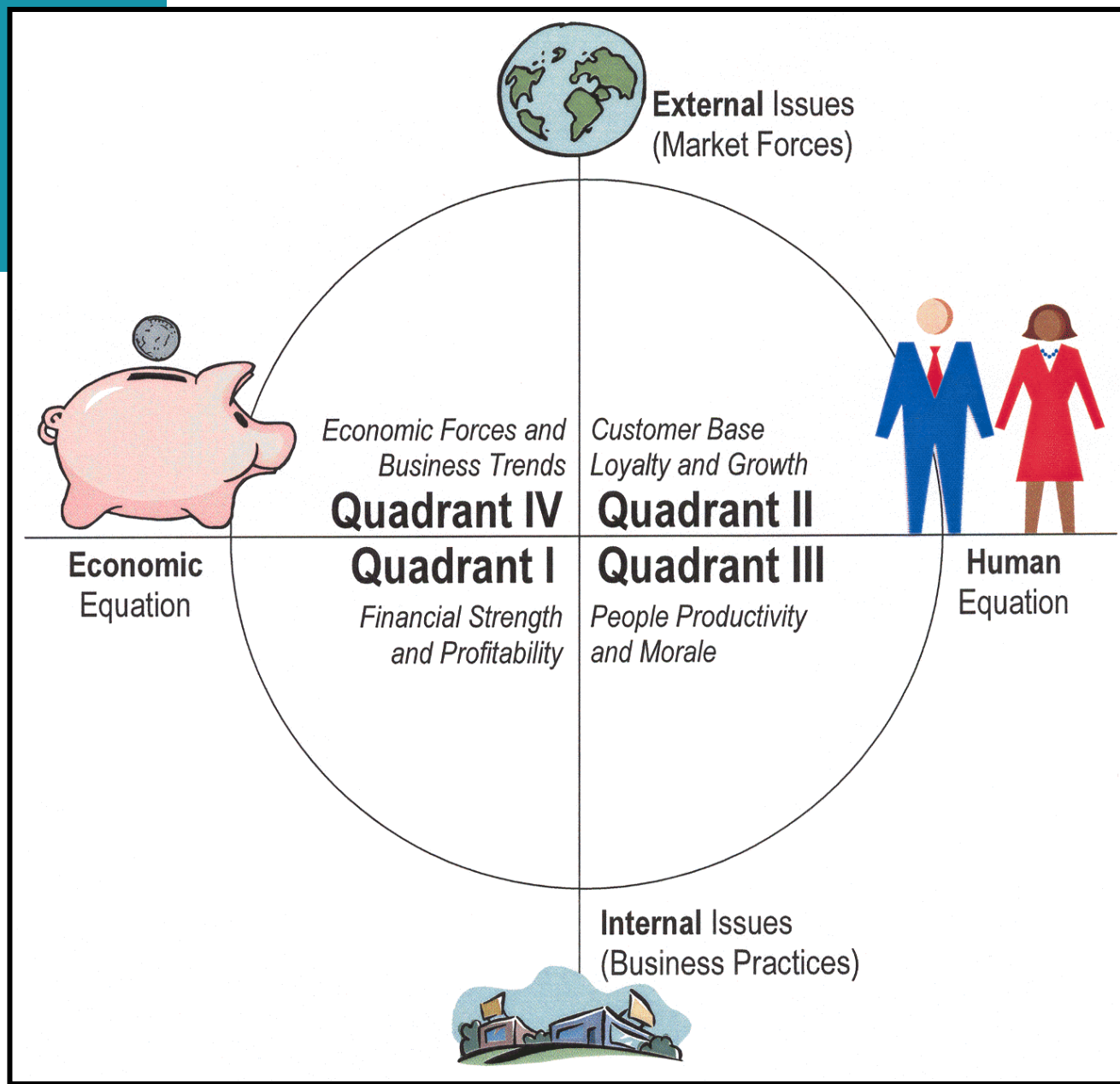


Habits That Define Success

Presenter Jim McCann



Total Business Success Model: Performance Issues



Quadrant I: Financial Strength & Profitability



- In this quadrant, the focus is on *Internal Economic Issues*, such as:
 - Profitability
 - Business Efficiencies
 - Asset Management
 - Internal Processes and Systems
 - Financial Analysis & Benchmarking
 - Budgeting
 - Organizational Structure

Quadrant II: Customer Base Loyalty & Growth



- In this quadrant, the focus is on ***External Human*** issues, such as:
 - Customer Retention
 - Successful Selling & Servicing
 - Marketing & Advertising
 - Company Positioning in the Market
 - Tuning in to Customers' Wants and Needs
 - Growing Customer Base and/or Market Share
 - Branding

Quadrant III: People Productivity & Morale



- In this quadrant, the focus is on *Internal Human* issues, such as:
 - Key Job Results & Descriptions
 - Successful Interviewing & Hiring
 - Managing & Motivating People
 - Improving Employee Performance
 - Job Satisfaction & Morale
 - Capitalizing on the Strengths & Talents of People
 - Capabilities Required for High Performance

Quadrant IV: Economic Forces & Business Trends



- In this quadrant, the focus is on *External Economic* issues, such as:
 - Economic Shifts
 - Market Changes
 - Technology
 - Industry Trends & Consolidation Forces
 - Legal & Political Factors
 - Strategic Focus & Development
 - Industry & Product Market Share
 - Other forces outside the business

Quadrant I: Financial Strength & Profitability

- **Annual budget prepared in advance with monthly progress review**
- **No budget or budget completed after year has begun**
- **No progress review done, or progress review starts and stops**



Quadrant I: Financial Strength & Profitability

- **Key people are aware and involved in the budget process**
- **Bottom up vs. Top Down Budgeting**
- **The team (including the owner) has a “gut feel” for how busy they are, but really don’t know if they are hitting goals**

Quadrant I: Financial Strength & Profitability

- **Benchmarking**
Knowing how your business stacks up against others
- **Don't know achievable results**
from high performing businesses in similar industry



Industry Trends

YTD May 2022

Expenses	Average	20% Most Profitable	20% Least Profitable
% of A.I.			
Personnel Expense	40.2	32.1	50.0
Equipment Maint.	7.2	5.5	6.8
Transportation	15.8	13.5	15.0
Other Variable	5.9	5.7	9.9
Rev. Equip. Exp	11.3	10.4	15.5
Other Fixed	9.6	4.5	16.9
Total Expenses	90.1	71.6	114.1



Quadrant I: Financial Strength & Profitability

- **Knowing what the differences are between the “Most Profitable” business and the average business**
- **Not aware of the things that separate the “Most Profitable” businesses from the average**



Industry Trends

YTD May 2022

Utilization	Average	20% Most Profitable	20% Least Profitable
2022	48.9	47.9	41.5
2019	49.7	55.4	51.5



Industry Trends

YTD May 2022

Revenue per Day	Average	20% Most Profitable	20% Least Profitable
2022	\$1,484	\$1,456	\$1,427
2019	\$1,236	\$1,418	\$1,072



Quadrant I: Financial Strength & Profitability

- **Have an accurate and timely scorecard (daily, weekly, monthly, quarterly)**
- **Financial reports are months late. By the time they come out, no one looks at them because they are old news**

Quadrant I: Financial Strength & Profitability

- **Identifying one to three key top objectives and stick with them until they are reached**
- **Have no objectives or else have several pages, not prioritized list of mostly uncompleted objectives**

Quadrant II: Customer Base Loyalty & Growth

- **Identify and execute a marketing plan for the business, including communication to key clients**
- **Put together a quick sales ad when the advertising salesperson stops by the office**



Quadrant III: People Productivity & Morale

- **Owner/GM uses and holds accountable key resources to achieve objectives**
- **Owner/GM does not make sure that focus stays on key objectives**

Quadrant III: People Productivity & Morale

- **Use a proven recruiting, hiring, and onboarding process for all employees**
- **Use your “gut feel” to make your hiring decisions**



Quadrant III: People Productivity & Morale

- **Have development and coaching plan for all key people**
- **Hire employees and let them learn on the job with little or no feedback on how they are doing or how they could improve**

Quadrant III: People Productivity & Morale

- **Identify the key processes in the business and the key results that should drive each process**
- **Each department takes care of what they believe is the most important thing. There is little or no communication between departments**



Quadrant IV: Economic Forces & Business Trends

- **Visionaries in the organization identify the “theme” (strategy) for the current business cycle and keeps it always in the forefront of the business**
- **No visionary in the organization to regularly be looking at the “big picture” of where the business is and wants to be going**



Quadrant IV: Economic Forces & Business Trends

- **Have a “vehicle” for becoming alert to new opportunities**
- **Owner/key employees are isolated from national and local happenings/trends that might provide new opportunities**



Quadrant IV: Economic Forces & Business Trends

- **Have a process for measuring whether or not to act on new opportunities**
- **No formal thought has been given to what a “good opportunity” looks like. No process in place to evaluate opportunities**



Quadrant IV: Economic Forces & Business Trends

- **Keeps up with industry news**
- **Unaware of what's going on in the industry**





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“HABITS THAT DETERMINE SUCCESS”



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Scott Riccio
Northeast Charter &
Tour
Lewiston, Maine



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THANK YOU!

Elizabeth Kamalakis, Chair, UMA Education Committee

