




NAELB 2015 Annual Conference
April 30 - May 2, 2015
Arizona Grand Resort, Phoenix, AZ

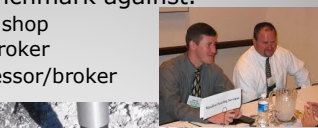



Are YOU a Best Practices Broker?

- Best Practices
 - The most effective and efficient benchmarks or standards used by the best in class organizations in an industry to monitor, manage, and measure consistent performance levels.

- To establish Best Practices it is important to first gain a clear organizational identity to benchmark against.
 - One man broker shop
 - Small/medium broker
 - Small/medium lessor/broker
 - Broker/ Lessor

- Build organizational structure
 - Vision- where are we going
 - Core ideology
 - An envisioned future
 - Vision defines the ultimate dream of what a company wants to be
 - Vision does not change, it transcends time, market cycles, technology, fads, and individual leaders
 - EXAMPLE
 - ***Our vision is to be the best most ethical leasing broker in the industry.***



- Build organizational structure (cont.)
 - Mission- what we do
 - Mission is how you achieve the vision
 - Actions that you take to reach the vision
 - Outline for company goals
 - Focus to drive major policy
 - Leads to the values the company wants to honor
 - EXAMPLE
 - ***It is our mission to add value to our employees, customers, partners, and community by building long-term profitable relationships that help them to achieve their goals.***



- Build organizational structure (cont.)
 - Core Values- who we are
 - Ideals
 - Governing principals
 - Guardrails
 - EXAMPLE
 - ***Communication***
 - ***Passion***
 - ***Integrity***
 - ***Professionalism***
 - ***Respect***
 - ***Teamwork***



- Organizational Goals

- Business
 - Financial Audit & Tax Returns
 - ROE
 - Reserves
 - Income
 - Expenses
 - Delinquency & Charge off



- Organizational Goals (cont.)

- Production
 - Origination
 - Gross Margin
 - Residual
 - Average Points
 - Yield
 - Number of Deals
 - Average Ticket




- Organizational Goals (cont.)

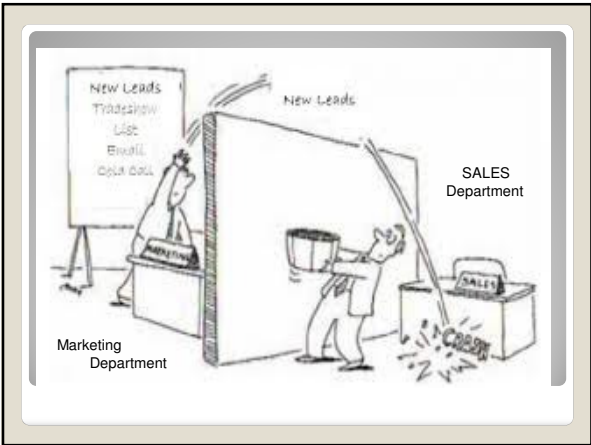
- Marketing
 - Website
 - Target Industries
 - Vendor and End User Process Map, Tool Production, Training, and Reinforcement
 - Association Commitment



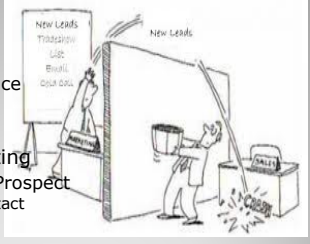
- Organizational Goals (cont.)
 - Operational
 - Personnel
 - Reporting
 - Process
 - Technology
 - Efficiency







- Metrics
 - Measure to the customer experience not the internal process or staff
 - Sales and Marketing
 - Lessee, Vendor, Prospect
 - Frequency of contact
 - Type of contact
 - Message type



- Metrics (cont.)
 - Sales and Marketing
 - Sales Activities
 - Scorecard

(one for each individual, group, team, office, region)

- Office Hours
- Calls
- Applications
- Submissions
- Approvals
- Closed Opportunities (checks)
- Funding
- Originations
- Gross Margin
- Residual
- Billable Income



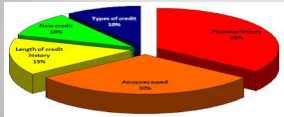
- Metrics (cont.)

- Operations
 - Credit
 - Preview
 - Review
 - Submission
 - Approval/Decline Rates / Speed
 - Communication



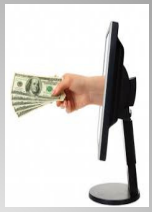
EVERYBODY GETS APPROVED!

- | | | |
|-------------------------------------|--|--------------------------------------|
| <input type="checkbox"/> Bad Credit | <input type="checkbox"/> Slow Payments | <input type="checkbox"/> Collections |
| <input type="checkbox"/> No Credit | <input type="checkbox"/> Repossessions | <input type="checkbox"/> Judgements |
| <input type="checkbox"/> Write-offs | <input type="checkbox"/> Bankruptcy | <input type="checkbox"/> Divorce |



- Metrics (cont.)

- Operations
 - Funding
 - Initial Check In Checklist
 - Complete Package to Submission
 - Submission to Funding
 - Average Error



- Metrics (cont.)

- Operations

- Accounting
 - Funding to Audit
 - Audit to Book
 - Book to Invoice
 - Bill to Collect



**You'z needs any help'a collecting'a?
You'z give us a call.**

- Metrics (cont.)

- Operations

- Portfolio Management
 - Residual Realization
 - Delinquency
 - Charge off




- Manage (internally and externally)

- Communicate Effectively
- Behavior
 - Measure against performance benchmarks and ranking
- Competency
 - Measure against outlined skill sets per role
 - Training
 - Reinforcement
- Culture
 - From top down an imperative must be held to create an environment employees are proud to be a part of and that fulfills our Mission and Core Values of the organization
- Results
 - Measure stated and published criteria publicly



- Employee Development Review (internal)
 - Reinforce their job activities and required skill set
 - Develop Characteristics
 - Metrics
 - Illustrations of Core Values
 - Participation in Achieving our Mission
 - Additional Contributions
 - Employee Explanations
 - Manager Comments



- Reinforcement
 - Rewards
 - Golf
 - Dinner
 - Trips
 - Training
 - Consistent and Specific
 - Company Activities
 - Philanthropic
 - Community







- Culture
 - Success
 - Financial
 - Lifestyle
 - Solution Oriented
 - One Team
 - Appreciation
 - Affirm individually and in public
 - Accomplishment
 - Celebrate Wins
 - Reward
 - Results and Behaviors



- Conclusion
 - Successful Best Practicing Lessor/Brokers:
 - Clearly understand where they are going, What they do, and who they are
 - Set business, production, marketing, and operational goals
 - Use metrics and measure specific sales, marketing, and operational activities
 - Manage their business, employees, partners, image, vendors, and customers effectively



- Conclusion (cont.)
 - Successful Best Practicing Lessor/Brokers:
 - Communicate effectively with quantifiable feedback to build stronger relationships
 - Reinforce behaviors that build organizational Core Values
 - Actively build and maintain a strong culture.
 - Emphasize, maintain and monitor ethics according to the highest NAELB industry standards.