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Director of
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Auto Remarketing Canada: Was the car business where you initially saw yourself, and what was your path to the automotive industry?

I grew up around cars. My father owned an auto body shop when I was young, but I never pictured myself in the automotive industry until I joined TradeRev. Having spent the majority of my career in the tech sector, TradeRev's innovative vision as a disruptive auto tech company captivated me. The automotive industry was secondary at

the time. However, I have learned a lot since then and have gained an incredible appreciation for the automotive industry and its socioeconomic impact.

ARC: What do you enjoy most about working in the car business and/or your job?

The automotive industry is going through a paradigm shift, and I love being at the root of this disruption. If you impact change within this specific industry, it ripples out to the

entire economy and touches almost everyone in some way, whether they work in the industry or not. That's what makes TradeRev such a special company, but what I love about my job is that it's not just about the cars; we are people-obsessed — our customers and our employees. I work with such talented and passionate people, and we are committed to reaching our goals and going far together. This makes it easy to drive TradeRev's FHAB (Fun, Honest, Accountable, Brave) culture and community forward.

ARC: How would you describe your leadership style?

I would describe my leadership style as innovative, empowering (freedom to create and fail), goal-oriented with a manage-up mentality. I value open communication. Listening and honest feedback is fundamental in building trust and respect amongst any team. A focused and directionally aligned team is set up to achieve great things together; this was extremely important as we doubled our headcount over the course of 2018. I push my team to always question the why and actively reach for the next level. To motivate and set your team up for success is to care about them first. Learn what motivates them, what they value and are passionate about, and help them to pursue it. Creating a safe environment that builds confidence within my team and empowers them to take initiative is important to me. I find great personal fulfillment when someone on my team achieves their goals. I consider their success my success.

ARC: At almost any workplace, problems or challenging situations will inevitably pop up. How do you as a leader handle those situations?

First, take a deep breath. Challenges are welcome. Certainly, there are problems to be solved, but challenges are the fastest way to hone your skills and grow. I see challenges as opportunities. I tend to be analytical and process-based, so my approach to handling these situations is to first understand the root cause and objective of the issue at hand. Know your problem, your objectives, timelines and stakeholders. Don't be afraid to think outside the box, and find a non-traditional solution to the problem. It's also important to know what you don't know. I encourage different perspectives and collaboration to build stronger solutions.

ARC: Who are some leaders — outside of automotive — you admire and why?

Two leaders outside the automotive industry that I admire are Indra Nooyi and Warren Buffet. Indra Nooyi, who recently stepped down as CEO after 12 years, transformed Pepsico through strong vision and strategy. She is a confident leader who listens and yet is not afraid to stand by her convictions and challenge the status quo. She has strong values of compassion and gratitude for people. I also admire Warren Buffett, who is a giant in the investment world, but is so humble, generous and gracious. He also has a strong hold on his values and has stayed true to himself.



Michele Wedemire
Lender Development
Director
Cox Automotive Canada

Auto Remarketing Canada: How is the Canadian auto business most different than when you first started out?

The digital footprint in the automotive business has changed the market place. Solution providers are leading with digital platforms that service the industry. Dealers are online transacting in many stages of the vehicle remarketing process.

Consumers are looking online for build, option and price comparisons and arriving at dealerships in some cases to just drive and arrange payment for the vehicle they researched. Additionally, there have been more women in leadership positions in the automotive industry. There is a significant increase in female consumer participation, which has not been typically seen in the past. As a result,

females leaders have influenced the purchasing power of women in the marketplace.

ARC: What are the biggest challenges facing the Canadian car business today, and conversely, where do you see the biggest opportunities for the Canadian car business?

The biggest challenge is also the biggest opportunity. Our digital marketplace is ever-changing, and we are challenged to stay at the forefront of development and technology. There are many new companies created that promote efficiency and cost savings with online transactions. Marketplaces that are built with the consumer and dealer experience in mind and that are backed by proven automotive leading companies will stand the test of time.

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“It’s amazing what I learn when I start talking to someone that has just started within one of stores, *I get to know their backgrounds, their family, their goals and their priorities. Their journey becomes part of my journey.* I measure my success by their success, and believe me I’m here to make everyone try and succeed.”

– Laura Zanchin

“It’s amazing what I learn when I start talking to someone that has just started within one of stores,” said Laura Zanchin. “I get to know their backgrounds, their family, their goals and their priorities. Their journey becomes part of my journey. I measure my success by their success, and believe me I’m here to make everyone try and succeed.”

And being a woman in an auto dealership doesn’t always have to be a challenge. Laura Zanchin explained it can be a tremendous opportunity, as well.

“Your worth in this business is achieved through your hard work and

by learning everything that you can,” she said. “Once you gain respect, you can bring your own perspective and energy to the business as a woman. That can truly lead to success for yourself as well as the dealership.”

The key, she says, for women in auto, is being true to themselves in this industry.

“In years to come, gender will be less of a factor as long as we remain strong in character and realize that we do deserve to be here,” said Laura Zanchin. “Most of the battle will be in realizing that we are just as competent as anyone else.”

According to Laura Zanchin, perhaps the biggest challenge for many women “is realizing that we actually can make a difference and be successful in the automotive world.

“We have to remain positive, and we have to learn everything we can. That’s how we become empowered and how we all succeed,” she added.

Leadership: ‘It’s not all about you’

Man or woman, leadership — and the characteristics most important in our leaders — is changing. And according to Lau-

ra Zanchin, in today’s world, “you have to be smart enough to know that business is changing, and you have to be even smarter to realize that the end result will always stay the same.”

That is, if you work to satisfy your customers by building great experience and strong relationships — and do this by having amazing employees that feel the same way you do — said Laura Zanchin.

Her leadership philosophy is fairly simple: “If your people are happy and engaged, it shows within the store, and it also reflects through to your customers and the overall success of the dealership. It’s a positive ripple effect where everyone wins.”

Ultimately, the automotive industry is not for the faint of heart. To be a leader in this industry, you do have to be tough-skinned, she says, but that by no means discounts women from the industry.

“Setbacks come with the territory as long as you learn from them, and everybody has their share of setbacks,” Laura Zanchin said.

She concluded: “The most important trait in a leader is to understand that it’s not all about ‘you.’”

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Space is also a premium for many dealerships, so storage and remarketing solutions combined with a digital marketplace offer efficiency and cost-effective solutions for dealers and consumers.

ARC: At almost any workplace, problems or challenging situations will inevitably pop up. How do you as a leader handle those situations?

As leaders, I find we are often expected to have all the answers. While I know this is not the case, I often look for support from colleagues and solutions that collectively resolve the situation in the most efficient and fair way possible. Understanding the severity of the situation is key. Acting swiftly to resolve an employee issue often builds loyalty and trust.

Customer situations are similar.

Each situation is unique, and although it is good to act swiftly, it is important to assess each situation to provide the best response or solution. Learning to listen and empathize with

someone has been something people have appreciated in my style of leadership.

ARC: What is a leadership/management tactic you employ that is unique or might surprise people?

At times I use humour in my interaction with colleagues and employees. In opportunities that may be challenging, I find humour helps engage the individual in open conversation. Taking the “executive” hat off in many cases with a bit of humour and a story that relates to the discussion demonstrates an openness and vulnerability that has helped others relate to me as well.

ARC: We at Auto Remarketing Canada, of course, are big proponents of reading. What is a book you have read that has influenced or helped your career?

I often enjoy reading books or articles that serve as refreshers of past learnings, either in a sales capacity or

leadership style. One recent refresher was “Who Moved My Cheese” by Dr. Spencer Johnson.

Insights from the book, provided to me in 2008, provided me perspectives of managing through change and adversity in a work environment. I found the book recently while moving and read it again. The story helps remind me that change is constant, and when faced with struggles and unexpected change, it is important to adapt and not let those challenges affect me.

When I encounter challenging situations in my personal life as a wife and mother, I draw from these lessons and simple practices as well, to make the best decisions for my family.

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– Michele Wedemire



Stephanie Turner

Senior Manager,
Business Development and Strategy
Cox Automotive Canada

Turner shares perspective on leadership

Auto Remarketing Canada: What does it take to be a leader in today's world versus 50 or 100 years ago? What makes a leader stand out today?

I think foundationally it still takes the same core skills for a leader to stand out than it took 50 years ago, which in my opinion are passion, hard work and perseverance. I think the main difference for leaders today is the pace and rate of change.

The leaders of today live in a world with far more complexity — where customers have higher expectations, want to consume products/services on demand and they have a much wider range of choices than before.

Leaders that stand out for me today are those that can naturally inspire and motivate people (customers and employees) by listening to them and making them feel they are a part of something bigger. It's also that they show authenticity and empathy, respecting different opinions and styles and knowing how to leverage those differences to bring out the best in people.

ARC: How does your personal philosophy or philosophies impact your business leadership approach?

My personal philosophy is to be authentic, work hard and be passionate about what you do. This impacts my leadership approach because it fuels my hard work ethic and perseverance. I believe in taking big risks where appropriate, failing fast and doing so in collaboration with people that bring different perspectives and experiences to the table to generate creative, viable and sustainable solutions.

ARC: How does mental strength contribute to strong leadership. What does mental strength mean to you?

In a fast-paced dynamic environment where leaders need to make complex decisions and drive results across multiple areas of the business, having mental strength allows leaders to perform in challenging situations and to see the opportunities even within the most difficult of situations. It's all about how leaders chose to respond to those challenges and wheth-

er they have the confidence and attitude to give it their best, despite the circumstances. To me, mental strength means challenging the status quo and persevering through it.

ARC: What is the most important trait in a leader, and why? Tell me a bit about your personal leadership style.

I believe that if a leader has integrity and empathy, they will inspire trust and will motivate people to follow them. Leaders with integrity are those that will always do the right thing and will treat people with fairness. I also think it's important to have empathy, because without understanding how people feel, leaders can't be effective in building trust within their team and motivating them to be the best version of themselves.

“Different industry players are using technology to automate, digitize and connect assets and stakeholders into a more robust ecosystem that can adapt to these transformational forces.”

- Stephanie Turner

An evolving auto industry creates opportunity for tech, engineering leaders

By Sarah Rubenoff, Correspondent

Stephanie Turner, senior manager, business development and strategy, at Cox Automotive Canada, may be relatively new to the auto industry, but in her current role, she said she gets to do what she is “passionate about with other very passionate and experienced team members.”

Turner, a Women & Automotive: Profiles in Leadership honoree for 2019, has been in the automotive business for four years now, after previously working in e-commerce and mining in Chile. The industrial civil engineer by trade worked in Chili for a few years before deciding to get her MBA. And that’s what brought her to Canada in 2013.

Post-MBA from McGill University, Turner took a role with Cox Automotive’s leadership development program because she “wanted to try a different industry,” she told *Auto Remarketing Canada*.

“When I joined, I didn’t know much about the automotive industry or that car auctions even existed,” said Turner. “However, the more I learned the more excited I became — just in seeing how dynamic the industry is.”

In the leadership program, Turner got to work closely with Manheim and rotate through each department within the auction business.

“It was a great way to learn about the business and get a good understanding of the main drivers and challenges,” said Turner.

She remembers being impressed with the culture and with getting to know employees who had been in the company for 10, 15 or even 20 years.

“It’s not something I had really seen in other companies,” she added.

From there, Turner moved into a business development role with a focus on digital assets and partnership, which provided her with an opportunity to expand her industry knowledge and explore opportunities that could help drive growth for the company.

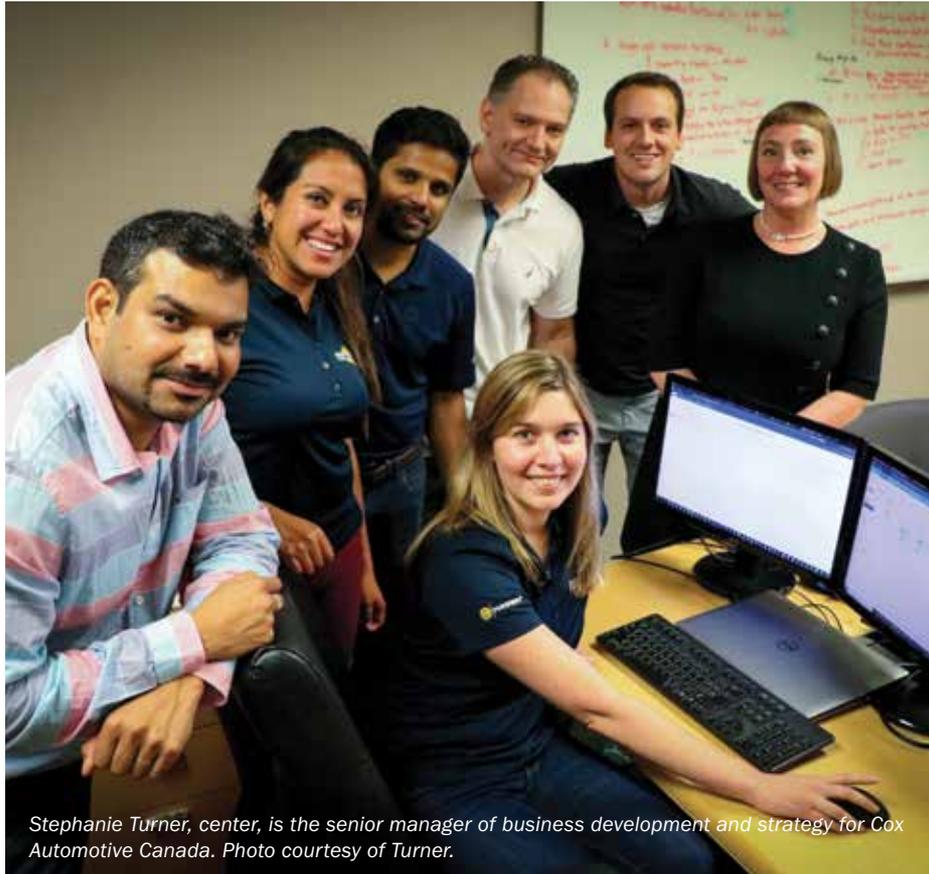
In 2017, Turner got the opportunity to expand into her current role which now includes leading a team responsible for managing projects, technology initiatives, and strategy across all brands in Canada.

In addition to overseeing relationships with key partners and liaising with international and U.S. teams, Turner collaborates with the many Cox Automotive brands and teams in support of their growth within the Canadian market.

Transformation in auto industry sparks additional opportunities

Not only has there been a variety of opportunities for Turner at Cox Automotive, but she contends the opportunities are expansive across the entire auto industry.

She explained it like this: “There is a



Stephanie Turner, center, is the senior manager of business development and strategy for Cox Automotive Canada. Photo courtesy of Turner.

huge opportunity because of transformation, that I really wanted to be a part of.”

The transformation the industry is undergoing requires more and more people with technical and engineering-type skill sets as technology advances, and our processes are automated and digitized, according to Turner.

And the challenge will be to find ways to attract that talent and drive more awareness to the different types of companies and opportunities within automotive — and it seems this might be especially true for future women in auto.

“I believe many people and women specially that aren’t familiar with automotive aren’t aware of the various different types of roles and opportunities within auto and may have biases around what people in automotive do,” said Turner. “When I tell female colleagues about what I do, I can see they’re interested, but it’s just something they never thought of because they didn’t know it existed.”

It is becoming more and more important to introduce women to the automotive industry early in their careers, Turner pointed out. What will this take from the auto industry? According to Turner, in part it will require introducing flexibility for them to balance career and family.

“I believe a challenge that will continue to be faced by women in the future is around finding the balance between family and work. The decision of when to have a family continues to be a challenging one specially for young women professionals,” said Turn-

er. “Companies offering more flexibility with formal/informal policies to support women who make that choice and also want career progression will be those who better attract and retain that talent in the future.”

But although there are, of course, challenges for women in male-dominated industries, Turner said she believes many of today’s companies are very focused on reducing the gender-equality gap and driving more opportunities for women that want to occupy leadership positions.

She thinks it’s also important to introduce mentorship programs to help provide advocacy in their professional development and career progression.

Turned did explain that being part of change in a transforming industry like automotive can be exciting for young professionals, and of course, with that comes an opportunity to create, design and learn new ways of doing business.

“Different industry players are using technology to automate, digitize and connect assets and stakeholders into a more robust ecosystem that can adapt to these transformational forces,” she said.

From a professional development perspective, the industry provides many opportunities in almost any specialty you can think of — whether it’s data analytics, strategy, operations, sales, engineering and so on.

The skills of the strategist

As far as her favorite job in the industry so far, she points to her current roles as senior manager of strategy and business development.

“As someone that likes big picture thinking and creating new and better ways of servicing our clients, I’m very lucky to be in a role and company where we’re empowered to challenge status quo and, through partnership and collaboration, find ways to deliver market leading products and services,” Turner said.

She also cites her team’s and the Cox Auto leadership’s commitment to making a difference in the auto industry as being “motivating and energizing, which overall makes it a great place to be at if you want to make an impact.”

In approaching business development and strategy in her current position, Turner explained she likes to start with the industry, and keeping up to date on trends occurring throughout different markets globally and learning about what’s happening in other industries that may already have gone through massive disruption.

“Tying that back to our customers is key to understand their challenges and needs, and how those are evolving,” she added.

To succeed in business development or any strategy role, Turner believes one needs to have the ability to remain focused to be able to identify those opportunities/challenges that are more crucial to the business and provide recommendations that align with the company’s strategic vision.

“You need to be comfortable working in changing situations, remain flexible and always be willing to explore differences in perspective and experience — adaptability and agility are key,” she concluded.

“I believe many people and women specially that aren’t familiar with automotive aren’t aware of the various different types of roles and opportunities within auto and may have biases around what people in automotive do.”

- Stephanie Turner