



Alex Campbell

N427

Name: _____

Class #: _____

Taylor Automotive, Inc.

Martin, TN

Dealership: _____

Location(s): _____

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How many people participated in this meeting? _____

What is your vision?

Customer for life <input type="checkbox"/>	Gross profit domination <input type="checkbox"/>	Both <input checked="" type="checkbox"/>	Other <input type="checkbox"/>
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Explain:

We are a small New Car Franchise offering Chevy, GMC, and CDJR all under one roof. We average approximately 45 retail units per month accross all new and used sales. We have to maximize profit on every deal but also depend heavily on repeat and referral business. This is why both " Customer for Life" and "Gross Profit Domination" are important to the overall profitability of our Sales Department. We have to make gross but also have to take care of our current and future customers and keep them coming back to us for years to come.

Identify a minimum of three strengths, weaknesses, opportunities, and threats.

<h3>Strengths</h3> <ol style="list-style-type: none"> 1. Strong Desk and Management Team 2. Great Protection Products available for all vehicle transactions. 3. Menu Presentation 4. Good mix of profit between reserve and product gross 5. Tailor protection to customer needs 	<h3>Weaknesses</h3> <ol style="list-style-type: none"> 1. Lack of training with sales department. 2. Transition from Sales Person to F&I could improve. 3. Difficulty converting outside finance customers to using our finance and protection products.
<h3>Opportunities</h3> <ol style="list-style-type: none"> 1. Train sales staff to set up the need for protection when customer gets into F&I office. 2. Increase PVR to increase overall profitability of departemnt. 3. Increase Product Per Deal to increase overall profitability of department. 	<h3>Threats</h3> <ol style="list-style-type: none"> 1. Rising interest rates/vehicle prices making it more difficult for customers to not only afford the vehicle but protection as well. 2. Higher mile vehicles need protection more than anything but the term/pricing makes it difficult or feasible for the customer. 3. Outside media/guidance to customers



How will you improve or solidify your strengths?

We will continue to train and adapt in this ever changing business. Our goal is to always stay ahead of the curve. January 1 we changed some of our F&I Strategies to better serve our customers. With this new strategy, we are introducing Protection Products much earlier in our Sales Process to make sure customers know the protection available to them in the F&I Office. So far, it is off to a great start with what I personally would consider huge success. PVR is up \$270 this year from our total 2023 average. VSC Penetration is up 18% as well. I understand this is a small sample size compared 2 months in 2024 to a total of 2023, however, we are tracking this data closely to make sure these increases continue their pace over the year. We strive to make sure every customer is presented the right protection every time to ensure a low chargeback.

How will you address and improve any weaknesses?

We are already holding weekly training meetings with the Sales Department to gain feedback on our new F&I process. It is vital to our success that the Sales Department is involved in our transition. They are the first line of defense and we need to ensure everyone is on the same page. With everything in our business, training is key. I feel there are many dealerships that employ people that are either not properly trained or lack the necessary training to be successful. I also feel our dealership falls in that category. In the year 2024, we are putting a greater focus on training. For the last few years since COVID, our job in the automotive industry has been easy, but that has changed at a rapid pace due to a changing market. We have to stay ahead to make sure our profitability continues to grow in a declining market.

How will you maximize or improve your opportunities?

As mentioned earlier in the Strengths section, we are seizing our Opportunities by maximizing profits on every customer we have come through our door through our new F&I Process. We are working dilligently to provide the necessary training to our sales staff. This proper training will increase our overall department profitability and decrease chargebacks. In 2024, we are going to increase our PVR adn PPD from 2023 avaerages. We are going to present every customer with the right protection available every time. We depend on repeat and referral business, so we have to make sure customers are fully satisfied when they leave our depaership.

How will you address and overcome any threats?

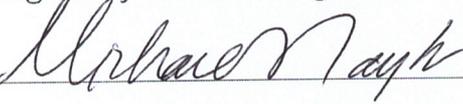
A couple things we have done to address threats to our F&I department are ensure we have the right protection avaiable for all vehicles we keep in stock. We sale some of the higher mile used vehicles, but until the 3rd Quarter of 2023 were unable to offer protection on those vehicles due to our product provider not offering coverage for higher mileage vehicles. We found a product provider that offered coverage on higher mileage vehicles and implemented it immediately to be able to offer a Service Contract on higher mileage used vehicles instead of a customer being forced to purchase the vehicle "AS-IS". Outside media influence is an increasing threat. From Dave Ramsey claiming to never finance or purchase a Service Contract to even a friend or neighbor making suggestions will always be spmething to overcome. All we can do is our best to make sure we offer what the customer needs and educate them and let them make the best decision for themselves.



What is your expected time frame to achieve desired results? Months? By what date?
We track our results each month, quarter, and year. Our main goal that I will expand on in the next section will be a Year-end goal with check-ins throughout the Year.

What performance metric will you track to determine successful change? PVR? Products per? CSI?
The 3 biggest things we are tracking are PVR, PPD, VSC Penetration. 2023 Year end averages were \$1425 PVR, 69% Product Pen, and 33.4% VSC Pen. Our year end goals are as follows: \$1750 PVR, 100% Product Pen, and 55% VSC Pen. Through the end of February 2024 we are at \$1693 PVR, 92% Product Pen, and 51.1% VSC Pen. We are off to a great start towards increasing these metrics throughout 2024 and increasing as the year goes along.

Who participated in this SWOT?

Name Mike Taylor	Title Dealer
Name Alex Campbell	Title F&I Mgr
Name	Title
Name	Title
Name	Title
Signed 	Date 3-4-24
Signed by dealer Management 	Date 3-4-24