

## Departmental Action Plan

Student Name:

Class & Student Number:

Academy Week:

### **Current situation or challenge you want to address:**

Excessive amount of used car inventory and also aged inventory as well.

Getting the right appraisal amount on used cars, allowing for MD state inspection and overall condition of vehicle putting the right money, (whatever that may be on the car) Constant battle between new and used car depts..

New car managers not using all tools available to them for trade evaluations for the buy it now figure. Not looking or talking to customer about overall condition of their trade.

From the looks of our pre-homework in this class we could have been over pricing vehicles right from the beginning causing customers to bypass these vehicles early on from our website. Not using days to market or flat out is this a car we want and can sell?

### **Overall Objective and Specific Desired Results:**

**Reduce the overall number of used cars we are currently carrying to make the dept. more manageable for the used car manager.**

**Start with reduction in old age units, go to a hard 90 day turn at first, and then move on to a hard line 60 day turn with monthly meeting to decide if we write back and keep/ bonus the vehicle or take it to auction. We must decide then to keep a vehicle any longer than 60 days.**

**We currently have a wholesaler that comes to our trade walk every morning to arrive at a number on a car we may decide not to keep. In theory this sounds good but he is there for one reason to make money, with the size of our company we should not need this person every single day. We need to only call him on a late model higher mileage car if need be.**

**Come up with a way to cover what we are appraising vehicles for, that way if a used car manager doesn't want to keep a trade instead of writing it back we would have an automatic buy now figure from an outside source. The way we do it currently at the the**

trade walk by writing back the amount on the trade only hurts two people the salesperson and the store itself , this money needs to come from the customer!

Describe your action plan in detail (be specific and include before and after measurements)

Have the used car manager be the only one to adjust website prices daily thru the v-auto tool looking closely at days to market/ supply and demand and the price to market. Weekly target bonus cars on all aged inventory put out a hit list weekly on these cars, also we do not want to forget new cars as well. Make a new car hit list also weekly hand out to all. Both lists will go to every salesperson new and used all stores all locations. You will see our used inventory as follows: see report

01/17 \\ \$17,917,984.00    02/17\\ \$16,994,531.00    03-17 \\ \$19,364,194.00  
04/17 \\ \$19,884,176.00    05/17 \\ \$19,154,431.00    06/17\\ \$19,833,989.00  
07/17 \\ \$19,612,205.00    08/17 \\ \$19,912,680.00    09/17 \\ 17,763,261.00  
10/17 \\ \$15,928,088.00        were are on our way currently we have 363 units over  
61 days old, we were at 430 units. The boarding cost on these vehicles we have not  
even begun to calculate it is all about inventory turns.

**Timeline:** Describe specific short term and long term checkpoints to monitor progress

**Short term, Short weekly meetings with GM and Used Car Manager to discuss forward progress, discuss action plan on weekly basis to highlight old age inventory and how to reduce, ie: hit list , relocate where inventory is sitting drive the vehicles re-clean , physically the manager will have to go out and touch the vehicle does it look good , stink? etc. would he buy this car? Balloon the oldest five, put on show room floor? Window paint such as own this car for \$2.99 per day etc....**

**Long term, don't change much if anything the meetings may go to bi monthly instead of weekly but to stay the course you cannot waiver from the process if you do you'll be right back where you came from quickly with a store this size.**

#### **Meeting with Stakeholders (dealership personnel)**

Describe what behavior change is needed to support desired goal. Address required coaching, training and/or consequences. Include timelines / Accountability / Monitoring process

- a. Who: First new car managers,  
Meet with all new cart managers discuss the way they approach the trade aspect and its value with the consumer. Are they 1<sup>st</sup> getting a buy it

now print out from Kelly Blue Blue book?, are they driving the car? Making any adjustment for body damage tires glass interior burns or condition issues with the car meet with the consumer as the manager and go over these items, also ask have you done your\_\_\_\_\_ service? And don't forget discuss the car fax report good , bad and ugly this needs to be done all by the managers at this point and reassure the customer you will be doing everything in your power to get them the most money possible for their trade.

- b. What: this will increase gross and commissions to the sales team, it may also help cut down for the need on pull boards high gross boards etc. cutting down on the cash pay-out and put the salesmen on a more regular pay structure on a more regular basis. I have noticed salesmen are always short on cash and seem to be more reliant on the one-off pull boards for compensation rather than on a more steady income.
- c. By When: we met when we returned from the last NADA class 10/16 to start new process. Monitor progress weekly for age and overall total inventory reduction this will take at least 90 days to get to a hard 60 day turn.
- d. How: This won't be easy it will take continued monitoring, at the trade walk the Used car assistant will run the KBB buy it now price on every car and have it ready to discuss, at this time everyone will be there and can see how the car stands on its own merit, make a factual decision by looking at the cars in our market how quickly they are selling and the price point to start it at. Also we can deduct if need for any condition issues the car may have and is this a car we can even sell?

**Dealer agreement:**

If you need your sponsors support or approval to implement your plan, have it signed off before you start. If you can proceed on your own, present this action plan to your sponsor before next class. Describe the meeting:

Discussed with owner partner and he is all in for it and knows it will be tough but sees the short and long term benefit to the store. And hopefully the salesmen retention it will also bring to the company.

I want to add this in closing "Remember nothing happens until we sell a car" you can't do an oil change you can't trade something in you can't do warranty work you can't sell a part or a labor dollar or even do collision work until you sell the car.

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1/17

All Used				
Days in Stk	# Units	Inventory Amt	% of Tot Inv	\$ Per Unit
0-30	412	5,828,430	32.53%	14,147
31-60	295	4,844,656	27.04%	16,423
61-90	194	3,331,563	18.59%	17,173
91-120	99	1,834,930	10.24%	18,535
120+	104	2,078,406	11.60%	19,985
<b>Grand Total</b>	<b>1,104</b>	<b>17,917,984</b>	<b>100.00%</b>	<b>16,230</b>

All Used 10 Oldest Cars				
Year Make Model	Stk #	Days in St Inv	Amt	
10 DODGE AVENGER	34152A	884	9,510	
14 CHEVROLET CORVETTE	04P116	643	65,830	
08 NISSAN TRUCK QUEST	37420A	285	7,065	
07 CADILLAC DTS	05TX237A	245	10,669	
12 HYUNDAI SONATA	01TX571B	236	9,000	
12 CHRYSLER TOWN & COUNTRY	06P106	230	36,109	
01 MITSUBISHI ECLIPSE	06T153A	225	5,244	
12 KIA SOUL	K10381A	222	10,032	
07 HYUNDAI SANTA FE	H62884A	210	6,210	
13 NISSAN VERSA	K10583A	197	10,594	
<b>Average</b>		<b>338</b>	<b>17,026</b>	

2/17

All Used				
Days in Stk	# Units	Inventory Amt	% of Tot Inv	\$ Per Unit
0-30	533	7,907,686	46.53%	14,836
31-60	218	3,786,895	22.28%	17,371
61-90	137	2,336,070	13.75%	17,052
91-120	95	1,571,638	9.25%	16,544
120+	68	1,392,242	8.19%	20,474
<b>Grand Total</b>	<b>1,051</b>	<b>16,994,531</b>	<b>100.00%</b>	<b>16,170</b>

All Used 10 Oldest Cars				
Year Make Model	Stk #	Days in St Inv	Amt	
10 DODGE AVENGER	34152A	912	9,510	
14 CHEVROLET CORVETTE	04P116	671	65,830	
08 NISSAN TRUCK QUEST	37420A	313	7,065	
07 CADILLAC DTS	05TX237A	273	10,669	
12 HYUNDAI SONATA	01TX571B	264	9,015	
12 CHRYSLER TOWN & COUNTRY	06P106	258	36,109	
15 TOYOTA CAMRY	CT1026	224	26,784	
13 LEXUS RX 350	KP4114	190	29,911	
14 FORD TRUCK F-150	S72728A	189	29,083	
06 TOYOTA TRUCK TACOMA	08T492A	187	13,306	
<b>Average</b>		<b>348</b>	<b>23,728</b>	

3/17

All Used					
Days In Stk	# Units	Inventory Amt	% of Tot Inv	\$ Per Unit	
0-30	648	10,300,904	53.20%	15,896	
31-60	248	4,649,778	24.01%	18,749	
61-90	114	2,116,671	10.93%	18,567	
91-120	62	1,118,588	5.78%	18,042	
120+	58	1,178,252	6.08%	20,315	
<b>Grand Total</b>	<b>1,130</b>	<b>19,364,194</b>	<b>100.00%</b>	<b>17,136</b>	

All Used 10 Oldest Cars				
Year Make Model	Stk #	Days in St Inv	Days in St Inv Amt	
10 DODGE AVENGER	34152A	943	9,510	
14 CHEVROLET CORVETTE	04P116	702	65,830	
08 NISSAN TRUCK QUEST	37420A	344	7,065	
12 CHRYSLER TOWN & COUNTRY	06P106	289	36,109	
15 TOYOTA CAMRY	CT1026	255	26,784	
06 TOYOTA TRUCK TACOMA	08T492A	218	13,321	
04 NISSAN TRUCK FRONTIER 4WD	38172A	212	7,785	
14 KIA SEDONA	KP4003A	212	16,985	
15 JEEP WRANGLER UNLIMI	CC1067	203	36,257	
13 LEXUS RX 350	WH1036	193	27,113	
<b>Average</b>		<b>357</b>	<b>24,676</b>	

2117

All Used				
Days in Stk	# Units	Inventory Amt	% of Tot Inv	\$ Per Unit
0-30	637	9,059,794	46.03%	14,223
31-60	325	5,937,193	30.16%	18,268
61-90	147	2,955,429	15.01%	20,105
91-120	45	847,775	4.31%	18,839
120+	41	883,985	4.49%	21,561
<b>Grand Total</b>	<b>1,195</b>	<b>19,684,176</b>	<b>100.00%</b>	<b>16,472</b>

All Used 10 Oldest Cars			
Year Make Model	Stk #	Days in St Inv	Amt
10 DODGE AVENGER	34152A	973	9,510
14 CHEVROLET CORVETTE	04P116	732	66,117
08 NISSAN TRUCK QUEST	37420A	374	7,065
12 CHRYSLER TOWN & COUNTRY	06P106	319	36,109
15 TOYOTA CAMRY	CT1026	285	26,784
06 TOYOTA TRUCK TACOMA	08T492A	248	13,321
15 CHEVROLET CORVETTE	09T499A	212	51,777
99 TOYOTA COROLLA	10J036A	201	2,331
12 CHEVROLET MALIBU	39174A	200	11,336
16 GMC YUKON XL	10P130	192	75,965
<b>Average</b>		<b>374</b>	<b>30,031</b>

5/17

All Used				
Days in Stk	# Units	Inventory Amt	% of Tot Inv	\$ Per Unit
0-30	616	9,173,940	47.89%	14,893
31-60	264	4,678,918	24.43%	17,723
61-90	211	3,985,494	20.81%	18,889
91-120	52	933,626	4.87%	17,954
120+	28	382,453	2.00%	13,659
<b>Grand Total</b>	<b>1,171</b>	<b>19,154,431</b>	<b>100.00%</b>	<b>16,357</b>

All Used 10 Oldest Cars				
Year Make Model	Stk #	Days in Stk	Inv Amt	Average
10 DODGE AVENGER	34152A	1,004	9,510	
08 NISSAN TRUCK QUEST	37420A	405	7,065	
12 CHRYSLER TOWN & COUNTRY	06P106	350	36,109	
15 TOYOTA CAMRY	CT1026	316	26,784	
06 TOYOTA TRUCK TACOMA	08T492A	279	13,331	
99 TOYOTA COROLLA	10I036A	232	2,331	
16 GMC YUKON XL	10P130	223	75,965	
11 JEEP COMPASS	10I839A	216	12,625	
00 HONDA ACCORD SDN	CNR1081A	216	2,331	
12 KIA SORENTO	K10642A	205	11,490	
<b>Average</b>		<b>345</b>	<b>19,754</b>	

6127

All Used				
Days in Stk	# Units	Inventory Amt	% of Tot Inv	\$ Per Unit
0-30	576	9,246,355	46.62%	16,053
31-60	238	4,612,480	23.26%	19,380
61-90	182	3,315,932	16.72%	18,219
91-120	114	2,100,848	10.59%	18,428
120+	38	558,373	2.82%	14,694
<b>Grand Total</b>	<b>1,148</b>	<b>19,833,989</b>	<b>100.00%</b>	<b>17,277</b>

All Used 10 Oldest Cars			
Year Make Model	Stk #	Days in St Inv	Amt
10 DODGE AVENGER	34152A	1,034	9,510
08 NISSAN TRUCK QUEST	37420A	435	7,240
12 CHRYSLER TOWN & COUNTRY	06P106	380	36,109
15 TOYOTA CAMRY	CT1026	346	26,784
06 TOYOTA TRUCK TACOMA	08T492A	309	13,416
99 TOYOTA COROLLA	10J036A	262	2,331
16 GMC YUKON XL	10P130	253	75,965
11 JEEP COMPASS	10J839A	246	12,625
00 HONDA ACCORD SDN	CNR1081A	246	2,331
12 KIA SORENTO	K10642A	235	11,490
<b>Average</b>		<b>375</b>	<b>19,780</b>

7117

All Used				
Days in Stk	# Units	Inventory Amt	% of Tot Inv	\$ Per Unit
0-30	467	6,735,025	34.34%	14,422
31-60	253	5,015,086	25.57%	19,822
61-90	249	4,807,309	24.51%	19,306
91-120	111	2,010,977	10.25%	18,117
120+	67	1,043,808	5.32%	15,579
<b>Grand Total</b>	<b>1,147</b>	<b>19,612,205</b>	<b>100.00%</b>	<b>17,099</b>

All Used 10 Oldest Cars				
Year Make Model	Stk #	Days in St Inv	Amt	
10 DODGE AVENGER	34152A	1,065	9,510	
08 NISSAN TRUCK QUEST	37420A	466	7,240	
12 CHRYSLER TOWN & COUNTRY	06P106	411	36,109	
15 TOYOTA CAMRY	CT1026	377	28,020	
06 TOYOTA TRUCK TACOMA	08T492A	340	11,807	
99 TOYOTA COROLLA	10J036A	293	2,331	
16 GMC YUKON XL	10P130	284	75,965	
11 JEEP COMPASS	10J839A	277	12,625	
00 HONDA ACCORD SDN	CNR1081A	277	2,331	
12 KIA SORENTO	K10642A	266	11,490	
<b>Average</b>		<b>406</b>	<b>19,743</b>	

8/17

All Used				
Days In Stk	# Units	Inventory Amt	% of Tot Inv	\$ Per Unit
0-30	457	7,105,942	35.69%	15,549
31-60	238	4,530,520	22.75%	19,036
61-90	167	3,517,029	17.66%	21,060
91-120	169	3,219,948	16.17%	19,053
120+	94	1,539,241	7.73%	16,375
<b>Grand Total</b>	<b>1,125</b>	<b>19,912,680</b>	<b>100.00%</b>	<b>17,700</b>

All Used 10 Oldest Cars			
Year Make Model	Stk #	Days in St Inv	Amt
10 DODGE AVENGER	34152A	1,096	9,510
08 NISSAN TRUCK QUEST	37420A	497	7,240
12 CHRYSLER TOWN & COUNTRY	06P106	442	36,109
15 TOYOTA CAMRY	CT1026	408	28,434
99 TOYOTA COROLLA	10J036A	324	2,331
16 GMC YUKON XL	10P130	315	75,965
11 JEEP COMPASS	10J839A	308	12,636
00 HONDA ACCORD SDN	CNR1081A	308	2,331
12 KIA SORENTO	K10642A	297	11,490
09 TOYOTA XD	CT1029B	275	5,956
<b>Average</b>		<b>427</b>	<b>19,200</b>

9117

All Used				
Days in Stk	# Units	Inventory Amt	% of Tot Inv	\$ Per Unit
0-30	402	6,357,698	35.79%	15,815
31-60	201	3,763,264	21.19%	18,723
61-90	167	3,350,377	18.86%	20,062
91-120	112	2,276,770	12.82%	20,328
120+	118	2,015,152	11.34%	17,078
<b>Grand Total</b>	<b>1,000</b>	<b>17,763,261</b>	<b>100.00%</b>	<b>17,763</b>

All Used 10 Oldest Cars			
Year Make Model	Stk #	Days in St Inv	Amt
10 DODGE AVENGER	34152A	1,126	9,510
08 NISSAN TRUCK QUEST	37420A	527	7,240
12 CHRYSLER TOWN & COUNTRY	06P106	472	36,109
15 TOYOTA CAMRY	CT1026	438	28,434
16 GMC YUKON XL	10P130	345	75,965
11 JEEP COMPASS	10J839A	338	12,636
00 HONDA ACCORD SDN	CNR1081A	338	2,331
12 KIA SORENTO	K10642A	327	11,515
09 TOYOTA XD	CT1029B	305	5,956
01 TOYOTA CELICA	T1041B	256	3,510
<b>Average</b>		<b>447</b>	<b>19,321</b>

161.7

All Used				
Days In Stk	# Units	Inventory Amt	% of Tot Inv	\$ Per Unit
0-30	350	5,156,292	32.37%	14,732
31-60	166	3,222,792	20.23%	19,414
61-90	153	3,195,044	20.06%	20,883
91-120	101	2,160,692	13.57%	21,393
120+	109	2,193,268	13.77%	20,122
<b>Grand Total</b>	<b>879</b>	<b>15,928,088</b>	<b>100.00%</b>	<b>18,121</b>

All Used 10 Oldest Cars				
Year Make Model	Stk #	Days in St Inv	Amt	Average
12 CHRYSLER TOWN & COUNTRY	06P106	503	36,109	253
16 GMC YUKON XL	10P130	376	75,965	
09 TOYOTA XD	CT1029B	336	6,121	
01 TOYOTA CELICA	T1041B	287	3,510	
15 TOYOTA TRUCK RAV4	T2551A	188	22,741	
14 TOYOTA TRUCK RAV4	T2876A	184	20,371	
13 TOYOTA TRUCK RAV4	T2492A	181	20,178	
17 TOYOTA TRUCK TACOMA	CT1094	172	35,958	
14 TOYOTA TRUCK RAV4	T2879A	154	20,428	
14 TOYOTA TRUCK TUNDRA 4WD TRU T2907A		153	41,623	
<b>Average</b>		<b>253</b>	<b>28,300</b>	

Year	Cnt	Amount
1994	1	2,331
1997	2	5,380
1998	1	2,331
1999	1	2,331
2000	1	2,521
2001	6	20,386
2002	4	34,384
2003	7	33,665
2004	7	42,018
2005	7	65,232
2006	11	94,585
2007	22	176,373
2008	19	160,718
2009	24	259,015
2010	34	381,097
2011	37	536,295
2012	54	839,040
2013	85	1,480,206
2014	133	2,784,738
2015	157	3,484,615
2016	86	2,240,282
2017	49	1,459,211
2018	3	112,658
Not in Vauto	86	1,613,979
<b>Grand Total</b>	<b>837</b>	<b>15,833,390</b>

Cnt by Vauto Make All Stores		
Type	Cnt	Amount
Toyota	130	2,809,296
Scion	5	53,903
Chrysler	12	185,717
Jeep	60	1,480,909
Dodge	36	598,655
Ram	25	756,010
Hyundai	59	816,655
Nissan	144	2,236,204
Subaru	43	895,129
Kia	33	490,971
Acura	10	153,071
Audi	1	6,830
Buick	3	20,753
BMW	5	97,561
Cadillac	3	109,553
Chevrolet	39	760,834
Ford	46	1,002,461
Genesis	1	52,632
GMC	10	222,630
Honda	45	715,293
INFINITI	1	13,605
Lexus	11	306,216
Lincoln	1	3,530
Mazda	6	104,458
Mercedes-Benz	5	125,329
Mercury	2	6,021
MINI	1	14,905
Mitsubishi	2	18,264
Pontiac	1	3,620
Porsche	1	18,005
Volkswagen	8	100,916
Volvo	2	39,475
Not in Vauto	86	1,613,979
<b>Grand Total</b>	<b>837</b>	<b>15,833,390</b>

Store

CJD Hyu Kia

Nis Sub Toy

Store

CJD Hyu Kia

Nis Sub Toy

Store

CJD Hyu Kia

Nis Sub Toy

Row La	Cnt Sales	Cnt Trds	Trd % of S	Row La	Cnt Sales	Cnt Trds	Trd % of S	Row La	Cnt Sales	Cnt Trds	Tr
January	813	421	52%	January	139	63	45%	January	202	111	
February	928	499	54%	February	156	75	48%	February	250	144	
March	1,124	637	57%	March	187	108	58%	March	275	151	
April	947	572	60%	April	149	99	66%	April	266	165	
May	1,258	742	59%	May	227	135	59%	May	304	183	
June	936	511	55%	June	162	86	53%	June	214	130	
July	1,007	563	56%	July	172	88	51%	July	254	155	
August	1,033	586	57%	August	151	81	54%	August	279	176	
September	932	505	54%	September	164	90	55%	September	244	131	
October	949	467	49%	October	166	77	46%	October	236	100	
Grand Tot	9,927	5,503	55%	Grand Tot	1,673	902	54%	Grand Tot	2,524	1,446	

Store

CJD Hyu Kia

Nis Sub Toy

Store

CJD Hyu Kia

Nis Sub Toy

Row La	Cnt Sales	Cnt Trds	Trd % of S	Row La	Cnt Sales	Cnt Trds	Trd % of Sale
January	134	82	61%	January	93	45	48%
February	143	80	56%	February	126	67	53%
March	172	93	54%	March	160	95	59%
April	157	92	59%	April	110	54	49%
May	231	152	66%	May	146	85	58%
June	162	90	56%	June	112	67	60%
July	154	94	61%	July	123	64	52%
August	184	114	62%	August	135	68	50%
September	163	97	60%	September	123	66	54%
October	134	77	57%	October	111	57	51%
Grand Tot	1,634	971	59%	Grand Tot	1,239	668	54%

Store

CJD Hyu Kia

Nis Sub Toy

Store

CJD Hyu Kia

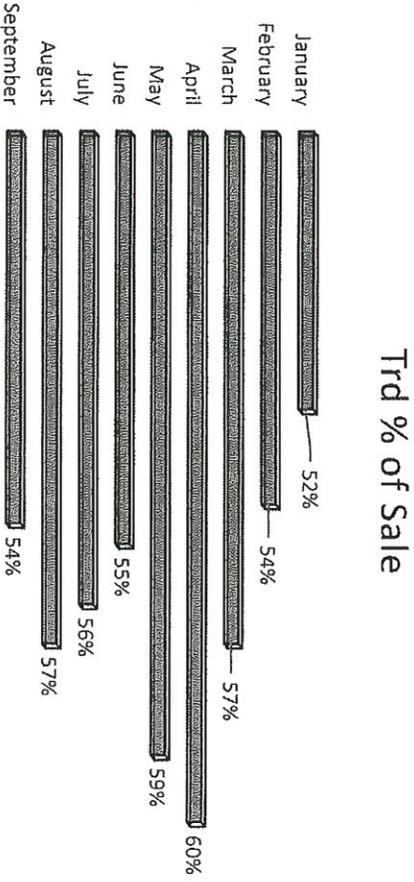
Nis Sub Toy

Row La	Cnt Sales	Cnt Trds	Trd % of S	Row La	Cnt Sales	Cnt Trds	Trd % of Sale
January	171	85	50%	January	74	35	47%
February	182	102	56%	February	71	31	44%
March	254	154	61%	March	76	36	47%
April	184	117	64%	April	81	45	56%
May	259	137	53%	May	91	50	55%
June	212	102	48%	June	74	36	49%

Store		
C/D	Hyu	Kia
Nis	Sub	Toy

Row Labels	Cnt Sales	Cnt Trds	Trd % of Sale
January	813	421	52%
February	928	499	54%
March	1,124	637	57%
April	947	572	60%
May	1,258	742	59%
June	936	511	55%
July	1,008	563	56%
August	1,034	586	57%
September	936	507	54%
Grand Total	8,984	5,038	56%

Monthly Trade as % of Sold All Stores

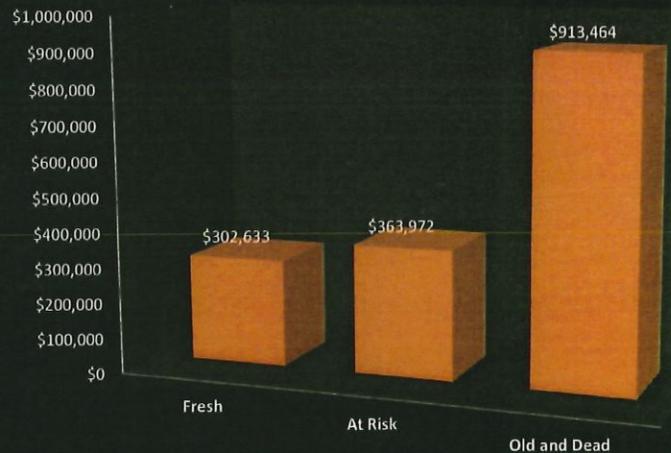


### Pre-Owned Stock Analysis Not In Vauto

#### Days In Stock

	0-30	31-45	46-60	61-90	91-120	121+	Total
# Of Units	18	4	15	16	12	20	85
Dollars	\$302,633	\$100,118	\$263,854	\$288,298	\$213,562	\$411,603	\$1,580,068

	Fresh	At Risk	Old	Dead
# Of Units	18	19	28	20
Dollars	\$302,633	\$363,972	\$501,860	\$411,603
Percent of total in Units	21%	22%	33%	24%
Percent of total in \$	19%	23%	32%	26%
Average Cost per Unit	\$16,813	\$19,156	\$17,924	\$20,580



■ Dollars

■ Dollars: Old and Dead Combined

## Pre-Owned Stock Analysis All

### Days In Stock

Days In Stock							Total
0-30	31-45	46-60	61-90	91-120	121+		
# Of Units	283	83	134	150	123	121	894
Dollars	\$4,460,767	\$1,583,163	\$2,692,699	\$2,883,243	\$2,559,271	\$2,399,136	\$16,578,279

Fresh		At Risk		Old		Dead	
283	217	<i>Units</i>		273	121		
\$4,460,767	\$4,275,862	<i>Dollars</i>		\$5,442,514	\$2,399,136		
32%	24%	<i>Percent of total in Units</i>		31%	14%		
27%	26%	<i>Percent of total in \$</i>		33%	14%		
\$15,762	\$19,704	<i>Average Cost per Unit</i>		\$19,936	\$19,828		



■ Dollars

■ Dollars: Old and Dead Combined

## Pre-Owned Stock Analysis Retail

Days In Stock							Total
0-30	31-45	46-60	61-90	91-120	121+		
# Of Units	195	69	114	124	105	84	691
Dollars	\$3,712,157	\$1,386,106	\$2,383,114	\$2,481,271	\$2,297,686	\$1,880,092	\$14,140,426
Fresh		At Risk		Old		Dead	
	195	183	Units		229	84	
	\$3,712,157	\$3,769,220	Dollars		\$4,778,956	\$1,880,092	
	28%	26%	Percent of total in Units		33%	12%	
	26%	27%	Percent of total in \$		34%	13%	
	\$19,037	\$20,597	Average Cost per Unit		\$20,869	\$22,382	



■ Dollars

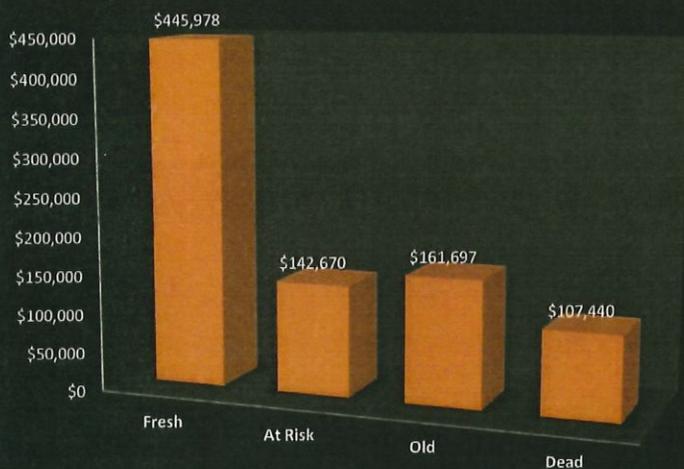
■ Dollars: Old and Dead Combined

## Pre-Owned Stock Analysis Wholesale

### Days In Stock

	0-30	31-45	46-60	61-90	91-120	121+	Total
# Of Units	70	10	5	10	6	17	118
Dollars	\$445,978	\$96,939	\$45,731	\$113,674	\$48,023	\$107,440	\$857,786

Fresh		At Risk		Old		Dead	
70	15	<i>Units</i>		16	17		
\$445,978	\$142,670	<i>Dollars</i>		\$161,697	\$107,440		
59%		13%		14%		14%	
52%		17%		19%		13%	
\$6,371	\$9,511	<i>Average Cost per Unit</i>		\$10,106	\$6,320		



■ Dollars

■ Dollars: Old and Dead Combined