## **Chrysler Minority Dealers Association The Handshake Newsletter**



#### **June 2024**



#### Summer, Summer, Summer Time!

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CMDA Members, Sponsors and Partners,

Welcome again to another edition of our humble CMDA Handshake Newsletter!

This edition comes out as we are passing the halfway point in the year. This year, like so many recent ones, seems to be going by with lightning speed. This is the same pace that our industry and social environment seems to keep changing with as well. We have a hard push for EV's and then we don't. We have push for DEI efforts and then we don't. If you blink, things will change for certain.

These perpetual shifts have prompted our theme for our 2024 CMDA Summer Meeting, which will be held in September. The theme for this year's meeting is "Driving Forward, Shifting Always". This theme is meant to signify that we are always moving forward but having to deal with the factors and variables that cause us change or modify the way we do business.

That ability to be flexible is one of the traits that keep us all successful. One of the only constants in this world is change. So, let's make certain that we keep our minds open, and that we maintain a state of flexibility, because without these things we won't be able to continue moving forward successfully!

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Sincerely,

Gene Johnson

Gene Johnson



## WORDS FROM OUR EXECUTIVE DIRECTOR



Members and Stakeholders of the Chrysler Minority Dealers Association,

Summertime, and the living is easy! The days are brighter and the temperatures are hotter. Just the way I like it.

The Summer season tends to brighten my disposition and my outlook for each day. Not only because of the great weather, but also because each day finds me in the midst of preparing for our CMDA Summer Meeting each year.

I am excited about our 2024 Summer Meeting because it will be in a great location, St. Thomas, US Virgin Islands! This meeting will be held from September 11<sup>th</sup> – 13<sup>th</sup> and will be a fantastic way to end the summer.

We have the perfect theme for the meeting, "Driving Forward, Shifting Always". This speaks to our ability to continue to be successful, even in the face of all the obstacles and barriers that we have go over, around or through.

Another thing that keeps my disposition so bright, is knowing that I am a part of great Association that does some great things for its' members and that we have so many great relationships with corporate partners who help us get these great things done.

I am looking forward to a fantastic Summer and to a fantastic time with each of you when we meet for our Summer Meeting. Until then, I hope your days find you "Walking on Sunshine" and that you have "Hot Fun In The Summertime"!

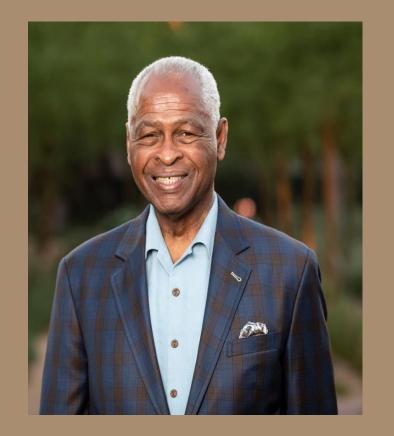
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Mitch Mitchell Mitch Mitchell CMDA Executive Director emitchell@chryslerminoritydealers.org



## 2024 - 2025 CMDA BOARD

#### **Executive Board Members**



President Gene Johnson Rainier Dodge (Olympia, WA)

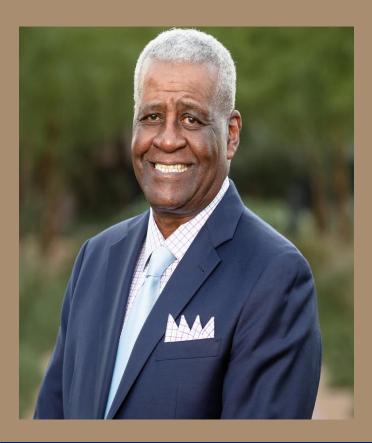


1<sup>st</sup> Vice President Devinder Bains Turlock CDJR (Turlock, CA)



2<sup>nd</sup> Vice President Joey Crisostomo Cars Plus Guam (Maite, Guam)







Treasurer Jay Rivchin S. Miami Alfa Romeo (Miami, FL) Secretary Ray Fregia, Sr. Courtesy Motors (Danville, IL)

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Immediate Past President Gus Rodriguez CDJR City of McKinney (McKinney, TX)



## 2024 - 2025 CMDA BOARD

#### Members At Large & Executive Director



Member At Large Christa Billeaud Acadiana CDJR (Lafayette, LA)



Member At Large James Davis Gulfgate DCJR (Houston, TX)



Member At Large Jay Gill Gill Automotive (Madera, CA)







Member At Large Eddie Hall III Northland CDJR (Oak Park, MI) Member At Large Andrew Suvanvej St. Helens CDJR (Warren, OR)

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Executive Director Mitch Mitchell CMDA Office (Troy, MI) 🖓 ହ 🛈 🗘 🗇 🕤 🗇 🥤 🖓



# SUMARD, SHIFTING ALWAYS

Jaap

#### THE RITZ-CARLTON SEPTEMBER 11-13 RITZ CARLTON - ST. THOMAS, U.S. VIRGIN ISLANDS

#### 2024 CMDA Summer Meeting Schedule

CHRYSLER MINORITY DEALERS ASSOCIATION

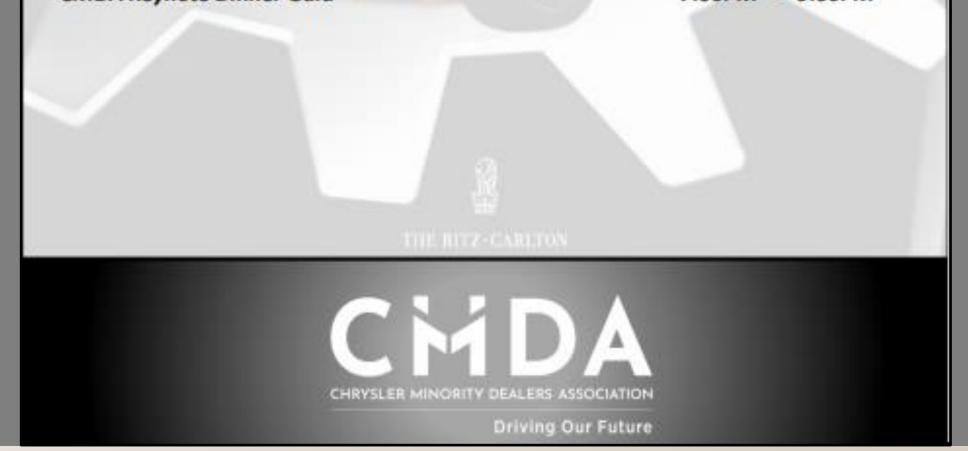
All Events Will Take Place At The Ritz Carlton - St. Thomas Hotel 6900 Great Bay St. Thomas, U.S. Virgin Islands

Wednesday, September 11, 2024

| Board Meeting Breakfast         | (Board Only)    | 8:00AM - 9:00AM  |
|---------------------------------|-----------------|------------------|
| Board Meeting Morning Session   | (Board Only)    | 9:00AM - 12:00PM |
| Board Meeting Luncheon          | (Board Only)    | 12:00PM - 1:00PM |
| Board Meeting Afternoon Session | (Board Only)    | 1:00PM - 4:00PM  |
| Membership Welcome Reception    | (All Attendees) | 6:00PM - 9:00PM  |

#### Thursday, September 12, 2024

| General Meeting Breakfast                     | 8:00AM - 9:00AM  |
|---|------------------|
| General Meeting Morning Session               | 9:00AM - 12:00PM |
| General Meeting Luncheon                      | 12:00PM - 1:00PM |
| Afternoon Session / CMDA Members Only Session | 1:00PM - 4:00PM  |
| CMDA Networking Reception                     | 6:00PM - 7:00PM  |
| CMDA Keynote Dinner Gala                      | 7:00PM - 9:00PM  |



#### 2024 CMDA Summer Meeting Schedule

All Events Will Take Place At The Ritz Carlton - St. Thomas Hotel 6900 Great Bay St. Thomas, U.S. Virgin Islands

Friday, September 13, 2024

NL FBRWARD SNF

Member/Family/Attendee Breakfast

8:00AM - 9:30AM

Member/Family/Attendee Social Events (Independent Activities On Your Own) Times Dependent on Activity & Individual Schedules

- Golfing Simulator @ Ritz Carlton Hotel:
- Poolside Social Event (Ritz Carlton Pool Area):
- Various Activities At Guest Choice:

**Evening Island Plans (Guest Choice)** 

8:00AM - 11:00AM 11:00AM - 4:00PM Times Vary

6:00PM - 11:00PM

Please RSVP by Friday, August 16<sup>th</sup> to Mitch Mitchell, CMDA Executive Director at <u>emitchell@chryslerminoritydealers.org</u> or (248) 687-1088.

You may book your room by <u>Friday, August 16th</u> at the Ritz Carlton-St. Thomas site by using the link below or by calling 800-241-3333 and mention "Chrysler Minority Dealers Association Summer Meeting":

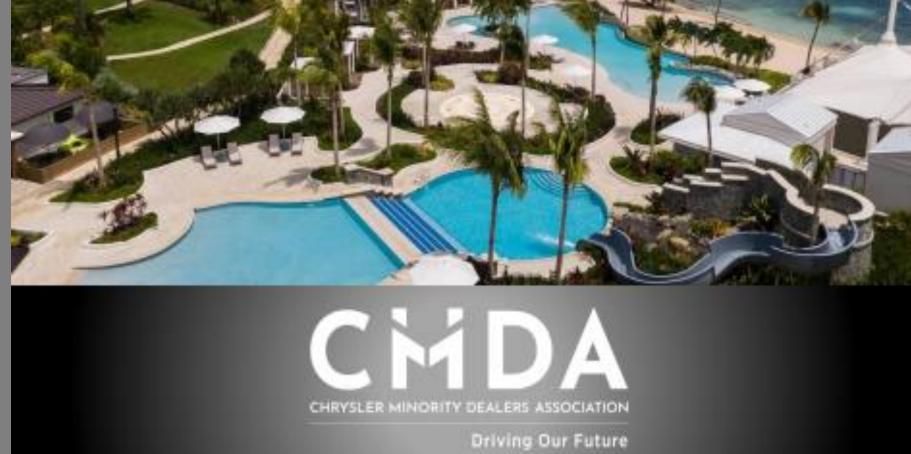
Reservations Link: Book your group rate for Chrysler Minority Dealers Association

CHRYSLER MINORITY DEALERS ASSOCIATION

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**Driving Our Future** 





## MEMBERS IN THE SPOTLIGHT

CMDA Immediate Past President Gus Rodriguez Has Grand Opening of Newly Renovated and Relocated CDJR City of McKinney (TX) Dealership

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Gus Rodriguez cuts the ceremonial ribbon while his son Lee, and Dallas Cowboys legend, Randy White cheer him on

Chrysler, Dodge, Ram building of the dealership

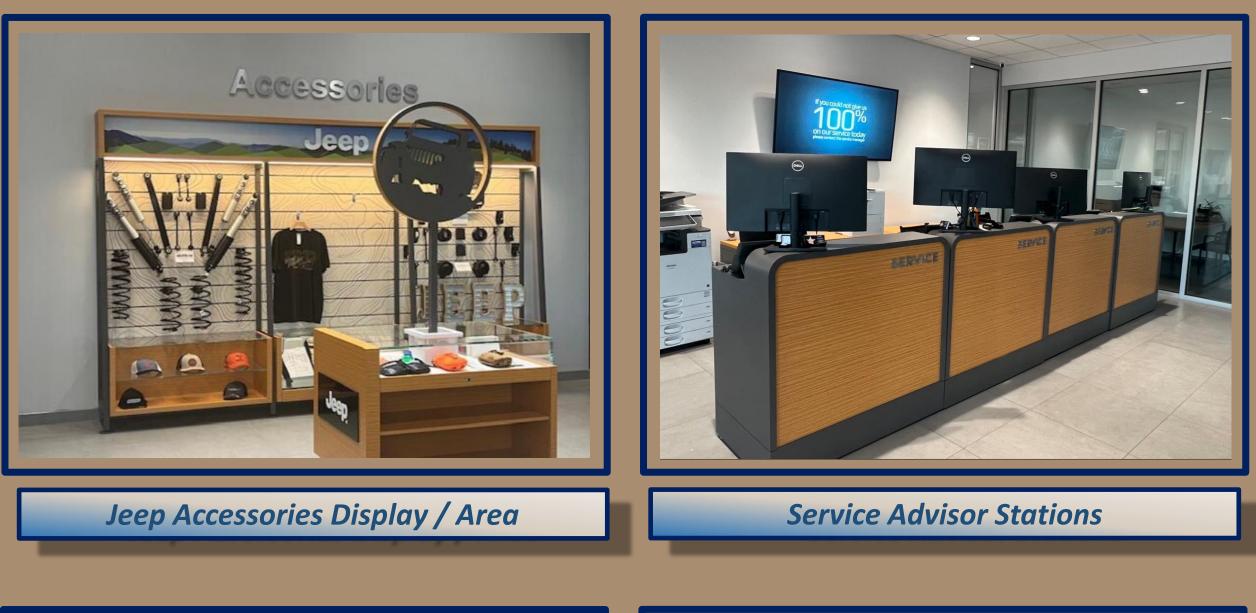




#### **New Jeep Standalone Facility**

## MEMBERS IN THE SPOTLIGHT

CMDA Immediate Past President Gus Rodriguez Has Grand Opening of Newly Renovated and Relocated CDJR City of McKinney (TX) Dealership







#### Chrysler, Dodge, Ram Building Foyer



## 2024 MEMBERSHIP BENEFITS



Members, please remember that our Association provides you with the following benefits:

- Interaction with leading OEM, vendor and other stakeholder executives and influencers
- A collective voice within the automotive industry and with automotive OEM's and executives.
- A viable way to network, interact and mentor with dealers who share similar experiences.
- Participation in business and educational meetings that promote ethnic minority dealers and their businesses

• The opportunity to contribute to the growth and development of ethnic minority dealer candidates

• The opportunity to be a direct contributor in strengthening our partnership with Stellantis

#### **DEALERS HELPING DEALERS!!! WE NEED YOU!!!**

## 2024 MEMBERSHIP BENEFITS CMDA (FINANCIAL)

Additionally, CMDA members are entitled to the following financial benefits as well:

#### <u>NADA Dealer Academy Minority Candidate Support – (\$32,000)</u>

Total funding (tuition, lodging, travel) for ten (10) ethnic minority candidates from CMDA dealerships to attend the NADA Dealer Academy. This will assist in the development of the next generation of minority dealers in the automotive industry.

#### <u>Training Support – (\$10,000)</u>

- A \$10,000 reimbursement for training and operational support activities, including 20 Group activities, Stellantis' Performance Institute training expenses and Degrees@Work Program.

#### CMDA Member Meetings Participation Incentive – (\$8,000) Increased For 2024\*\*

- Annual attendance incentive of \$4,000 for attending the CMDA Annual Meeting and Summer Meeting. A total possible incentive of \$8,000.

#### **Dealer Association Membership / Conference Attendance – (\$2,000)**

An annual reimbursement of up to \$2,000 for dealer association(s) membership (i.e. NAMAD, NADA, state dealer association,, etc....) and/or expense for registering/ attending a Dealer Conference (i.e. NAMAD conference, NADA convention, etc....).

#### <u>Charitable Event / Donation Support – (\$2,000)</u>

- An annual \$2,000 reimbursement to assist CMDA members with their local charitable endeavors and emphasize the importance of community support.

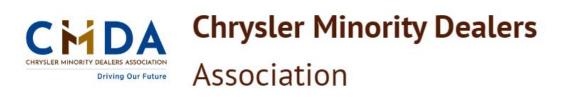
#### NAMAD Membership Dues Payment – (\$500)

- Membership and payment of annual dues in the National Association for Minority Automobile Dealers (NAMAD). This is paid for members directly CMDA.

#### **Preferred Pricing – CMDA Membership**

- Financial and operational benefits and preferred pricing from our sponsors

## Become a CMDA Member





Being a Chrysler Minority Dealers Association Member has its benefits. If you are looking to become a part of this great organization, please contact Mitch Mitchell, the Executive Director,

at the CMDA office at

(248) 687-1088

or emitchell@chryslerminoritydealers.org

for more information or completing a DAP-7 dealer application.



## Energized FOR THE FUTURE





Another successful National Sales Meeting has come to an end, and we had a great time gathering, learning and sharing.

We head into the summer renewed and ready to make it count as we continue bringing the highest levels of partnership and service to our dealers, customers and colleagues.









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#### ally do it right.

### Help shield your inventory from vehicle theft.



Vehicle theft climbed towards record-breaking highs within the past four years. With greater accessibility to technology that aids criminals and the recent targeting of specific vehicles models, it's no surprise the National Insurance Crime Bureau reported 1,020,729 vehicles stolen nationwide within 2023 alone.



increase of vehicle theft claim frequency with Ally from 2019-2023 As an insurance provider to over 4,600 dealerships, we're dedicated to helping ease dealers' concerns with additional resources, secure the value of their inventory and reverse this unfortunate trend.

#### It's important to first understand how these thefts occur in order to address the problem head-on and devise a plan to protect your dealership.

#### Some ways thieves get access:

- Thieves pose as casual shoppers and look for weaknesses in a dealership's storage methods
- Key fob duplicators and relay hack devices amplify a wireless signal that activates without being next to the vehicle
- . Keys and key fobs are stolen directly and vehicles are driven right off the lot

With the right knowledge and resources, your dealership can put measures in place to help decrease theft potential and retain lot value.

"Ally is certainly working hand-in-hand with our dealer customers to help them with best practices. We'll take a look at their lots and provide them



#### some tips on how to help prevent theft."

- Aaron Lee, Ally Dealership Insurance Senior Director

#### Keep in mind some simple yet effective strategies:

- 1. Keep keys in a secure place that blocks wireless signals for duplication
- 2. Track personnel schedules and access to keys
- 3. Don't leave keys unattended on desktops, in showrooms or in service areas
- 4. Implement strict inventory management, tracking devices and a camera system so you immediately know when a car is stolen
- 5. Keep high-end vehicles in restricted areas
- 6. Park vehicles sideways in front of closed entrance gates at night

## **ACCUMATIC**

## AUTOMOTIVE ACCOUNTING, AUTOMATED EASILY.

#### **Common Reports**

Factory Parts Statement Reports Parts Invoices Statement Reconciliations Bank Reconciliations Floorplan Reconciliations Benefit Posting & Reconciliation Finance Reserve Statements Funding Notice Posting 3rd Party F&I Remittances Schedule Cleaning .... and more!

#### **About Accumatic**

When using Accumatic, dealerships are able to increase accuracy and eliminate all of the manual work that goes into posting reports back to the DMS. Accumatic can support all manufacturers and all Dealer Management Systems.

#### With Accumatic...

#### **Contact Us**

1 (877) 500-7049 www.accumatic.com demo@accumatic.com



#### Increase Accuracy

Manual data entry is incredibly time consuming. Reduce processing time by up to 95%

How it works

#### Improve Efficiency

Allow your teams to focus on other critical areas of the business



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#### Train New Employees with Ease

Automotive accounting is complex. Let Accumatic handle the nuances and nuisances of the process



#### DEALER SENTIMENT INDEX

**SECOND QUARTER 2024** 

#### A Unique Market Drives Optimism

#### Dealer Sentiment Index SECOND QUARTER 2024

#### Background

 Data for the Cox Automotive Dealer Sentiment Index (CADSI) is gathered via a quarterly online survey of franchised and independent auto dealers.

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- Dealer responses are weighted by dealership type and volume of sales to closely reflect the national dealer population. Data is used to calculate an index wherein a number over 50 indicates more dealers view conditions as strong or positive rather than weak or negative.
- The Q2 2024 CADSI is based on 1,026 U.S. auto dealer respondents, comprising 550 franchised dealers and 476 independents. The survey was conducted from April 23 to May 7, 2024.
- The next quarterly report will be released in September 2024. The CADSI was first published in Q2 2017.

#### Key Takeaways: Q2 2024

The Q2 2024 Cox Automotive Dealer Sentiment Index (CADSI) reveals a stable yet uncertain market environment for U.S. auto dealers. The current market index score of 42 indicates that most dealers perceive today's auto market as weak. This sentiment has remained consistent with Q1 and shows a decline year over year from 45. Dealers' expectations for the next three months have also dropped, with the market outlook index falling from 51 to 44, driven by a weakerthan-normal tax refund season and political/economic uncertainty.

Cox Automotive Chief Economist Jonathan Smoke noted, "There is a lot of uncertainty in this market, leaving consumers and dealers alike unsure of the road ahead. On top of uncertainty about interest rates, we are heading into an election season, which always breeds more concern. In the auto business, uncertainty is the enemy – it negatively impacts sales, hurts consumer sentiment, and leaves auto dealers feeling troubled."

Despite the overall weak market sentiment, there are positive signs. The overall profit index saw its first increase since Q3 2021, climbing to 36, while customer traffic – both online and in-person – improved from Q1.

Cost pressures remain a challenge, however, with the cost index reaching an all-time high, and price pressure at 65, reflecting dealers' struggle to balance consumer demands and incentives. The new-vehicle sales index improved for the second consecutive quarter to 53, and newvehicle inventory levels remained strong in Q2. The incentive index, however, is still below pre-pandemic levels at 34, suggesting dealers still view incentives as small. Conversely, the used-vehicle market continues to struggle, with an index score of 42, despite a slight improvement. Sentiment about electric vehicle (EV) sales fell to a new low in Q2. When asked how EV sales compare to one year ago, the index score came in at 41, one point below Q1. However, expectations for the future EV market improved in Q2, increasing from 36 to 39. Still, the score suggests that most dealers think the EV market will be declining, not growing, three months from now.

When asked about factors holding back their business, auto dealers in Q2 remained focused on Interest Rates, the Economy, and Market Conditions, respectively, with minimal change from Q1 and one year ago. However, as the U.S. presidential election in November approaches, Political Climate continues to increase as a factor impacting business. Political climate concerns are now cited by 36% of dealers as a major factor holding back business, with franchised dealers expressing more concern than independents.

COX AUTOMOTIVE / Research & Market Intelligence / Dealer Sentiment Index Q2 2024

#### Factors Holding Back Business

|            |     |   | Q2 '24 | Q1 '24 | Q2 '23 | Q2 '22 |
|------------|-----|---|--------|--------|--------|--------|
| ഗ          | 1   | Interest Rates                          | 68%    | 70%    | 61%    | 16%    |
| ERS        | 2 E | Economy                                 | 53%    | 51%    | 49%    | 38%    |
| AL         | 3   | Political Climate                       | 41%    | 34%    | 26%    | 25%    |
| DEAL       | 4   | Market Conditions                       | 35%    | 38%    | 33%    | 32%    |
|            | 5   | Consumer Confidence                     | 31%    | 32%    | 24%    | 18%    |
| S          | 6   | Lack of Consumer Incentives from my OEM | 29%    | 30%    | 24%    | 22%    |
| IJ         | 7   | Expenses                                | 22%    | 23%    | 19%    | 15%    |
| FRANCHISED | 8   | Credit Availability for Consumers       | 21%    | 22%    | 19%    | 4%     |
| 2          | 9   | Limited Inventory                       | 18%    | 21%    | 42%    | 67%    |
|            | 10  | Staff Turnover                          | 17%    | 16%    | 15%    | 14%    |

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Dealer Sentiment Index SECOND QUARTER 2024

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Significant decrease vs previous quarter

Significant increase vs previous quarter

#### **Regional View – Index Score (Franchised)**

| Question                        | Answer            | North-<br>east | Mid-<br>west | South | West |
|---------------------------------|-------------------|----------------|--------------|-------|------|
| Current Market                  | Strong/Weak       | 50             | 49           | 50    | 44   |
| Market Next 3 Months            | Strong/Weak       | 53             | 54           | 53    | 45   |
| Overall Customer Traffic        | Strong/Weak       | 40             | 40           | 44    | 33   |
| n-Person Customer Traffic       | Strong/Weak       | 39             | 40           | 43    | 33   |
| Digital/Online Customer Traffic | Strong/Weak       | 48             | 49           | 52    | 43   |
| Profits                         | Strong/Weak       | 43             | 44           | 45    | 37   |
| Costs                           | Growing/Declining | 76             | 75           | 68    | 75   |
| New Vehicle Sales               | Good/Poor         | 51             | 54           | 55    | 47   |
| New Vehicle Inventory           | Growing/Declining | 71             | 69           | 69    | 71   |
| New Vehicle Inventory Mix       | Good/Poor         | 65             | 63           | 66    | 68   |

COX AUTOMOTIVE / Research & Market Intelligence / Dealer Sentiment Index Q2 2024

| Question                                    | Answer            | North-<br>east | Mid-<br>west | South | West |   |
|---|-------------------|----------------|--------------|-------|------|---|
| Price Pressure                              | More/Less         | 66             | 68           | 66    | 71   |   |
| Staffing                                    | Growing/Declining | 45             | 51           | 55    | 43   |   |
| OEM incentives                              | Large/Small       | 38             | 31           | 35    | 31   |   |
| Economy                                     | Strong/Weak       | 46             | 45           | 48    | 42   | + |
| Current Fixed Operations                    | Better/Worse      | 59             | 57           | 64    | 64   |   |
| Future Fixed Operations                     | Growing/Declining | 65             | 68           | 72    | 72   |   |
| Current BEV Sales                           | Better/Worse      | 49             | 42           | 43    | 44   |   |
| Future BEV Sales                            | Growing/Declining | 43             | 40           | 36    | 45   |   |
| Dealer Credit                               | Easy/Difficult    | 59             | 63           | 65    | 59   |   |
| Effect BEV Tax Credits Have on<br>BEV Sales | Positive/Negative | 61             | 64           | 62    | 64   |   |

Significant decrease vs previous quarter 33

Significant increase vs previous quarter

COX AUTOMOTIVE / Research & Market Intelligence / Dealer Sentiment Index Q2 2024



#### MORE AUTO INDUSTRY DATA AND INSIGHTS FROM COX AUTOMOTIVE

The go-to source for insights based on the largest breadth of first-party data in the automotive ecosystem

**Cox Automotive Newsroom**: <u>www.coxautoinc.com/newsroom/</u> Fresh content from Chief Economist Jonathan Smoke and the Industry Insights team is published regularly

Auto Market Snapshot: <u>www.coxautoinc.com/marketsnapshot</u> This dashboard is a one-stop dashboard for the most recent data points our team is tracking.

From the Newsroom: <u>www.coxautoinc.com/signup</u>

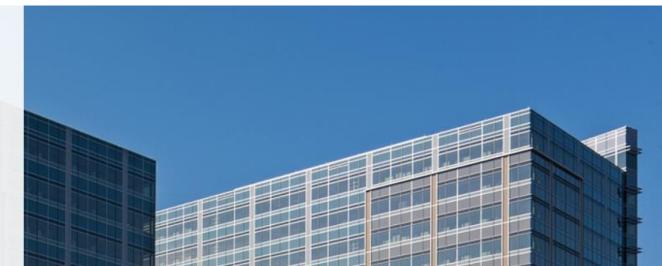
The Cox Automotive biweekly newsletter, published every other Tuesday, is a round-up of news from Cox Automotive and perspectives from its analysts and experts on topics dominating the automotive industry.

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COX AUTOMOTIVE



Contact information:



P 6205 6305

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Mark Schirmer Director Cox Automotive Corporate Communications mark.schirmer@coxautoinc.com



## Building vs. Buying Talent

Which delivers better ROI for auto dealers?









## **The Cost of Buying Talent**

When it comes to hiring mid-level and senior-level talent, dealerships almost always recruit from the outside. That comes with a number of costs, both direct and indirect.

#### **Direct Costs**

Job boards — If you want your job listing to be seen by a decent number of candidates, expect to pay \$500-\$1,000 for posts and promotional services.

Recruiters — For senior-level or specialist roles, you may need to hire a recruiter... which could cost \$15,000 or more per position filled.

#### Indirect Costs

Lost revenue — The average time to fill open positions for small to midsize businesses was 41 days in 2019. Finding the right match for a job may take even longer today, thanks to a tight job market, talent shortages, and demographic shifts.

In the meantime, your store will be understaffed. If we estimate the lost revenue per day for a single employee to be \$1,000 — a conservative number — then 41 business days is more than \$41,000 in lost revenue. All the while, your customer experience suffers.

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Internal resources — Hiring external candidates is a resource-intensive process for a dealership. GMs or other senior team members will spend many hours poring over resumes, interviewing, and onboarding. That's time that isn't spent on other key priorities.

Onboarding time — Outside employees take longer to get up to speed than internal hires. In the best of cases, it could take several months before they're operating at full efficiency. During that time, you'll likely be spending more on their paycheck then you're getting back in value.

#### **Fact** Outside hires are 21% more likely to leave than internal hires.

Source: Deloitte



#### Other Factors

Loyalty — If a manager or senior-level employee is leaving their current dealership for your job opening, what's to keep them from leaving your dealership for a better offer?

Culture — How will an outside hire fit in at your organization? Will the people they manage be happy with them? Will they create friction within their team and with other co-workers?

A misplaced hire can damage a strong workplace culture, and there's a

lot about a person that doesn't show up during the interview process.

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## "Outside employees take longer to get up to speed than internal hires."

### **The Cost of Building Talent**

You'll always have to hire for entry-level positions — sales consultants, service advisors, porters, and entry-level service techs to name a few.

But if you're smart about who you hire for those positions, you can develop them into management and senior-level talent. But is the investment worth it?



A good rule of thumb is that an effective training program costs about **5%** of the trainee's pay.

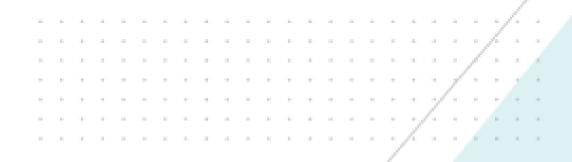
#### **Direct Costs**

Training — A good rule of thumb is that an effective training program costs about 5% of the trainee's pay. For an employee making \$76,500 each year, training would cost around \$3,800 annually.

**Technology** — Effective training requires software tools such as learning management systems. The costs of these tools vary depending on headcount, but licenses may cost a few hundred to a few thousand dollars per year.

#### Indirect Costs

**Time** — Training takes time out of employees' workdays, during which they won't be participating in revenue-generating activities.





#### Other Factors

Effectiveness — Training isn't one-size-fits-all, and finding the right approach for your circumstances can make or break its effectiveness. One-day seminars and classroom style training (the "shotgun" method) aren't universally effective, and the knowledge is unlikely to stick if it's not supplemented with additional training. Targeted, personalized training based on adult learning science (the "rifle" method) is more reliable, but also more of a long-term commitment.

Loyalty — Internal promotions are more likely to stick around than external hires. When lower-level employees see they have a career path, they're also less likely to leave.

Culture — When you hire from within, you already know that your new manager is a good culture fit. That takes a lot of the unknown out of handing the reins to someone new. "Internal promotions are more likely to stick around than external hires."

Timing — If you're starting from scratch with a talent development program, it will likely take 2-3 years before you can start filling

manager and senior-level gaps in-house.

Positive Externalities — Even if employees that go through training don't end up being management material, chances are their performance at their current role will improve anyway.

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## **The Verdict**

Taking direct and indirect costs into consideration, the answer is clear: building talent delivers better ROI and ROE than buying it.

#### BUYING TALENT

\$500-\$1,000

Job Boards

\$15,000 Recruiter Fees

\$41,000

Lost Revenue

\$56k+ per hire, plus time and resources

#### BUILDING TALENT

\$200/yr

Software License

\$3,800/yr

Training Costs

As little as \$4k per employee per year

When you rely on external hiring, you end up spending more time and money to recruit and onboard employees who are more likely to leave and less likely to be good culture fits, while spending more time operating at reduced capacity (and losing revenue in the process).



When you promote from within using talent you've developed, you can fill vacancies faster with more loyal employees who will be able to hit the ground running.

"You can fill vacancies faster with more loyal employees who will be able to hit the ground running."

Although it will take time to build your talent pipeline, the best time to start is now. Incoming economic and demographic shifts will continue to make outside hiring harder and more costly.

The sooner you can get started cultivating talent, the more advantage you will have (and the more market share you can capture during a promising economic recovery).

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## Ready to start building the talent pipeline of the future at your dealership?

Contact JM&A for a free consultation. Our talent experts are ready to discuss a custom plan to solve your talent equation with recruitment and retention solutions.

CONTACT US NOW



(800) 553-7146 info@jmagroup.com jmagroup.com



## Thank You For Your Support of Our Association



CHRYSLER MINORITY DEALERS ASSOCIATION

**Driving Our Future**