DealersEdge® EXECUTIVE SUMMARY

Turn Your Dealership Data Into Better Decisions And Higher Profits Part 2

July 23, 2026

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Knowing your numbers doesn't improve performance but acting on them does.

Our presenter today is Brooke Samples, president of Profit Blueprints.

Brooke is one of the automotive industry's leading experts in dealership accounting, financial analysis, forecasting, and performance improvement.

She has spent years helping dealer principals, general managers, controllers, and department managers better understand their numbers, and more importantly, how to use those numbers to make smarter business decisions.

This session, Part two of a two part series, covers how successful dealership leaders use benchmarks, coaching, accountability, and AI tools to turn data into actions that drive operational improvements and higher profits.

Attendees will learn how to:

- Build meaningful KPIs that drive employee performance.
- Calculate profit opportunities hidden in dealership operations.
- Use root-cause analysis to solve recurring problems.
- Connect daily activities to monthly financial results.
- Create accountability systems that improve execution.
- Use AI to develop department-specific action plans.

Everyone has access to the same numbers.

Competitive advantage comes from knowing how to act quickly on them.

INTRODUCTION **Page 2**

Part One outlined five steps: Goals, Benchmarks, KPIs, Trends/Leading Indicators for setting and executing targets.

Part Two follows the Paradise Motors managers Jeff, Jennifer, and John as they shift from measuring to improving performance using AI tools like ChatGPT and Claude.

STEP 1: FIND THE OPPORTUNITY **Page 4**

Use KPIs to identify profit opportunities.

STEP 2: CALCULATE THE REWARD **Page 5**

Before changing anything, use the standard profit opportunity formula to calculate whether fixing a KPI gap is worth your time.

STEP 3: FIND THE REAL PROBLEM **Page 6**

Root-Cause Analysis is an effective method for fixing problems correctly the first time.

Common methods:

- The 5 “Whys”
- Fishbone Diagrams
- Drill Down and Trend Analysis

STEPS 4: USE AI WISELY **Page 10**

AI can rapidly generate abundant, high-quality options; often in under a minute and far faster than manual work.

However, don't implement suggestions blindly.

Evaluate each by cost, impact, timeline, and ROI, using the effort/return matrix to prioritize.

Treat AI as a research assistant that finds patterns, organizes information, and saves time however verification, prioritization, decision-making, and leadership remain your responsibility.

STEP 5: BUILD AN ACTION PLAN **Page 12**

Document:

- ? Who Will Be Involved
- ? What Actions To Take
- ? What Resources Do You Need To Make Changes?
- ? How Will the Impact Of Change be Measured?

STEP 6: MEASURE PROGRESS **Page 13**

Share The Scoreboard: Give employees visibility into the numbers they influence because people can't improve what they can't see.

Celebrate The Wins: This is the most important step. Recognition, even something small reinforces progress and keeps momentum going.

CONCLUSION & CONTACT INFO **Page 13**

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INTRODUCTION



Part One, “The Road From Data to Profit” dealt with the five steps of using data to set and execute targets.

We set **Goals** so we know what success looks like.

We use **Benchmarks** & tailored **KPIs** to tell us what "good" looks like and set **Targets**.

We use Trends and early warning Leading Indicators to measure the performance of **Daily Actions** to achieve desired **Results.**

This presentation continues following the managers at Paradise Motors — Jeff, Jennifer, and John. They know their numbers well.

But this session isn't about *measuring* performance, it's about *improving* it, often using AI tools.

AI Tools ChatGPT And Claude

We'll start with a quick tutorial on ChatGPT and Claude.

When I asked ChatGPT what it was, it described itself as an AI chatbot, an AI agent, and your assistant.

ChatGPT.com is very intuitive.

You can ask anything, attach files (images, Excel, PDFs), and ask questions about them.

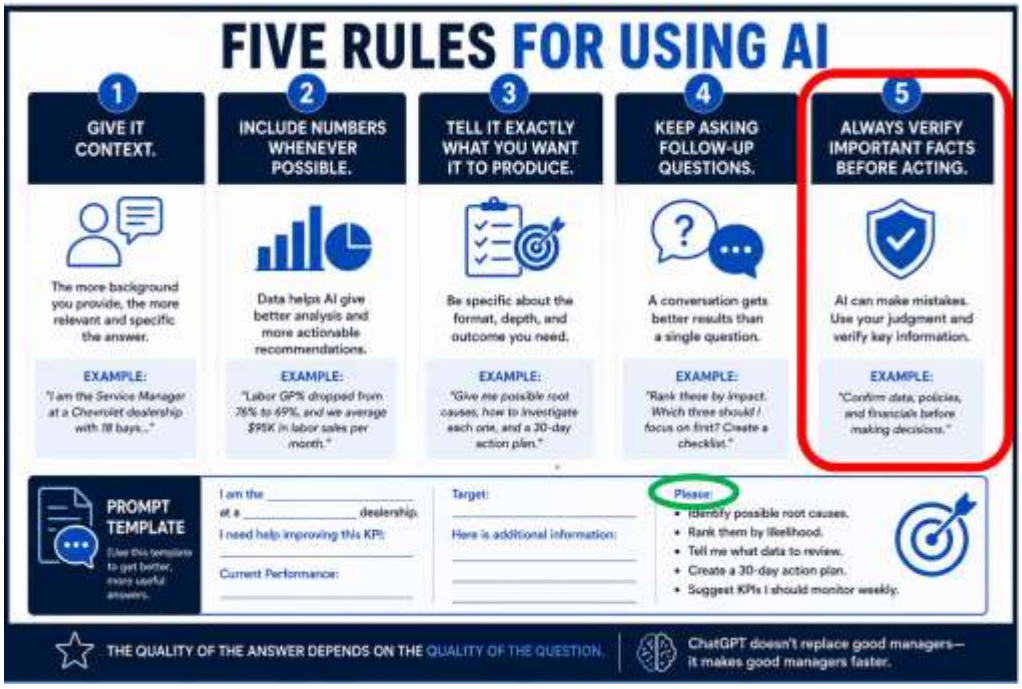
It's excellent at generating images and every graphic in today's presentation was created by ChatGPT in a very short time.

Claude works similarly but has a simpler interface.

It's the one I lean toward when analyzing numbers because it's good at strategizing and processing a lot of data quickly.

I asked both tools for tips on writing good prompts. ChatGPT gave five rules:

1. Give it context (with examples)
2. Include numbers whenever possible.
3. Tell it exactly what you want it to produce.
4. Ask follow-up questions to refine the result.
5. *ALWAYS VERIFY FACTS BEFORE ACTING*

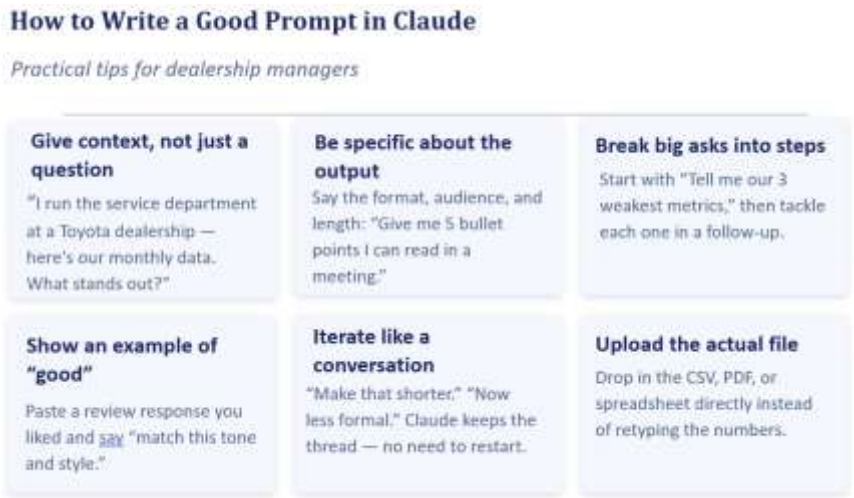
6. 

ChatGPT also provided a prompt template: *"I am [role] from [dealership]. I want to improve [X]... please create a 30-day action plan," or "please suggest KPIs I should monitor weekly."*

A full-size version of this template is in your handouts.

Claude's guidance was similar, with a few differences.

It emphasized uploading actual files (CSV, PDF, Excel) rather than typing numbers manually and breaking big requests into smaller steps. That's also included in your handouts.





STEP 1: FIND THE OPPORTUNITY

Benchmarks tell you what top performers do and how you compare but they don't show you *how* to get there.

You get there through experience: your own, your coworkers', other managers', industry podcasts, articles, and books.

That's "actual intelligence."

Then, there's artificial intelligence.

Start by examining benchmarks to develop KPIs that are relevant to the need.

Jeff, the Service Manager, knows there's a 20-group book with the numbers he needs, but he's busy, so he asks AI instead.

Jeff's prompt: *"For a domestic dealership, what is the gross profit retention benchmark for customer-pay labor?"*

Seconds later, he gets a chart:

- Best in class: 80%
- Needs improvement: below 75%.

Performance Level	Customer Pay Labor Gross Profit Retention
Best-in-Class	80%+
Strong	78%–80%
Average	75%–77%
Needs Improvement	Below 75%

He already knew that his department fell into the "needs improvement" range from past performance.

As typical of AI tools, the answer came with extensive explanation about why 78% is a common target, citing factors like labor rate management, technician productivity, discount control, and warranty/customer-pay mix.

This is an example of why AI results should not be accepted at face value.

Because some of details like “warranty/customer-pay mix” may not be fully sourced, it's worth double-checking anything AI states as “fact.”

STEP 2: CALCULATE THE REWARD

Before changing anything, calculate whether fixing a KPI gap is worth your time.

Ask: *What is the financial impact of improvement, and where will I get the biggest return?*

The standard profit opportunity formula:

(Benchmark − Actual) = Gap × Financial Basis (units, RO count, sales, or gross profit) = Profit Opportunity



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Some KPIs require more than one calculation, but the goal is always to translate the gap into dollars so you can see the real reward.

If there's no meaningful benefit, focus your time elsewhere.

This is covered in detail if you have purchased the Accounting Guide.

Example 1 — Gross profit per unit:

Paradise's KPI is $1,500 per used unit retailed.

But in June it was only $1,000 — *a $500 gap*.

$500 multiplied by the 70 units sold equals a Profit Gap of $35,000.

This is additional profit that would have been realized had the sales been at the target KPI.

Example 2 — Expenses as % of GP:

Direct payroll benchmark is 30%.

But the actual is 37% — *a 7% gap*.

7% applied to $425,000 gross profit equals $29,000 in excess expense per month, or roughly $350,000 annually.

Calculating Jeff's opportunity:

Jeff's labor sales (adjusted for coupons) were $83,000.

His gross profit retention was 62% against a 78% benchmark — *an 11.8-point gap*.

- Gap value: ~$9,800/month
- Annualized: ~$118,000

Another method is to divide labor sales by 100 to find the value of each 1% of retention.

For Jeff, that's $833 per percentage point, so reaching 68% (a 6-point gain) is worth about $5,000/month.

Letting AI do the math.

For Jeff’s example, simply provide labor sales, current retention, and target retention, and ask AI to calculate the gap.

Claude produced the same result as the manual calculation, showing its work clearly.

ChatGPT, by contrast, gave a much higher (and less transparent) figure, a reminder to always VERIFY AI-GENERATED NUMBERS before acting on them.

Prioritizing opportunities: Focus on the highest return for the least effort. A matrix helps:



- **Low effort / high profit** → quick wins, build momentum.
- **High effort / high profit** → longer-term, still worth pursuing.
- **Low effort / low profit** → nice to have, worth a quick fix.
- **High effort / low profit** → avoid, not worth the investment.

STEP 3: FIND THE REAL PROBLEM

Visible symptoms like missed targets, low gross profit, poor CSI, high expenses, etc. are usually driven by hidden causes like process failures, staffing issues, training gaps, accountability problems, or even accounting errors.

Root-Cause Analysis is an effective tool for fixing problem correctly the first time.

Popular methods of **Root-Cause Analysis**

1. The Five Whys

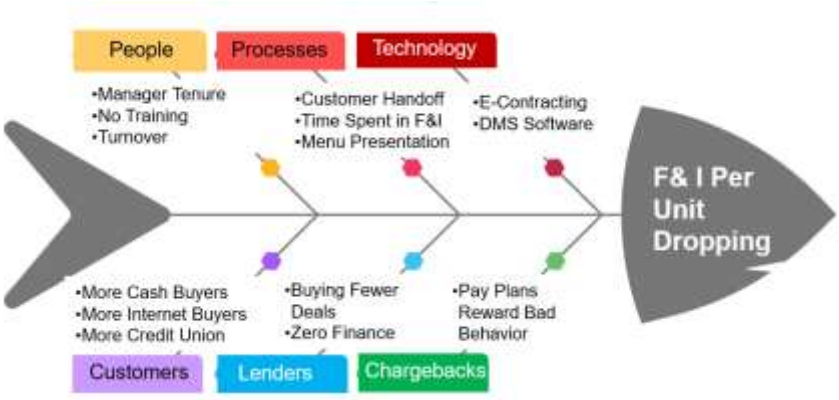
This technique was pioneered by Toyota and repeatedly asks *"WHY"* to trace a symptom to its root cause.

Case Study: when Jennifer's F&I income dropped from $1,825 to $1,500 per unit, she asked "Why?"

1. WHY? did new F&I income drop? → Finance penetration percentage dropped.
2. WHY? → More customers financed elsewhere or paid cash.
3. WHY? → Jennifer didn't speak with every customer.
4. WHY? → Internet customers don't go through F&I.
5. WHY? → There's no digital handoff process.

SOLUTION**:** Create a mandatory F&I introduction for every deal, including internet deals.

2. The Fishbone Diagram (reviewing every system)



This prevents managers from jumping to a single cause too quickly.

For Jennifer's F&I decline, categories to examine include:

- **People** — unlikely here; she's experienced and well-trained.
- **Processes** — customer handoff, time spent in F&I, menu penetration.
- **Technology** — e-contracting, DMS software
- **Customers** — more cash buyers, more internet/credit-union financing

- **Lenders** – buying fewer deals, zero-finance.
- **Chargebacks** — from problem accounts

This diagram will look different by department (service, sales, parts, body shop, accounting), but running one annually per department is a good habit.

Digging deeper, Jennifer found her closing ratio was 33% of opportunities (below the 50% target), and salesperson performance varied widely.

	Units Sold	# of Opportunities	Closing Ratio	% Financed
Andi	21	45	47%	85%
Brooke	19	37	51%	79%
Chris	11	69	16%	36%
Ollie	6	15	40%	66%
Pat	6	25	24%	100%
Average	12.6	38.2	33%	73%

One rep, Chris, had a high number of "ups" but only a 16% closing ratio, and of those only 36% were financed.

Since Chris seems to be pulling the team down, this raises questions about what to do.

The answer could be coaching, training, or whether Chris is fit for the role?

3. Drill-Down Analysis

The easiest way to make a bad decision is to assume something is true without proof, or to jump to a conclusion without investigating.

Case Study: When John's customer-pay parts retention dropped from 40–42% down to 37%, his first instinct was to blame increased Tire sales.

But Tires are tracked in a separate account, so that couldn't be the cause.

RULE OF THUMB: Always verify that numbers are accurate before acting.

Check journal sources for sales and check the detail behind expenses, because bad data leads to bad decisions.

This is what John found when he checked to confirm that the only entries from the Customer Pay Repair Journal are in the Sale and Cost of Sale account.

Journal 30 Sale Account		**$167,500 cr**
Journal 30 Cost Of Sale Account	**(-)**	**$100,500 db**
Journal 80 Journal Entry to COS	**(-)**	**$ 5,000 db**
Gross Profit		**$62,000 or 37%**

Where did the extra *$5,000* come from?

Drilling into the journal entries revealed a $5,000/month reserve for aged inventory had been mistakenly posted to the Customer-Pay Repair Order Account instead of The Inventory Adjustment Account.

Once corrected, the retention percentage returned to normal.

But what if the numbers *were* accurate?

Other things that John could check would include:

- ? Retention percentage by parts source (customer pay vs. warranty vs. internal vs. wholesale)

Source	Sales	COS	Profit	Profit %
101	$293,229.59	$173,765.71	$119,463.88	41%
102	$33,288.01	$19,275.54	$14,012.47	42%
105	$42,830.69	$25,487.00	$17,343.69	40%
110	$33,666.05	$31,654.54	$2,011.51	6%
200	$22,559.84	$12,407.91	$10,151.93	45%
	$425,574.18	$262,590.70	$162,983.48	38%

- ? Whether the pricing matrix was mapped correctly
- ? Whether parts sales per RO increased (buying more from outside sources)
- ? Were more parts from outside sources?
- ? Who has authority to change pricing? Are advisors discounting parts and shifting profit to labor?

Case Study: Jeff is concerned that his hours per RO are low.

He sees that his Technician performance is:

- ☞ Karen bills 1.6 hours per RO
- ☞ Jamie bills only 1.2.

	Karen	Jaime
# ROs Written	280	275
Labor Sales	$87,360	$65,520
Average Labor/RO	$312	$238
Billed Hours Per RO	1.6	1.2

Before jumping to conclusions, Jeff checked customer mileage and found that Jamie's customers are newer, lower-mileage vehicles needing minimal work, while Karen's higher-mileage customers need more.

Jeff also observed Karen "cherry-picking" grabbing older vehicles with more repair potential and handing newer cars to Jamie.

Further investigation (mileage bands, upsell rates on multi-point inspections) is needed before taking action.

BOTTOM LINE: Don't assume, and don't jump to conclusions. Failing to dig deeper wastes time and money.

4. Using AI for Trend Analysis

As noted in Part One, Trend Analysis helps to catch changes early, ideally the first month that they appear, so you can fix issues before they compound.

Financial Statements show year-to-date and current-month figures but not what happened in between.

This is why **DOCs (Daily Operating Controls)**, a standard and no-extra-cost DMS report are so valuable.

Expense Category	January	February	March	April
▸ SEMI-FIXED EXPENSES (Fixed Operations)				
Company Vehicle Expense	$6,500	$4,876	$7,718	$6,509
Office Supplies & Expenses	$1,993	$3,618	$1,885	$3,379
Other Supplies	$12,982	$7,134	$9,840	$6,345
% of Gross Profit (KPI <1%)	1.9%	1.0%	1.3%	0.9%

Yet many managers never use them.

DOCs let you compare most accounts across multiple months and catch operational issues in real time rather than waiting for month-end.

AI tools can quickly build spreadsheets showing service and parts expenses as a percentage of gross profit, tracked month-over-month when several months of financial statements are uploaded.

Brooke recommends not including your dealership's name in the file, although AI likely can infer it anyway.

Claude was used to generate a multi-tab spreadsheet showing month-over-month changes and percentage breakdowns.

This data is useful for spotting trends like declining advertising expense relative to gross profit.

CHEVROLET DEALERSHIP | Fixed Operations (Service & Parts) — Expense Tracker

January – April 2026 | All dollar amounts sourced from GM Dealer Operating Report (Page 2, Fixed Operations Column)

Expense Category	January	February	March	April	Jan→Apr Chg	Avg % of GP	Trend
▸ GROSS PROFIT REFERENCE (Source: Page 2, Fixed Operations Column)							
Fixed Ops Net Sales (Monthly $)	$1,412,585	$1,475,787	$1,606,621	$1,627,598	15.2%		
Fixed Ops Gross Profit (Monthly $)	$692,598	$698,084	$752,623	$736,515	6.3%		
Total Dealership Gross Profit (Monthly $)	$909,300	$1,046,188	$1,255,103	$1,235,266	35.8%		
▸ PERSONNEL EXPENSES (Fixed Operations)							
Salaries – Owners / Executive Mgrs	$20,850	$9,774	$4,324	$4,324	(79.3%)	1.39%	▼
Salaries – Supervision	$50,988	$55,843	$69,712	$89,297	75.1%	9.19%	▲
Salaries – Clerical	$6,963	$7,407	$8,757	$9,708	39.4%	1.14%	▲
Other Salaries & Wages	$125,086	$109,927	$117,006	$117,233	(6.3%)	16.32%	▼
Absentee Compensation	$33,103	$12,600	$12,600	$12,600	(61.9%)	2.49%	▼
Incentives – Supervision	$30,884	$31,618	$36,478	$31,880	3.2%	4.54%	▼
Taxes – Payroll	$37,527	$32,753	$32,206	$30,581	(18.5%)	4.64%	▼
Employee Benefits	$32,509	$32,603	$32,325	$34,023	4.7%	4.57%	▼
TOTAL PERSONNEL	$337,910	$292,525	$313,408	$329,646	(2.4%)	44.27%	▼
▸ SEMI-FIXED EXPENSES (Fixed Operations)							
Company Vehicle Expense	$6,500	$4,876	$7,718	$6,509	0.1%	0.89%	▼
Office Supplies & Expenses	$1,993	$3,618	$1,885	$3,379	69.5%	0.38%	▲
Other Supplies	$12,982	$7,134	$9,840	$6,345	(51.1%)	1.27%	▼

Category	January	February	March	April
Total Personnel	48.8%	41.9%	41.6%	44.8%
Outside Services	10.8%	12.0%	11.7%	10.2%
IT Services	5.4%	4.3%	5.2%	3.9%
Advertising (Net)	6.4%	5.1%	4.1%	3.8%
Real Estate Taxes	2.9%	2.9%	2.7%	2.7%
Insurance Other	2.9%	1.5%	2.0%	1.4%
Utilities	1.6%	1.6%	1.5%	1.4%
Policy Wk – Pts/Svc	1.9%	1.8%	1.9%	1.0%

Expense Category	January	February	March	April
▸ SEMI-FIXED EXPENSES (Fixed Operations)				
Company Vehicle Expense	$6,500	$4,876	$7,718	$6,509
Office Supplies & Expenses	$1,993	$3,618	$1,885	$3,379
Other Supplies	$12,982	$7,134	$9,840	$6,345
% of Gross Profit (KPI <1%)	1.9%	1.0%	1.3%	0.9%

To update with new months' data, Claude and ChatGPT allow you to continue an existing chat thread (treating each conversation as its own "notebook") rather than starting from scratch each time.



AI can highlight declines, improvements, seasonal patterns, and sudden shifts, but this analysis is still after the fact, so pairing it with DOCs for real-time tracking is ideal.

When it comes to AI, uploading more information is always better.

Brooke goes into detail in her Accounting Guide

When asked what time span produces usable trend data, Brooke responded, for at least three months.

STEPS 4: USE AI WISELY

AI can generate more and better options, faster than you ever could manually and often in under a minute.

But don't blindly implement everything it suggests.

Evaluate cost, impact, timeline, and return on investment, and use the effort/return matrix from earlier to prioritize.

Think of AI as a team of assistants doing research and generating ideas, finding patterns, organizing information, and saving time, but the responsibility to verify, prioritize, decide, and lead remains yours.

Case Study: Jeff's Multi-Point Inspection (MPI) Action Plan

Dealerships win over aftermarket quick lube centers by using an MPI to uncover and perform additional maintenance and repairs each vehicle legitimately needs.

But at 20% with a 50% target Jeff's team is underperforming on MPI upselling: putting him at a disadvantage.

July 2026	MTD	Tracking	Target
# of Customer Pay ROs	421	617	600
Total Customer Pay Sales	$89,484	$131,243	$210,600
Sales Per Repair Order	$212.55	$212.55	$351.00
Percent of Target	61%	61%	100%
Upsells From MPI/MPVI	84	123	300
% of CP ROs	20%	20%	50%

Calculating the opportunity:

- Average labor gross profit per upsell: $110.
- Target: 300 upsells/month vs. current 123 → gap of 177 ROs
- 177 × $110 = ~$20,000/month increase in labor gross profit
- Annualized labor: ~$233,000 (plus additional parts profit)

Using AI to generate solutions

Jeff asked AI.

"Give me 20 ways a Chevy dealership in [location] could increase sales per customer-pay repair order," specifying location, franchise, and employee count for relevance.

He then narrowed the list by asking which five ideas have the highest ROI and which two are easiest to implement.

He then requested a 90-day implementation plan.

Reviewing the AI-generated plan *(with Brooke's added context):*

1. **Review 50 declined MPI recommendations** from the last 30 days to identify common reasons for decline**.**
   (Tip: add an op-code for "postponed" — not "declined" — recommendations so these ROs are easy to pull.)
2. **Observe advisors performing MPI presentations and coach them.**
   (Consider advisor workload since writing up 14–20 ROs a day leaves little room to do every presentation well.)
3. **Verify that every vehicle receives a complete MPI before the RO closes.**
   (AND confirm that advisors are actually calling customers with results.
   Some advisors mark items as declined without speaking to the customer.)
4. **Review MPI videos for technician consistency and quality.**
   (A messy shop, background noise, or a sloppy-looking technician on video reduces the odds a customer approves the work.
   Train technicians on the inspection process monthly, even if it's currently done occasionally, consistency erodes quickly if it lapses.)
5. **Standardize presentation language** *(across advisors.)*
6. **Require advisors to contact customers within 10 minutes of a recommendation.**
   (Monitor this daily.)
7. **Track sold percentages by advisor**, review weekly, and recognize/celebrate top MPI performers monthly.

Weekly follow-up questions:

- Why are customers declining? Price, financing options (e.g., Sunbit), timing, or convenience (e.g., parts not in stock)?
- Which advisor closes the highest percentage, and which technician writes the clearest inspections?
- Are we recommending enough work based on the average mileage?
- Are we recommending the right amount and type of work for each customer's vehicle? Or are we only recommending flushes and spiffed items?

Track leading indicators weekly rather than waiting until month-end to see if the 50% target was hit.

Brooke recommends monitoring at least these metrics:

- $ Sold Work % (MPI Conversion)
- $ MPI Completion Rate
- $ Photo/Video Usage %
- $ Advisor Presentation Rate
- $ Advisor-by-Advisor Closing Rate
- $ Estimate Contact Time
- $ Average Recommendations per RO
- $ Average Dollars Recommended
- $ Average Dollars Sold

AI can also help create a simple one-page tracking form if one doesn't already exist.

STEP 5: BUILD AN ACTION PLAN

Once a course of action is decided, document:

- ? Who Will Be Involved
- ? What Actions To Take
- ? What Resources Do You Need To Make Changes?
- ? How Will the Impact Of Change be Measured?

(A full-size action plan worksheet template, adapted from ChatGPT output, is included in your handouts.)



Profit Blueprints® Manager's Action Plan Worksheet

Manager: _____ **Start Date:** _____ **Complete Date:** _____

Define Area to Improve: _____

1. Identify the Opportunity KPI description: _____ Current: _____ KPI: _____

2. Calculate the Reward - (KPI – Current) x Financial Basis

(_____-_____) x_____ x 12 = **Potential Annual Profit Opportunity:** $_____

3. Find the Root Cause

Category: ☐ Process ☐ Training ☐ Staffing ☐ Communication ☐ Customer ☐ Inventory ☐ Equipment ☐ Other _____

Evidence: _____

4. Needs to Implement Change: ☐ Tools ☐ Training ☐ Staffing ☐ Forms ☐ Inventory ☐ Equipment ☐ Other _____

5. Action Plan

Action Step (or attach)	Owner	Due

6. Success & Follow-Up

Weekly KPI Goal: _____ Monthly KPI Goal: _____

Resources Needed: _____

Potential Obstacles: _____

AI Assistance Description: _____

Manager Signature: _____

STEP 6: MEASURE PROGRESS

Share The Scoreboard: Give employees visibility into the numbers they influence because people can't improve what they can't see.

When asked “How do you know an action plan is actually working, versus improvement being driven by outside market conditions?”

Brooke replied to Measure consistently.

If results improve because of market conditions rather than the action plan, that will become apparent and if the plan isn't working, you can revisit it.

There's no perfectly clean way to isolate the variable but taking action tends to create positive momentum regardless.

Doing something is almost always better than doing nothing.

Celebrate The Wins: This is the most important step.

Recognition, even something small reinforces progress and keeps momentum going.

When asked *“What's a good way to celebrate wins, and who should lead it?”*

Brooke suggested celebrating in front of the whole department at minimum because private recognition doesn't have the same impact.

It doesn't require spending money: newsletters, emails, and whiteboards recognizing top performers all work well.

The goal is to make people feel appreciated and recognized for their effort.

CONCLUSION

The Full Profit Improvement Cycle

The dealership’s goal is to increase net profit by optimizing revenue streams, controlling costs, and managing assets effectively.



1. Identify the goal.
2. Identify the KPI
3. Quantify the opportunity.
4. Find the root cause.
5. Develop solutions.
6. Assign ownership.
7. Monitor progress.

Challenge For The Next 5 Days:

1. Identify one underperforming KPI (start with sales, gross profit, or expenses)
2. Calculate the financial opportunity (AI can help)
3. Find the root cause (AI can generate a checklist to dig into)
4. Build one action plan (AI can help draft it)
5. Review progress regularly i.e., daily, weekly, or every 90 days.

Brooke observed that the best performers weren't necessarily smarter, but they act with a sense of urgency.

They:

- ! Ask better questions.
- ! Dig deeper.
- ! Use data to coach and motivate their teams.

They know that delays compound quickly, in reconditioning, collections, training, onboarding, and even simple tasks like answering the phone.

AI can free up the time needed to act with urgency, by helping with:

- Marketing materials and flyers
- Vendor comparisons and purchasing decisions.
- Forms, spreadsheets, and menu evaluations
- Staff scheduling to reduce overtime.
- Meeting topics and training materials

Great managers don't just chase numbers they improve their people, processes, and decisions that produce those numbers.

Understanding your numbers, asking better questions, and consistently improving profitability isn't just good for the dealership, it's good for your success.

Feel free to reach out to Brooke if you have questions.

