



ACCELERATE

OFFICIAL PUBLICATION OF CENTRAL FLORIDA AUTO DEALERS ASSOCIATION

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President's Message



Evelyn Cardenas
President/CEO
Central Florida Auto
Dealers Association

I am thankful for what I have. I am thankful because we can produce this show and have so many people experience it. I am thankful for you, our dealers, and all that you do.

To live a life unlike any other — to be unlike any other — is the quest of the uniquely lived life.

Although 2020 and 2021 have been years unlike any others in our lifetime, they have been years of growth, expansion, and appreciation. I remember the first time we went on lockdown in March 2020. It was a scary time. Today, almost two years into the pandemic, we continue to celebrate life, celebrate small wins, and celebrate each other. The pandemic is still among us, but we are stronger than ever.

As I write this, I am sitting in the show office at the Orange County Convention Center celebrating another successful auto show. There are hundreds of cars on the floor, with thousands of people enjoying the event. On one side, a guy is perusing the engine of a car, another person is standing on the bed of a pickup, and a child is sitting behind the steering wheel of a sports car while mom takes a picture. There is also a group of people scouting out all the electric vehicles. We have a good selection of these on the floor, so they will be here a while.

On the other side, the lines to Camp Jeep and the Ram Truck Territory continue to grow. Arcimoto is also making its debut with its fun utility vehicles.

Toward the back, children are having their own test drives in our toy electric cars while others race the remote-control cars on their tracks. Further out, the BMX stunt show is drawing a crowd. Our schools are also here promoting their career programs while our local firefighters, officers, and medics educate the crowd on safety. In the center of this, all is Subaru with their rescued pet adoption. These puppies will melt your heart.

Outside, several brands are hosting ride-and-drives. The lines are long, with people waiting to take their favorite car for a test drive. Me, I am looking at people coming in and being thankful. I am thankful for what I have. I am thankful because we can produce this show and have so many people experience it. I am thankful for you, our dealers, and all that you do.

The auto show is not about the cars; it's about the people that are looking for their next car. It's about the people able to provide that next car. And it's about the people able to maintain those cars. As 2021 begins to bow out and 2022 starts to make its entrance. I thank you for all you do, and I look forward to what we will accomplish in 2022! 🏁

Ms. Cardenas can be reached at 407-708-2780 or cfada.org.

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Evelyn Cardenas
President/CEO
Central Florida Auto Dealers Association



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Current And Continued Challenges for Business Employers in the Workplace Against the Backdrop of the Ongoing Pandemic



With the current spread of COVID-19 variants, many businesses, including dealerships, are facing challenges associated with requiring proof of employees' vaccination status, wearing masks and submitting to regular COVID-19 testing. Dealerships should consult with their own private attorneys about the careful development of vaccination policies to address these issues.

Earlier this year, the United States Centers for Disease Control and Prevention (CDC) and several state and local public health authorities had lessened some of the restrictions relative to fully vaccinated individuals. However, with the more recent onset of the very transmissible delta variant, resulting in an increase of COVID-19 cases throughout the country, the CDC and other public health agencies continue to announce additional changes which, as of the writing of this

article, include without limitation, recommending that fully vaccinated individuals wear masks in certain indoor venues. Other recent measures have included the federal government (along with certain state and local authorities) requiring certain public employees and those who work in high-risk environments (e.g., health care) to show proof of vaccination or submit to regular COVID-19 testing, wear masks and physically distance from fellow employees and customers or visitors.

Some businesses and companies have announced vaccination and testing policies that are operative with respect to their employees. In doing so, these businesses are traversing the balance between employee and workplace safety and privacy considerations. Indeed, while some states are issuing vaccine and testing mandates, others are attempting to prevent businesses and government agencies from

Some businesses and companies have announced vaccination and testing policies that are operative with respect to their employees. In doing so, these businesses are traversing the balance between employee and workplace safety and privacy considerations.


requiring individuals to show proof of vaccination status. The following general principles can assist businesses as they work with their legal advisers to address some of the issues in the development of their own policies.

First, while an employer may have a legitimate business need to inquire about an employee's vaccination status, proposed questions about vaccination status should, at a minimum, be reviewed with the business's attorney. Employers must exercise caution to avoid making medical inquiries¹ in contravention of the Americans with Disabilities Act (ADA) and other similar laws. The federal Equal Employment Opportunity Commission (EEOC) has commented² that if employers ask employees to provide vaccination proof, they should consider warning the employee not to provide any medical information as part of the proof to avoid implicating the ADA. If a business were to require its employees to be vaccinated, it must also consider reasonable accommodations for employees with disabilities or medical conditions or a religious exemption.

Second, information an employee provides about vaccination status must be held strictly confidential. Further, such information must not be used to make employment decisions.

Third, since the beginning of the pandemic, the federal, state and local regulatory and legal landscape has been constantly changing, with new and modified COVID-19 orders and guidance issued regularly.³ For this additional reason, it is imperative that a business's vaccination status policy be developed with the assistance of legal counsel. The ever-evolving requirements can impact an employer's policy. Therefore, employers must continue to be flexible with respect to their policies and stay vigilant and current about any federal, state and local rules and developments that might be impactful. This is also helpful in communicating with and educating employees and customers about the policies.

To paraphrase the words of Winston Churchill, neither success nor failure is final, "it is the courage to continue

that counts." The pandemic has caused each of us to reach deep within ourselves and persevere through the adversity and challenges of the present time. 

¹ See U.S. Centers for Disease Control and Prevention, "Workplace Covid-19 Vaccine Toolkit" (07-29-21 update) ("If an employer requires employees to provide proof that they have received a COVID-19 vaccination from a pharmacy or their own healthcare provider, the employer cannot mandate that the employee provide any medical information as part of the proof.") <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/toolkits/essential-workers.html>

² See <https://www.eeoc.gov/wysk/what-you-should-know-about-covid-19-and-ada-rehabilitation-act-and-other-eeo-laws>

³ As further indication of the evolving regulatory landscape concerning the subject of this article, after it was written, the U.S. President issued Executive Order 14042 and announced a COVID-19 Action Plan, directing the U.S. Department of Labor, Occupational Safety and Health Administration (OSHA) to draft rules (Emergency Technical Standard (ETS)) requiring companies with 100 or more employees to either (1) ensure that their workforce is "fully vaccinated" or (2) require any workers who remain unvaccinated to produce a negative test for COVID-19 at least once a week. At the time of publication, OSHA's ETS was still pending, making it all the more essential that covered businesses seek the advice of their legal advisers.



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GETTING TO KNOW

ALAN WILDSTEIN of Alan Jay Automotive Network



You come from a car family, so the automotive industry would have been the obvious career choice. And so would taking over the family business, but you chose to strike out on your own in 1992. Tell us about that.

Well, I think first and foremost, after working in the family business for a number of years, striking out on my own was a natural progression.

My two brothers and I still own Tropical Chevrolet in Miami Shores here in Florida, on the same site as the original family dealership.

In January 1992, I found a store that my father bought for me. He put me in business, and he has been my single biggest mentor, teacher and influencer. I still talk to my father every day about the business, and his insights have been invaluable.

My business has grown by acquisition. In retrospect, I did the unusual. I reached out to competitors. I invited them to lunch. Some were reluctant, but I let them know I wanted to be a good industry partner. I made

friends with my competitors, which I think makes a great deal of sense. We're all in the same industry.

Because of those relationships — based on mutual respect and, in many cases, genuine friendship — I usually had the first offer to buy when someone retired or wanted out of the industry.

Our business strategy is community involvement: Giving back. I think our growth has been the dividend of that approach. There's sound economics in being entrenched in the community in which you do business.

Describe your educational background. What did you study?

I have a B.A. from Northwood University of Midland, Michigan, in Automotive Marketing and Management. It's one of the few places where you get real knowledge of the auto industry in higher education.

Are there any specific individuals who had a major impact on your career?

My father, Larry Wildstein. He is passionate about this business; I couldn't have asked for a better mentor.



I also followed, and still do, a lot of successful business owners in the car business. There's a lot to be said for learning from others.

The Alan Jay Automotive Network — a network that spans over multiple states and employs close to 1,000 people — is just about to turn 30 years old. That's a relatively short time to accomplish what you have. What motivates you to get up each day and do it again?

Today, it's growing people, building opportunities, and moving people up. People development is fun.

We have 12 dealerships in Florida and four in Michigan. Growth is really about economies of scale. For instance, we can share switchboards within the Sebring stores, and in Michigan, we can share snowplows. If we go into a market, we want to expand within that market and take advantage of those economies of scale.

My partners in Michigan are Art White, Michael Witham, and James Lizotte. Art, Michael and I are lifelong friends. We all went to Northwood University and started as freshmen 1986.

Art worked for KIA, and we had talked over the years about owning a dealership together. KIA of Canton became available; we did our due diligence, during which we found out that they had no snowplow. It snows a lot in Michigan. I looked across the street and saw Nissan of Canton and wondered if they had a snowplow.

James, Michael, Art, and I had a roundtable, and as a result, we acquired not only the KIA of Canton store

but also Nissan of Canton, Nissan of Dearborn and Nissan of McComb. Those acquisitions happened essentially over getting access to a snowplow.

The stores are doing great. And so is the snowplow.

Here's what I have learned, the bigger we become, the more we can. Everything is about economies of scale, snowplows included.

We all have core values that guide what we do. They are those proverbial lines in the sand. Do you have a personal and business creed, if you will, that you live by?

"You make a living by what you get. You make a life by what you give," has always resonated with me.

What do you think will be the most significant challenge the auto industry will face in the next 5-10 years? Does it concern you?

I think one of the industry's most significant challenges will be staffing. And, yes, it concerns me. People don't wake up and want to be an auto mechanic. The auto industry has a smaller labor pool because young people are not guided into the industry. I think we need to do a better job of showcasing the benefits of working in this industry. We need to work on recruiting and retaining. I think we can all see the effects of a smaller labor market post-COVID, but the labor pool was shrinking well before COVID.

✔ continued on page 10

I think being involved in your community is essential, and I genuinely believe that when our employees see the focus we have on giving back, I think it's something that they embrace on their own. We have a pay-it-forward approach.

continued from page 9

I believe that we are looking at a paradigm shift. Cars, in the future, will be more sophisticated. I think we're seeing a big wave of change in electrification, and those dealers who embrace change and learn to evolve with the market will continue to be successful.

Dealers have a place in the auto industry. The services we provide are valuable. As we faced Y2K in 2000, no one thought about doing business online, yet here we are. Industries change, which is not a bad thing. But change is something to be aware of and adjust for.

Why is it important to be a CFADA member? What makes it valuable for the dealers?

I think the most important value of any trade association is in monitoring the legal landscape and keeping members informed. You don't know what you don't know, and CFADA plays such an important role in keeping our members abreast of the laws. CFADA is such a valuable resource.

The next and most immediate benefit for me has been camaraderie. Sitting in a room with peers and gaining knowledge from bright and accomplished business people is a big benefit. My takeaways are so valuable: other ways they do things, how to resolve industry issues in ways I haven't thought of, and the list goes on. Peer mentorship is valuable and has made an impact on my success in this industry.

You are involved in many civic and charitable organizations. Many notable people have said that philanthropy has to be taught and instilled while young. What are your thoughts, and what motivates you to give to the extent you do?

I came from a family that was big on giving back; it was instilled from a young age. It's topdown. The people

around you need to practice it for it to make an impact. We all learn by example.

I have been so blessed — it's more fulfilling to give. I get joy from giving, not just financially but with time and experience.

My daughters joke that it takes me two hours to fill up my car with gas. I have a penchant for exotic cars — I love them. So, when I pull into the gas station, a lot of kids (and some adults) want to see the car. Many have never seen or will see the type of cars I drive. Those cars are great to drive, but taking people for rides is far more fun, and I have opened up someone to an experience. And who knows where that will go. That's the exciting part.

We can all give back to our communities. We can all learn, and we can all do.

If you could choose one charitable cause that will be your legacy because it meant the most to you personally, which one would it be?

For my local community, it's the United Way. Our local United Way partners with 17 or 18 agencies, and all money they take in stayed here, in Highlands County.

It's a chop-wood-carry-water approach to local needs. The United Way supports a battered women shelter, Habitat for Humanity, and the Boys and Girls Club, to name three.

Our dealership group also supports other community programs we initiated, such as Wheels for A's. It's a lottery. We have given away almost 100 cars over the last 25 plus years to graduating seniors. We also offer a scholarship program for the kids of our employees: \$1,000 per semester toward tuition.

I think being involved in your community is essential, and I genuinely believe that when our employees see the focus we have on giving back, I think it's something that they embrace on their own. We have a pay-it-forward approach.

Sebring International Raceway is the birthplace of American endurance racing. Originating from a WWII B-17 training base known as Hendricks Field, Sebring has been the home of the legendary 12-hour endurance race since 1952. The 3.74-mile circuit is considered the world's most demanding road course. Your name is on the International Raceway's Paddock. Tell us a bit about that?

That has an interesting back-story. It's well-known that I love cars. I am also close with the NASCAR organization that owns the Sebring raceway. They approached me with the opportunity to become a more significant partner. It fit. It made sense. It's an industry alliance, and it's in our backyard. We give all our team members tickets every year for the 12-hour race. It's been a really fun thing to do. Again, it's providing people with an experience.



Pay it forward. My success has never been measured by how much money I make. I only need what I need; my motivation is to use what I have to make a positive impact on others.

Your name is also on the performing arts center at the South Florida State College. Do you have a personal interest in the arts?

We do a lot with schools. We're big on providing educational opportunities, but you have to have arts. The arts are important. They have a long history of bringing people together and increasing our understanding of others. The performing arts center at the College was just another way to give back, but it's more personal than business. It's a legacy to my family. That performing arts center will be there long after I am not here. It's a source of tremendous pride. I have friends there. It's pretty cool when I am out and about, and I overhear someone talking about taking classes there.

The performing arts center is one of the things I am most proud of because it impacts and builds a community.

What's the secret sauce, if you will, for you in running a successful dealership network?

People. Surround yourself with people who are smarter than you. Pay them well and let them thrive.

If you look back at your career and life, what would be three lessons learned that sum it all up? Think of this as legacy advice, if you will, to a young person looking to make the auto industry.

First, never sacrifice your integrity for a career. Second, do the right thing, even when it's not easy. Third, lead by example. Walk your talk.

Can I give one more? Pay it forward. My success has never been measured by how much money I make. I only need what I need; my motivation is to use what I have to make a positive impact on others.

What is the takeaway for you from the pandemic that will guide your future business decisions as a small-business owner and leader?

The bigger picture was that we all lost people that were important to us, which made me realize the

fragility of life. Tomorrow is never promised. Don't wait to say the important things.

I also learned that nothing is impossible. As a business, we did more with less and we're still selling cars with no inventory.

You are a well-known sports car enthusiast. Describe your all-time favorite vehicle (it can be one you've owned or something on your wish list). What are you driving now?

My next car will always be my favorite! But the car I am most looking forward to driving is the Maserati MC20.

Tell us about your family.

I have three daughters, ages 22 to 26. They are all here in Central Florida in various stages of school. All three are focused on the arts. I want them to do what they love. Life is too short not to.

What is your favorite way to spend your free time? Any unusual hobbies?

I don't have a lot of free time; I'm always doing something. For me, it all comes back to people and opportunities. I enjoy spending time with friends and family, and I am trying to learn golf. I like to build businesses, people and communities. I am a thinker with ideas.

There have been some recent changes with your business. Tell us about that. What does the future hold?

Our pending partnership with LMP will open up opportunities to expand our brand in other markets. They are a great group of people and I am excited to work with them. I love this industry and the future looks bright. 🌟

GETTING TO KNOW ELLIOTT BURNSIDE

of The Central Florida Lincoln Store in Orlando

Where are you from in Mississippi, and what's your background? What interested you as a child and young man?

I grew up in the central part of the state, in Neshoba County, about 10 miles from Philadelphia, Mississippi. We were country folk living primarily off the land, and my family had all the agricultural accompaniments, like pigs, cows, chickens and a lot of red clay. As a child and young adult, I constantly came up with ways to get away from the red dirt.

I enjoyed math and science in high school, played all sports, and loved being outside to hunt and fish. I was very active in school, and as I progressed, I joined clubs and attended state conventions for different organizations. The state conventions meant traveling to cities I had never been to, and I liked them. They had different foods and nice restaurants and hotels.

As a child, I earned money by selling greeting cards, newspapers, and seeds up and down the highway. That continued until the last two summers of high school. Then I lived at a local hotel in Philadelphia and worked there as a waiter and cook.

Tell us about your experience earning a bachelor's degree in Transport and Marketing from the College of Business and Industry at Mississippi State University. Why there, and why that degree?

The guy who ran the hotel pushed me to go to college at Mississippi State, but I blew my first year of school there. In the next couple of years, I got married, did my active duty time in the Army National Guard, and attended a junior college.

While attending junior college, I worked for the local newspaper until I got a night job as a billing clerk for a trucking company. The business interested me, and the job paid me more money than I had ever made. I tried to learn as much about it as I could.

The inspiration for my career in the trucking industry came when executives from other parts of the country visited the terminal where I worked. They were from places such as Chicago, Milwaukee, Indianapolis. They were always very nice to me, worked with the local manager, then went out entertaining customers. I thought, "Why not me?" and began to study transportation.

Your career has taken you to many different industries and places, including Asia, Europe, the Middle East and the Americas (North, Central and South). Which ones did you enjoy the most?

My favorite was Hong Kong. London is in second place.

How has your career benefited you as a general manager?

I have been exposed to many concepts, philosophies, products, people and situations. One of my early mentors taught me to reduce all operations to the lowest common denominator.

When did you become interested in the dealership industry?

I met R. Bruce Deardoff socially. He asked me what I did and said he had a project he would like me to do. I did it, he asked me to do another project, and I did that one, too. Then he asked me if I would be interested in managing the Central Florida Lincoln store in Orlando. Travel wasn't glamorous anymore, so I said yes. That was seven years ago.

Working at the dealership has been wonderful and rewarding in many ways. I enjoy the people, there is always some kind of action in the dealership, and Bruce is a great guy to work for.

Please tell us about your mentors.

Bruce has been my mentor at the dealership. In the trucking industry, my mentors were Ed Randolph and Al Labinger. In the container business, I learned from Malcolm McLean. He is the father of the containerization industry because he was the first guy to load a truck trailer on a ship. Malcolm was faster with a pencil on numbers than anyone else with a calculator, and his mind seemingly never slept.

As you look back on your life, have you experienced an "Aha" moment? What was it?

My "aha" moment was when I was a trucking company billing clerk and met the traveling business executives.

What are the three most valuable career suggestions you would tell someone you wanted to mentor?

I have four:

1. Dream. Have a life goal that makes you happy while you are working on it.



I have been exposed to many concepts, philosophies, products, people and situations. One of my early mentors taught me to reduce all operations to the lowest common denominator.

2. Choose significant challenges that have the potential for home-run success. If something fails, one must remember that anything worth doing is worth doing wrong, so learn to accept failure. Failure allows you to experiment and see what works. If you don't fail, you don't gain any experience.
3. You've got to work hard and be persistent.
4. It is very important how you treat people at work. If you aspire to grow, you will need to be incredibly considerate of other people. People want to do what is expected of them, they want feedback about their performance, and they want to be respected. I tell those I work with every day that I want our customers and other employees to be treated the way I want to be treated, and I want to be treated damn well.

The pandemic has been a huge challenge for everyone. Do you think it will have a permanent effect on the industry? If yes, what?

Yes. The biggest effect is on customer dynamics and how we sell products, especially to younger buyers. Amazon is showing everyone how commerce can be implemented, and other industries are adopting the same ideas.

All of the auto manufacturing companies are taking orders now. People tell us what they want, and we place an order. Soon they will be able to order a car at the breakfast table, wire in a down-payment, and wait for the car to show up.

What is the biggest challenge currently facing dealerships in the next three to five years? How can dealers successfully deal with it?

Adapting to the market and still making money. There's an old saying that individual dealers have to adapt to market changes or die, but if you watch the market, it will tell you what you have to do to survive. Dealerships

can't compete with the depth and breadth of Amazon, but we can select a segment and strive to be the best in that segment that we can.

What do you enjoy doing when you aren't working?

I love to cook, eat, and cook what I want to eat. I like trying new things, and I learn from my failures. On Saturday, I get some inspiration from the store and decide what I'm going to make. On Sunday, I start cooking after church. Close friends bring their drinks and come over at 4 p.m. to my experimental kitchen.

I also enjoy hunting and shooting, but I don't kill for sport. I eat what I hunt, and I don't kill unless I can eat it or it's a threat.

Do you have a favorite car? Also, what are you currently driving?

My favorite is the Navigator that we sell. I started driving them in 2005 or 2006 before I became associated with the Lincoln store.

I drive something out of the used car lot, usually for less than a week. That shows me how well my team is preparing the car for sale, and I also learn about the cars themselves.

Tell us about your family.

I have a great wife. We've been married for 20 years now. She is a professional financial officer, and she has a CPA.

We have two children from a previous marriage and three German shorthair pointers. My son and my daughter each have two children, and we have one great-grandchild. Everyone lives in different parts of Tennessee, and we see them several times a year

Any last words?

I like what I do. I've been incredibly fortunate in my life, and I'm grateful for that. I've had many experiences that I absolutely never thought possible. 🌿

Goodbye Gas, Hello Electrification

The global move toward vehicle electrification has been going on for a long time now, but it is understandable if you feel like it will never arrive since few manufacturers have sent many EVs to dealer showrooms. Two of the controlling factors are regulations and the cost of building the necessary infrastructure.

Although change is coming, it is still slow. NADA's market beat for June 2021 and July 2021 ends with a graphic for powertrain market share. The percentages should surprise no one:

- Gasoline has 87.5% of the market. The percentage at the end of June 2021 was 88.4%.
- Diesel market share was 4.0% (up from 3.6% in June).
- Hybrid market share was 5.0% (versus 5.0% in June).
- Electric market share was 2.4% (the same as in June).
- Plug-in hybrid market share was 1.1% (versus 0.8% in June).

What are the important trends? One source of expertise is the McKinsey Center for Future Mobility, which offers advisory services to its clients. It has four hubs: Beijing, Detroit, Munich and Silicon Valley, and it advises many OEMs and other key stakeholders. The website for the McKinsey Center for Future Mobility lists four major trends in the automotive industry that will transform it and also have a ripple effect on other industries such as insurance:

- 1. Autonomous driving:** Driver-assist technologies are making it safer for people to drive. Eventually, people will be passengers instead of drivers, and by 2030, the robotaxi market will control 70% of the market.
- 2. Connectivity:** Engineers will continue connecting cars to information systems. Asutoth Padhi, a senior partner at McKinsey & Company, has said, "A car is really a supercomputer on wheels." So far, people generally seem to like driving these supercomputers. Of potential buyers who answered a survey, 40% would switch automobile brands to gain more connectivity than they currently have.



- 3. Electrification:** The industry is nearing an inflection point caused by changing regulations, infrastructure, battery economics and market demand. The website says that in 2016, 30-40% of the people in the U.S. and U.K. considered buying an EV. Drew Desilver wrote an online article on the Pew Research Center website, dated June 21, 2021, with more recent numbers. In the article, Drew Desilver said 7% of U.S. adults own an electric or hybrid vehicle, and 39% of survey respondents said they would consider buying an EV the next time they look for a new vehicle.
- 4. Shared mobility:** Car ownership is convenient but expensive. New alternatives hope to offer equal or almost equal convenience without the stress and expense. However, shared mobility is still in the dream category since less than 1% of all miles traveled globally resulted from e-hailing trips.

During a company video, Asutoth Padhi said the U.S. has had two inflection points: the shift from horses to cars and the current shift to electrification. However, since electrification probably won't be profitable for another 3-5 years, industry participants reasonably want to know who will fund the necessary losses between now and then. It isn't clear what the answer is to that question, but answers may come through collaboration and changes in regulations and technology.

The McKinsey Center for Future Mobility wrote a 79-page publication about the upcoming changes. The report doesn't include a publication date, but it does

have information from the Aug. 31, 2019, IHS Markit Alternative Propulsion Forecast. Scan the QR code at the end of this article for the full report. The remainder of this article contains highlights from the report.

Gasoline and diesel engines have dominated the industry for more than 100 years, but government mandates have pushed the industry toward more efficient and environmentally friendly transportation. McKinsey's experts worked to provide information about the following questions:

- What power train changes are being made? The report focuses on why, to what extent, where, and when.
- What are the most important changes relative to systems and main components?
- How will changes affect current powertrain value chains?
- How can suppliers respond successfully?

The report divides the component market into powertrain type, region and vehicle segment between 2018 and 2025. The report identifies strengths and weaknesses and assesses development and adoption trajectories for new powertrain technologies. It then offers a component by component analysis in four ICE component categories, three high-voltage categories, electrification categories and one fuel cell category.

The report offers the following conclusions:

- Buyer preferences and stronger CO₂ regulations have created a tipping point for electrification. Battery costs are going down, and the U.S. is likely to increase the pace of building the necessary infrastructure for more charging stations. As a result, major markets will start distributing more EVs between now and 2025.
- The rate of adoption between now and 2030 is going to be regional. Adoption will be determined by buyer preferences, infrastructure, regulation, technology and total cost of ownership. These forces, and the vehicle choices people have, are not the same throughout the country, and adoption will be affected accordingly.
- Powertrains are changing dramatically. While the need for some ICE components will stagnate or decline, the need for electrification components will cause pockets of growth. You need to understand the changes to know how to adapt to the market.

The report offers a four-part general strategy that anyone in the auto industry can use:

- Nobody knows exactly how the transition is going to take place. However, you can still analyze the situation for your specific region and identify trigger points that will change what happens in the market. Once you know what is happening

or likely to happen in your region, communicate what you see within your community and organization. Continue to track trigger points such as evolving customer preferences, incentives and regulations so you can promptly make changes when the time comes.

- Keep an eye on global changes while managing performance focus areas that are specific to your business. You should know where you are doing well and where you have room to grow. Also, learn whether there are promising new markets to investigate.
- Allocate resources so that R&D efforts are going toward new markets while supporting backbone and legacy markets only as much as necessary. The idea is to invest as little as possible in technologies that are going away. That way, you will have as little loss as possible. Cooperate with OEMs, suppliers, and people in the public sector if there is an effort to bundle research efforts or mitigate infrastructure costs. It's a little like having roommates in an apartment or multiple generations in a home: look for opportunities to reduce costs by sharing them.
- Being proactive about the need for change is better than just letting things happen and reacting to them after they become important. Before your organization makes big changes, you need to understand your organization's transition-related strengths and weaknesses. Take advantage of strengths and minimize weaknesses to create a strategy that will help you steer your organization through the changes. As you go, you can adjust more quickly by paying attention to performance and accountability.

This advice is all general; it's necessarily vague because it applies to so many possible situations. But you can make it more specific. Consider your service department, for example. It's hard to know whether you should expand unless you have some idea of how soon it will be before maintenance for ICE vehicles decreases much more than it currently has. But you know that day is likely to arrive faster in, say, Washington D.C. and California than it is in Wyoming. Plan accordingly.

We are in the most exciting time for selling vehicles since Henry Ford started putting cars on the roads of North America. The new technology changes will improve the quality of life for everyone, especially as the technology begins impacting important areas such as carbon emissions and road safety. It's going to be a glorious ride along the way. 🌈

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Prioritizing Workforce Retention



Unemployment in August 2020 was high: according to Statista, 13.54 million people were looking for jobs. August 2021 was better because by then, Statista only listed 8.38 million unemployed people.

With such large numbers, it's easy to think there is no shortage of people to hire, but the pandemic recession hasn't changed the need to find, train and retain new workers. The shutdown worsened everything because many workers who lost their jobs, especially people with extensive work experience, decided to retire or change industries. Unemployment statistics don't count the people who retired.

Every company deals with turnover sometimes, but Harvard Business Review blames bad hiring decisions for 80% of turnover. As a result, the first step in retaining employees is figuring out what you have done wrong in the past so you can fix it.

One of the most important things you can do to retain employees is to diversify your search and make sure you hire the right people in the first place. According to employment industry experts, you can counteract bias by considering people from under-represented backgrounds. To prevent hiring the wrong people, look at their soft skills as well as their other qualifications. Approximately 89% of the time, the hiring process goes wrong because of a soft-skills mismatch.

The employee shortage doesn't mean you won't find people to hire, but the process might be more challenging than you would like, and it makes sense to encourage employees to stay as long as possible. Investing in your workforce will benefit your company during good times and bad. When your company is prospering and everything is going well, making it clear how much you value your employees encourages them to build a career with you. Downturns are an opportunity to build loyalty, too; people don't forget it when they know you could have cut their job and didn't.

At the same time, one of your jobs is to determine which employees are valuable and whether any employees drain the organization. If you can help someone become more productive, that's great. But if you don't succeed, you are doing them and the company a favor by letting them find a better job somewhere else.

Educators can play a much larger role in teaching students about the opportunities available to them. Companies should make a point of doing what colleges do and start visiting high schools two or three times a year. If the only message students get is that they ought to go to college, it's a no-brainer what they are likely to do after getting their high school diploma. Infrastructure jobs ought to be a compelling alternative to a four-year degree with a fat price tag attached. Is a college education important? Yes, absolutely.

But everyone's situation is different, and a college education does not always pass the test when you consider the return on investment.

What else can companies do to educate people about career opportunities? Look at television, online news sites and social media. Target the most likely media to reach people; for example, if you want to reach a younger audience, such as Generation Z (1997-2012), look at Instagram, Snapchat and TikTok.

What are some ways you can keep employees committed to their work?

- Keep your efforts at retention in perspective. Employee engagement is determined by personality more than any engagement initiatives you might come up with. The right hires are more likely to be engaged and stay because of who they are, not what you do in terms of programs.
- Even so, skilled workers are hard to find, so value the employees you already have. Treat them right, and they will probably be happy in their jobs.
- Show active appreciation for the work being done.
- Be considerate about schedules and work with employees as much as possible. People need to know as soon as possible when they will have a day off, and if you ask them to work a difficult shift, they will appreciate knowing they won't be stuck there forever.
- Give new employees some time to acclimate to the work they'll be doing. For the first week or two, educate new employees and have them meet with people to get acquainted. This introductory time gives you a chance to educate them about expectations and help them be invested in what they will be doing from the very beginning.
- Check up on new hires regularly after start working. For example, see how they are doing after 30, 60 and 90 days. Ask them whether they are getting enough training. Make sure their benefits have been set up correctly. Schedule regular training sessions about industry trends and equipment, too, so employees stay current. Ensure they know about any career-growth opportunities you offer.
- Invest in leadership education for supervisors a minimum of once a year.
- Where possible, offer preventive mental health training and support. People have always had problems with mental health issues, but the pandemic has been hard on everyone. It's past time to get rid of the stigma around mental health care. Suppose you can provide benefits that give managers and team members the skills to improve their emotional prosperity and a way to get help when those skills aren't enough. Your employees



will be more effective in their jobs, more likely to stay and less likely to incur medical costs.

- Track what you are doing so you can figure out whether your ideas work or not. Continuous improvement won't occur unless you pay attention to the process.

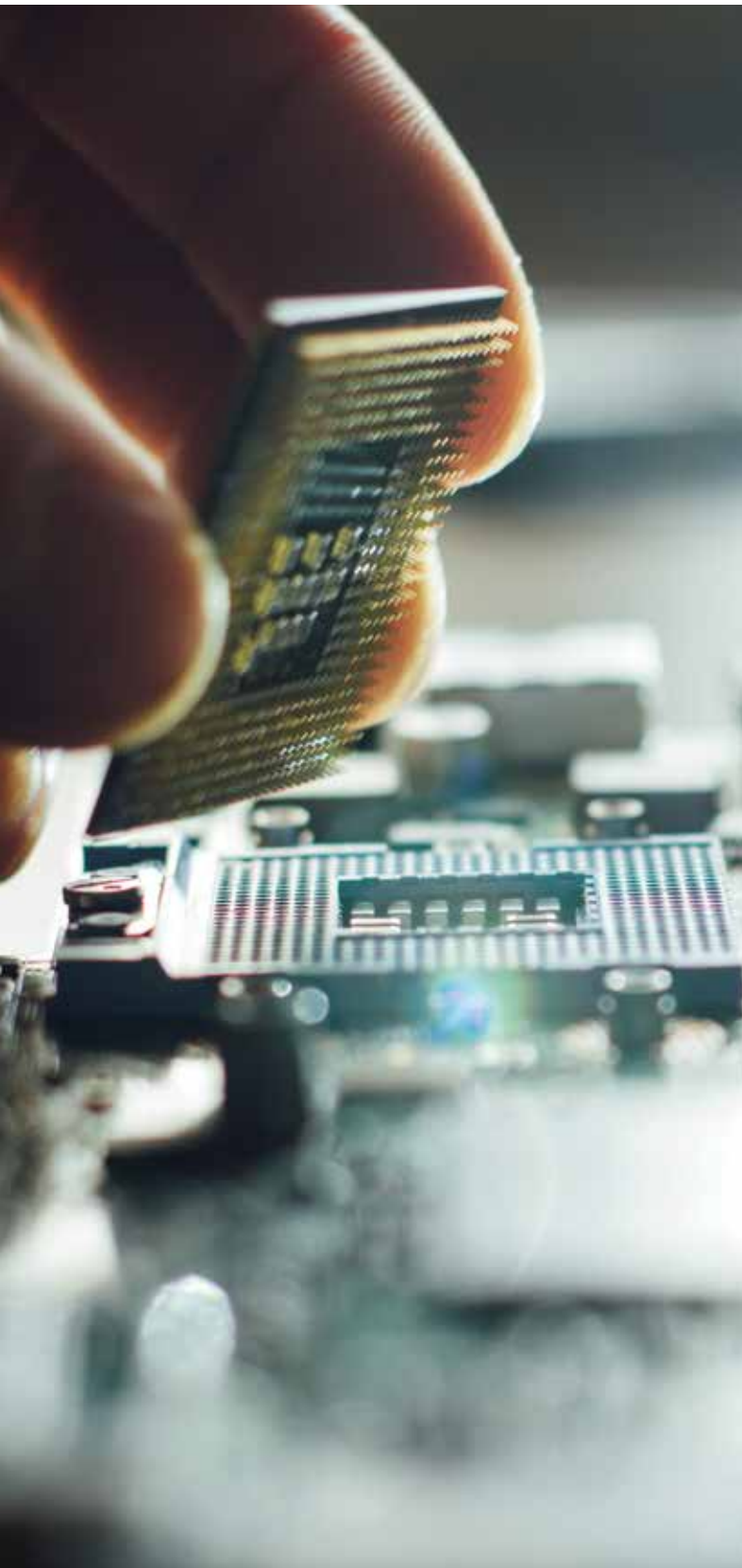
Even though the obvious solution for a workforce shortage is to recruit more people, retention still matters. As a result, companies with a healthy, positive work environment have a definite advantage over less-savvy competitors because constant turnover is expensive. (How expensive? There are online calculators to help you figure that out.)

How big a difference does employee engagement make? If you compare companies with higher employee engagement against companies that don't, some experts say there's a 20% difference in productivity. Engaged employees are more proactive than their less-motivated counterparts when it comes to solving problems. They don't spend the day watching the clock and putting in minimum effort.

That said, you are going to expect more turnover in some jobs than others. That's why turnover can't be the only consideration. You should also consider job difficulty and the amount of interaction a job requires. If a job can be done by 50%-75% of all applicants, focus on retention. Performance-related criteria become more important if a job can only be done by a much smaller percentage, like 1%-5%. And if the job requires a great deal of interaction with other people, think about whether potential employees are a good fit for the company's culture. What does a "good fit" consist of? It's pretty simple: don't hire someone with negative personality traits to manage large groups of people. Since that can be hard to determine, consider using a company that specializes in screening potential employees. Someone may be exceptionally well-qualified but unpleasant to work with; if they can work fairly independently most of the time, without coming into a lot of contact with others, you can probably hire them and get away with it. Some skills are so valuable they make dealing with personality problems worthwhile. But all things being otherwise equal, always opt for the person who has better interpersonal skills.

Many problems are outside your control, but you can create a good workplace environment. Take advantage of that fact. Your dealership will be much more likely to thrive if you do. 🌿

Chip Shortages



Semiconductors are essential when building next-generation vehicles because they are used in sensors and controllers. The cars cannot be built without them.

How small are semiconductor chips? They are on a nanoscale, which means they are incredibly small. The prefix “nano” means 10^9 . Therefore, a nanometer is one-billionth of a meter. Semiconductors are 0.05 as big as human hair, and according to nano.gov, human hair is 80,000-100,000 nanometers wide.

These numbers are hard to relate to. An article for Forbes by Jim Handy, published Dec. 14, 2011, makes it easier. He said the ratio between a nanometer and a hair’s width is similar to the ratio between an inch and a mile.

One surprising consequence of the pandemic and climate change has been the semiconductor chip shortage that began around February 2021 but was initially caused by the pandemic shutdown of March 2020.

The pandemic caused an increased demand for electronics as people set up home offices and spent more leisure time at home, too. They bought computer components, home entertainment devices and video game consoles. That

set up a competition for chips between the auto industry and the electronics industry.

Renesas Electronics Corporation, a Japanese company that manufactures semiconductors, had a fire at a key plant. Two notable customers who were affected by the fire include Ford Motor Company and Mitsubishi.

A water shortage in Taiwan slowed chip production. Aquifers there are low because there were no typhoons in 2020, and the rainfall between January and the end of March was half of what Taiwan usually gets. According to the South China Morning Post, the water shortage in Taiwan could cause the chip shortage to continue until 2022.

Some manufacturers were better prepared than others when the shortage began. Six Japanese carmakers, including Toyota, Honda, Nissan, and Mitsubishi, have learned from previous disruptions to stockpile important parts such as chips. Their policies allowed them to continue building cars temporarily; in contrast, U.S. manufacturers had to stop sooner.

Most semiconductor chips (more than 80%) are built in Asia. Only 12% are made in the U.S. That’s part of the reason why the

Different automakers have responded to the shortage in different ways. In addition to the obvious solution of securing more chip supplies, most manufacturers have had times when they temporarily stopped building cars and reduced their production schedules.

chip shortage has been a problem. But manufacturing them in the U.S. is not a simple issue. Chips are made from sand. They are small and difficult to build, and one chip can have billions of semiconductors on it. The process takes three months, and the factories to build them have completely dust-free rooms: a single speck can damage a chip, making it worthless. The machines to build the chip transistors cost millions; the process also includes lasers, molten tin and water.

Intel would like to build two new chip factories in Arizona with a starting budget of \$20 billion. If it can get public financing, Intel would also like to build a chip factory in Europe.

Different automakers have responded to the shortage in different ways. In addition to the obvious solution of securing more chip supplies, most manufacturers have had times when they temporarily stopped building cars and reduced their production schedules. In February 2021, Elon Musk closed a Tesla plant in California because it didn't have enough electronic components. He didn't provide details. In April 2021, other manufacturers cut back on their plans, including the following:

- Ford shut down four plants in the U.S. and one plant in Canada.
- General Motors halted production at several factories, including Tennessee, Michigan and Mexico.
- GM Korea stopped building automobiles at two Incheon plants. (In March, it dropped a plant in Bupyeong to 50% capacity.)
- Mitsubishi built 16,000 fewer cars overall because of the shortage. Of that total, 7,500 would have been built in Japan and Thailand.
- Subaru decided not to build 10,000 vehicles at a Japanese plant.

In June 2021, Mitsubishi, Nissan and Suzuki all stopped producing cars at some plants. Mitsubishi temporarily closed five plants located in Japan, Thailand and Indonesia. Production was reduced by 30,000 vehicles. For Nissan, the shutdowns took place in Kyushu, Japan, and at their Mexican plant. Suzuki reportedly shut down three plants for three to nine days, but a spokesperson would not confirm the information. All OEMs are prioritizing their production for their retail

customers. Inventory levels at the end of July were down 1.3 million units. In June 2021, they were down 1.4 million units.


Globally, car manufacturers made fewer cars this year; AlixPartners estimated the shortfall to be between 1.5 million and 5 million fewer vehicles. Another strategy has been to prioritize where chips go. In April 2021, Stellantis announced it would use analog speedometers instead of digital ones in Peugeot 308 cars. The change made sense; Stellantis already planned to start phasing out Peugeot 308, which isn't sold in the U.S.

What's the bottom line for North America? NADA's adjusted forecast for new light vehicles in 2021 is currently 16.5 million units.

Another OEM strategy has been to reduce incentives. J.D. Power expected average incentive spending per unit to be \$2,065. For context, the average incentive spending per unit was \$2,412 in June 2021. It was \$4,235 in July 2020. Of course, that was when OEMs were offering buyers incredible deals.

Buyers have had to make adjustments as well. Inventory levels are at record lows, which means buyers aren't just making compromises about color or trim. If they want to buy a new car, they have had to either buy a different model than the one they wanted originally or put in an order and then wait for it to be built. Dealers have helped with this process. The amount of time a vehicle sits on a lot before being sold has been shrinking, and July 2021 was no exception: J.D. Power said there was a new record of just 31 days. In June 2021, the number was 37 days, and in July 2020, it was 75 days. More than 45% of cars are sold within 10 days after they arrive at the dealership.

Prices have predictably risen, but customers have been prepared. Many people cut back on travel and entertainment during the pandemic, and they have more money to spend now as a result. The pandemic also had an indirect effect on used car prices. Staying at home meant putting fewer miles on vehicles, which means sellers can charge a higher price for vehicles with lower miles.

Manufacturers expect the semiconductor shortage to end, but they have been given a sobering lesson about the perils of just-in-time manufacturing. 

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Giving- to strengthen our communities

- Epilepsy AutoClassic Golf – Columbus Day
- Student automotive tech scholarships
- SSC Foundation Scholarship & Dream Gala vehicle raffle
- Valencia scholarship

- Other local charities – Boys and Girls Club, Florida Citrus Sports Camp, etc.

Industry News – stay informed regarding industry changes impacting your business model, sales, and profitability

- Email newsletter with industry updates, tools, & news
- Websites News – members only area & public articles on important industry topics
- Members only page where you can pay dues, register for events, and update member information
- **Accelerate** is our association magazine that educates, informs, and spotlights dealer members

Education – to help with your staffing needs

Nurturing educational leadership and developing industry direction

- OTC Mid Florida School Advisory Council
- Seminole State College – Automotive Advisory Committee
- oTech – Institutional Advisory Meeting
- Marion County Schools - Business Advisory Council

Promoting automotive technical education

- ASE Student Career Development Program
- STEM – Working to categorize automotive training as STEM
- High Schools Automotive Technology Competition & Student recruitment
- Club and After School Programs
- CareerSource Florida – Partners with CareerSource to promote automotive profession and job placement

Keeping our communities vibrant and moving

We are YOUR Voice, YOUR Partner, and YOUR Industry Expert



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