



Sullivan Ford Auto World

Christopher H. Lovelock

A young healthcare manager unexpectedly finds herself running a family-owned car dealership in financial trouble. She is very concerned about the poor performance of the service department and wonders whether a turnaround is possible.

Viewed from Wilson Avenue, the Sullivan Ford Auto World dealership presented a festive sight. Flags waved, and strings of triangular pennants in red, white, and blue fluttered gaily in the late afternoon breeze. Rows of new model cars and trucks gleamed and winked in the sunlight. Geraniums graced the flower beds outside the showroom entrance. A huge rotating sign at the corner of Wilson Avenue and Route 78 sported the Ford logo and identified the business as Sullivan Ford Auto World. The banner below urged, "Let's Make a Deal!"

Inside the handsome, high-ceilinged showroom, five of the new model Fords were on display—a dark-green Explorer SUV, a red Mustang convertible, a white Focus sedan, and a red Ranger pick-up truck. Each vehicle was polished to a high sheen. Two groups of customers were chatting with salespeople, and a middle-aged man sat in the driver's seat of the Mustang, studying the controls.

Upstairs, in the comfortably furnished general manager's office, Carol Sullivan-Diaz finished running another spreadsheet analysis on her laptop. She felt tired and depressed. Her father, Walter Sullivan, had died of a sudden heart attack four weeks earlier at the age of 56. An executor of his estate, she had been asked her to temporarily assume the position of general manager of the dealership. The only visible change that she had made to her father's office was the installation of an all-in-one laser printer, scanner, and copier. However, she had been very busy analyzing the current position of the business.

Sullivan-Diaz did not like the look of the numbers on the printer. Auto World's financial situation had been deteriorating for 18 months and running in the red for the first half of the current year. New car sales had declined, dampened in part by the poor macroeconomic environment. Margins had been squeezed by promotions and other efforts to move new cars off the lot. Industry forecasts of future sales were discouraging, and so were Sullivan-Diaz's own financial projections for Auto World's sales department. Service revenues, which were below average for a dealership

of this size, had also declined, although the service department still made a small surplus.

Had she made a mistake the previous week, Carol wondered, in turning down Bill Froelich's offer to buy the business? Admittedly, the amount was substantially lower than the offer from Froelich that her father had rejected two years earlier, but the business had been more profitable at that time.

THE SULLIVAN FAMILY

Walter Sullivan purchased a small Ford dealership in 2000, renamed it Sullivan's Auto World, and built it up to make it one of the best-known car dealerships in the metropolitan area. In 2019, he borrowed heavily to purchase the current site at a major suburban highway intersection in an area of the city with many new housing developments.

There had been a dealership on the site, but the buildings were 30 years old. Sullivan retained the service and repair bays but tore down the showroom in front of them and replaced it with an attractive modern facility. On moving to the new location, which was substantially larger than the old one, he renamed his business Sullivan Ford Auto World.

Everybody seemed to know Walter Sullivan. He was a community showman and entrepreneur, appearing in his own radio and television commercials. He was also quite active in community affairs. His approach to car sales emphasized promotions, discounts, and deals in order to maintain volume. He was never happier than when making a sale.

Carol Sullivan-Diaz, aged 28, was the eldest of Walter and Carmen Sullivan's three daughters. After obtaining a bachelor's degree in economics, she went on to take an MBA degree and then embarked on a career in healthcare management. She was married to Dr. Roberto Diaz, a cardiologist at St. Luke's Hospital. Her 20-year-old twin sisters, Gail and Joanne, who were students at the state university, lived with their mother.

In her own student days, Sullivan-Diaz had worked part time in her father's business on secretarial and book-keeping

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