

Case 5-2 North Country Auto, Inc.

George G. Liddy, part owner of North Country Auto, Inc., was feeling pretty good about the new control systems recently put in place for his five department managers (new and used car sales, service, body, and parts departments). Exhibit 1 describes each department. Mr. Liddy strongly believed in the concept of evaluating each department individually as a profit center. But he also recognized the challenge of getting his managers to "buy in" to the system by working together for the good of the dealership.

Background

North Country Auto, Inc., was a franchised dealer and factory-authorized service center for Ford, Saab, and Volkswagen. Multiple franchises were becoming more common in the 1980s. But the value of multiple franchises did not come without costs. Each of the three manufacturers used a different computerized system for tracking inventory and placing new orders. They also required their dealerships to maintain an adequate service facility with a crew of trained technicians that, in turn, necessitated carrying an inventory of parts to be used in repairs. Exhibit 2 gives balance sheet data with a breakout of investment for each product line. North Country also operated a body shop, and in mid-1989 opened a "while-you-wait" oil change service for any make of vehicle.

The dealership was situated in an upstate New York town with a population of about 20,000. It served two nearby towns of about 4,000 people as well as rural areas covering a 20-mile radius. North Country began operations in 1989, and in 1992 moved one mile down

North Country Auto Inc Case

Raffaela Di Napoli

A red circular graphic with a gradient, appearing as a semi-circle or a partial circle, located to the right of the name bar.

North Country Auto Inc Case:

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