Dual Dash

How to Understand the ROI of Performance Management in Retail Automotive

A WHITE PAPER ON USING EMPLOYEE LIFETIME VALUE TO PUT A NUMBER ON COACHING YOUR PEOPLE

Salesperson | Service Advisor | Technician

CONTENTS

What's inside

Introduction	3
Defining ELTV	4
The 4 Inputs of ELTV	5
Where Dual Dash Moves Each Input	6
Case study The Salesperson	8
The Full 36-Month Picture	11
The Impact of a Mis-Hire	12
Case study The Service Advisor	13
Case study The Technician	14
The Million-Dollar Revelation	15
What This Model Isn't Trying to Say	16
Summing It Up	17
Appendix: Assumptions & Supporting Data	18
Appendix: Stress-Testing the Numbers	19
About Dual Dash	20

THE PROBLEM

Every dealer invests in people. Few can say what that investment returns.

Dealerships are some of the most measured businesses in America. Every unit, every repair order and every flagged hour shows up in the DMS. Yet when a dealer principal or GM is asked what it's worth to coach a salesperson every week, to onboard a new advisor properly, or to keep a good technician for one more year, the answer is usually a shrug.

That's because the payoff of good management doesn't show up on a single line of the financial statement. It shows up as a salesperson who hits their number months sooner. An advisor who sells a little more of every multi-point inspection. A technician who's still in the bay in year three instead of at the store down the street.

WHERE THE FRAMEWORK COMES FROM

The Employee Lifetime Value framework was introduced by Maia Josebachvili at Greenhouse to put the ROI of People practices into business terms. This paper applies it to retail automotive.

× **Ramps drag on**

New hires learn "on the floor" with no plan and no weekly check-in.

× **1:1s get skipped**

When the month gets busy, coaching is the first thing cut.

× **Goals get lost**

Commitments made on Monday are forgotten by Friday.

× **Good people leave**

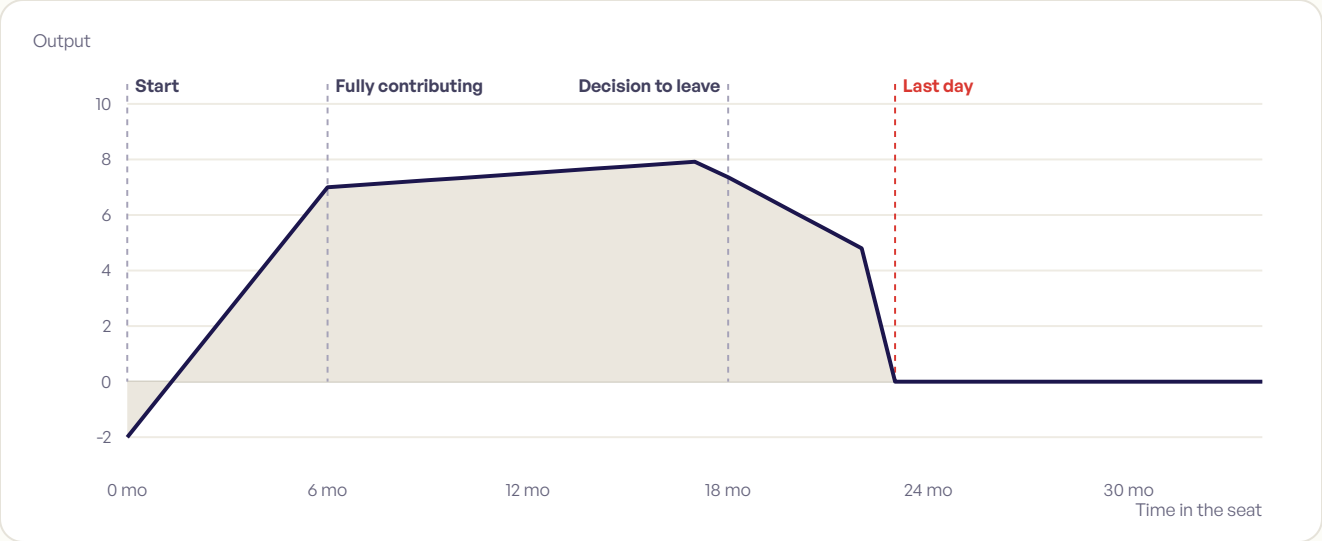
Two-thirds of salespeople turn over every year, and each exit resets the curve.

Small improvements in how a store onboards, sets expectations, coaches and keeps its people add up to a very large number. This white paper shows how large, using three of the most important seats in a dealership: **the salesperson, the service advisor and the technician.** We compare the **status quo** with a store running the weekly **Dual Dash** rhythm of Scorecards, 1:1s and Work Plans.

DEFINING ELTV

Every seat has a curve. The area under it is the value.

Employee Lifetime Value is the total net value a person brings to the dealership over the whole time they hold a seat. A manager's job is to make that number as large as possible, and every management practice can be judged by how much it moves it.



Start. Value begins below zero. You've paid to recruit and train, and the new hire hasn't sold, written or flagged anything yet.

Fully contributing. They ramp until they're consistently producing at the level the seat expects.

Decision to leave. Growth stalls, they stop feeling coached or seen, and they start taking calls from the store down the street. Output slides from here.

Last day. Output drops to zero, and the seat sits empty until a replacement starts the curve again.

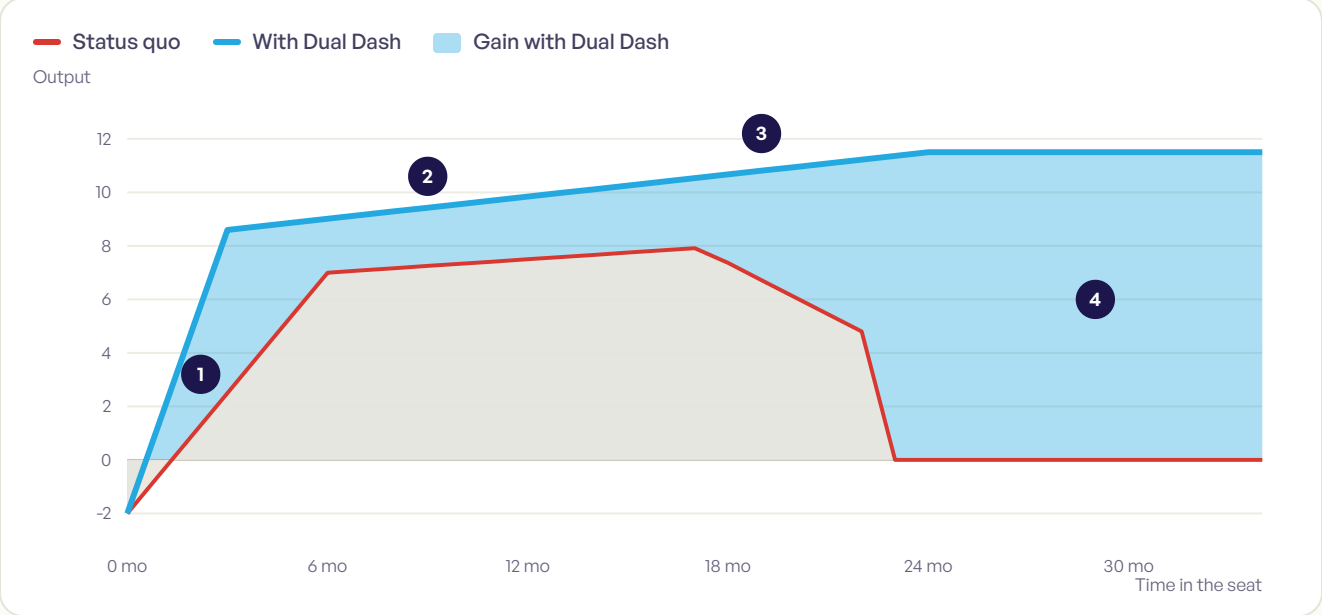
NOTE

The curve is simplified to make the idea clear. Real months have good and bad stretches, seasonality and pay plan changes. The Y axis shows relative value.

The goal: make the shaded area **as tall and as wide as possible.**

THE 4 INPUTS OF ELTV

Four ways to grow the curve. Dual Dash moves all four.



1

Shorten the ramp

A new hire becomes fully productive sooner.

2

Raise the ceiling

They produce more once they're up to speed.

3

Steepen the climb

They keep getting better year over year.

4

Extend the tenure

They stay in the seat longer.

Each management practice touches the whole curve. To show the impact clearly, the following pages isolate one input at a time and connect it to the part of the Dual Dash rhythm that moves it most.

PERFORMANCE MANAGEMENT PLATFORM

See who needs help, close the gap, and follow up.

Dealers already have plenty of reports. The DMS, the CRM and the OEM portals tell a manager what happened. What breaks down is what happens next: the coaching conversation, the commitment and the follow-up the next week. Dual Dash is built around that gap.

✓

Scorecards

The KPIs that define each role, against your benchmarks, so you see who needs coaching and on what.

✓

1:1s

A weekly conversation with the KPIs, goals, last week's commitments and growth plan already on the agenda.

✓

Work Plans

Commitments become tasks with an owner and a due date, and they come back next week.

1 · Onboarding shortens the ramp

Work Plans | 1:1s from week one

A new hire gets a structured onboarding plan with dated tasks, such as product certification, CRM and DMS training, compliance courses and shadowing, plus a weekly 1:1 from the first week. Managers can see what's done and what's stuck, instead of hoping the new person "picks it up on the floor."

2 · Clear expectations raise the ceiling

Scorecards

People hit targets they can see. A role scorecard shows every salesperson, advisor and technician the handful of KPIs that define their job and where they stand against the store's benchmark. "You need to sell more" becomes "your appointment show rate is the gap. Here's the plan."

SUPPORTING DATA

Organizations with a strong onboarding process improve new-hire retention by 82% and productivity by over 70%. *(Brandon Hall Group)*

Managers account for at least 70% of the variance in team engagement. *(Gallup, State of the American Manager)*

The research is directional, not precise. We use it to set realistic assumptions, not to promise exact outcomes.

PERFORMANCE MANAGEMENT PLATFORM

3 · Coaching & development steepen the climb

1:1s | Growth Plans

Improvement comes from repetition: a weekly 1:1 where a KPI goes on the agenda, the person commits to one change, and the manager follows up the next week. Growth Plans connect that work to a career path, such as salesperson to Used Car Manager, lube tech to line tech, or advisor to Service Manager.

4 · Recognition & retention extend the tenure

STARs | Surveys | Growth Plans

People leave managers, and they leave places where good work goes unnoticed. STARs recognize a win right from the KPI that shows it. Pulse surveys flag stress before it becomes a two-week notice. A visible growth plan gives a strong performer a reason to build a career here instead of across the street.

WHY HIRING ISN'T AN INPUT HERE

The original ELTV framework treats better hiring as its own input. Dual Dash isn't a recruiting tool, so in this paper input 2 is about getting more from the people you already have. Growth Plans help you promote proven performers from within.

The cost of the status quo

67%
Annual turnover for dealership sales consultants

45%
Annual turnover for service advisors, the second highest in the store

1 in 2
Employees who have left a job to get away from their manager

Turnover: NADA Dealership Workforce Study (2021), as reported by BDO. Managers: Gallup, State of the American Manager.

CASE STUDY

The Salesperson. Same seat, two stores.

To show what management is worth, we compare the same seat in two stores. The assumptions are realistic and grounded in industry turnover data. Every one is listed in the appendix.

STATUS QUO

Managers are busy, coaching happens when there's time, and expectations live in the manager's head. The seat turns over at the industry rate.

WITH DUAL DASH

Role scorecards, weekly 1:1s and Work Plans that hold everyone to their commitments, every week.

The numbers we'll use

- We measure a salesperson the way every desk manager does: **total cars sold per month.**
- In the status quo, a normal salesperson sells **6 to 8 cars a month**. We use 7.
- With Dual Dash, the same seat sells **10 cars a month, climbing to 12** in year two, and turns over about half as often.
- A new hire starts at zero and ramps up. Every time the seat turns over, the ramp starts again.

On the next two pages we change one input at a time and measure the difference over the first 24 months.

USE YOUR OWN NUMBERS

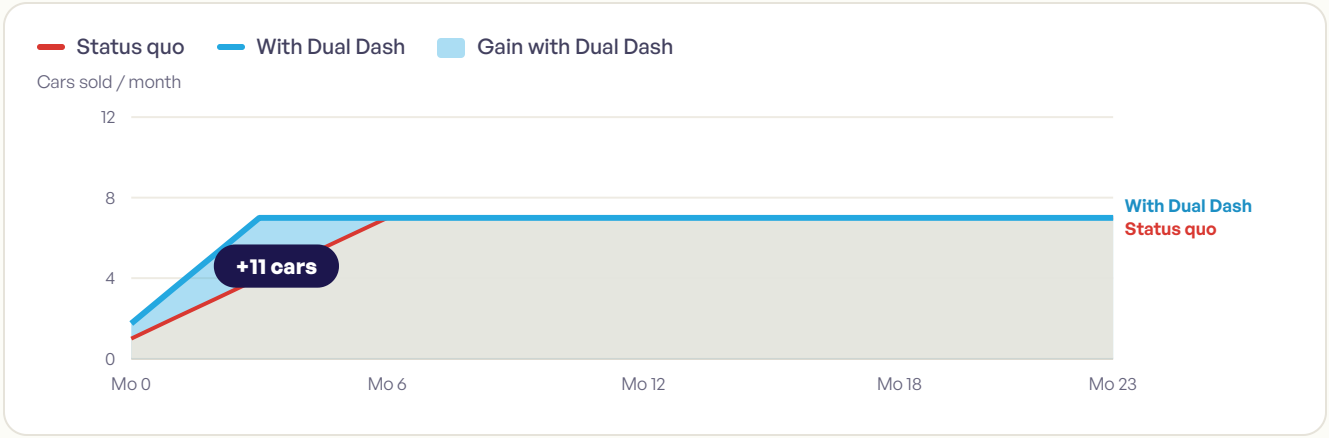
Swap in your own gross per unit, pay plan, ramp times and turnover, and the method works the same way.

For roles that are hard to put into dollars, compare the two scenarios side by side. The gap is usually obvious.

CASE STUDY · THE SALESPERSON

Impact of onboarding

Assumption: a structured onboarding Work Plan and weekly 1:1s from week one cut ramp time in half.

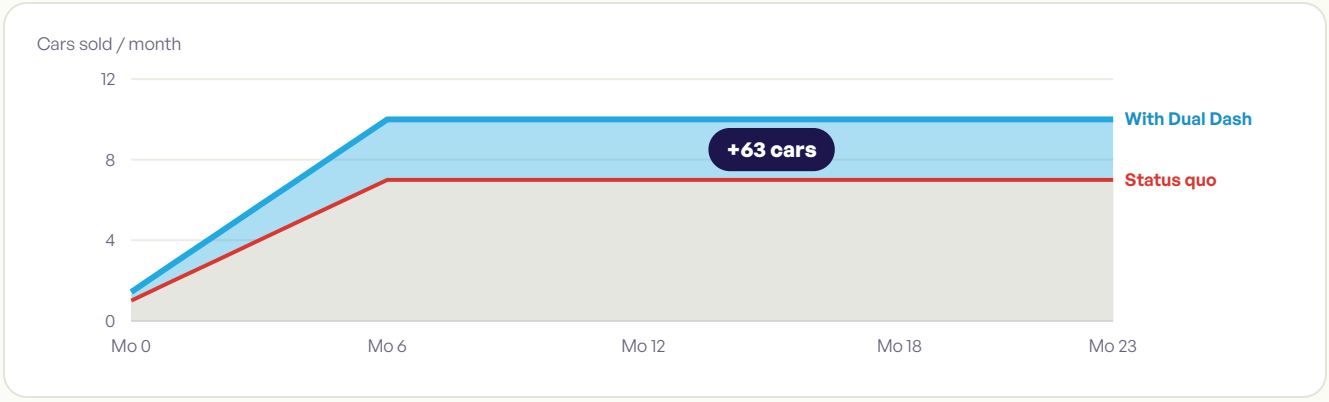


STATUS QUO
6 months before the salesperson is consistently selling 7 cars a month.

WITH DUAL DASH
3 months. Extra cars sold in the first two years: **+11 cars**.

Impact of clear expectations

Assumption: a role scorecard with visible benchmarks, such as appointments set, show rate, closing ratio and CRM follow-up, moves a salesperson from normal (6–8 cars) to 10 cars a month.



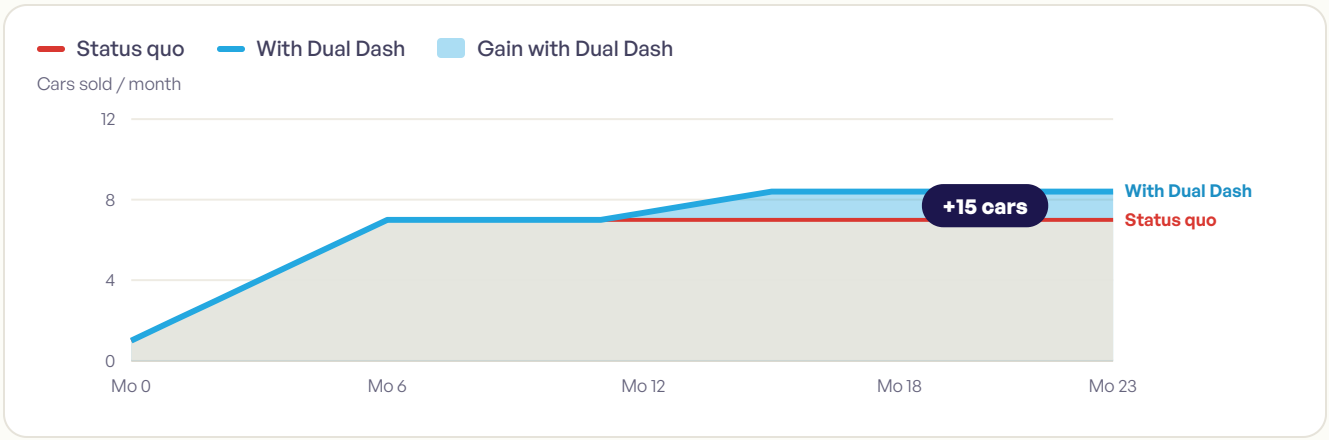
STATUS QUO
The salesperson settles at 7 cars a month, a normal month for the status quo.

WITH DUAL DASH
The salesperson settles at 10 cars a month. Extra cars sold: **+63 cars**.

CASE STUDY · THE SALESPERSON

Impact of coaching & development

Assumption: weekly 1:1s that turn a KPI into a commitment, followed up the next week, improve production by 20% in year two.

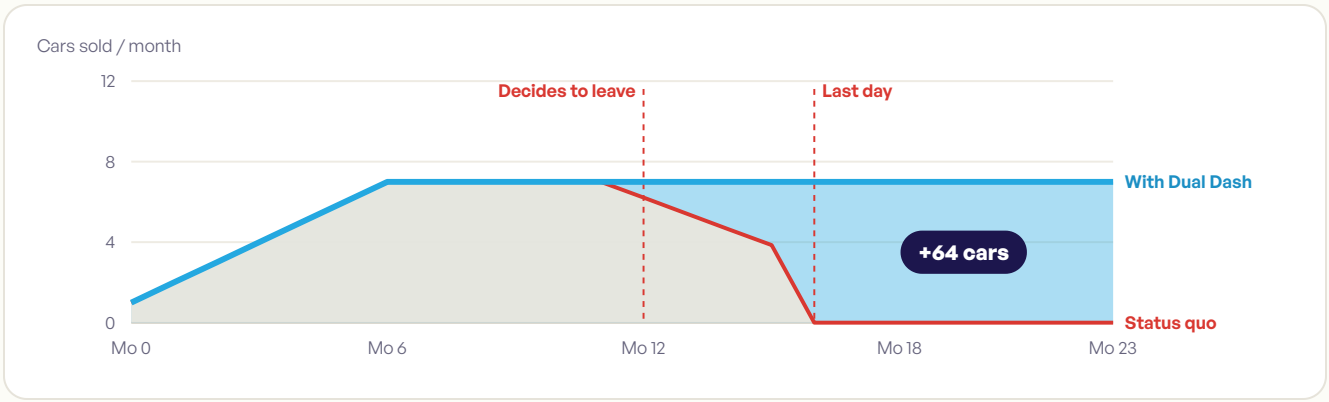


STATUS QUO
The salesperson keeps selling 7 cars a month. Nothing changes, so nothing improves.

WITH DUAL DASH
They sell 20% more in year two. Extra cars sold: **+15 cars**.

Impact of recognition & retention

Assumption: with sales turnover at 67% a year, the typical salesperson is gone in about a year and a half. Recognition, pulse surveys and a growth plan keep them in the seat.



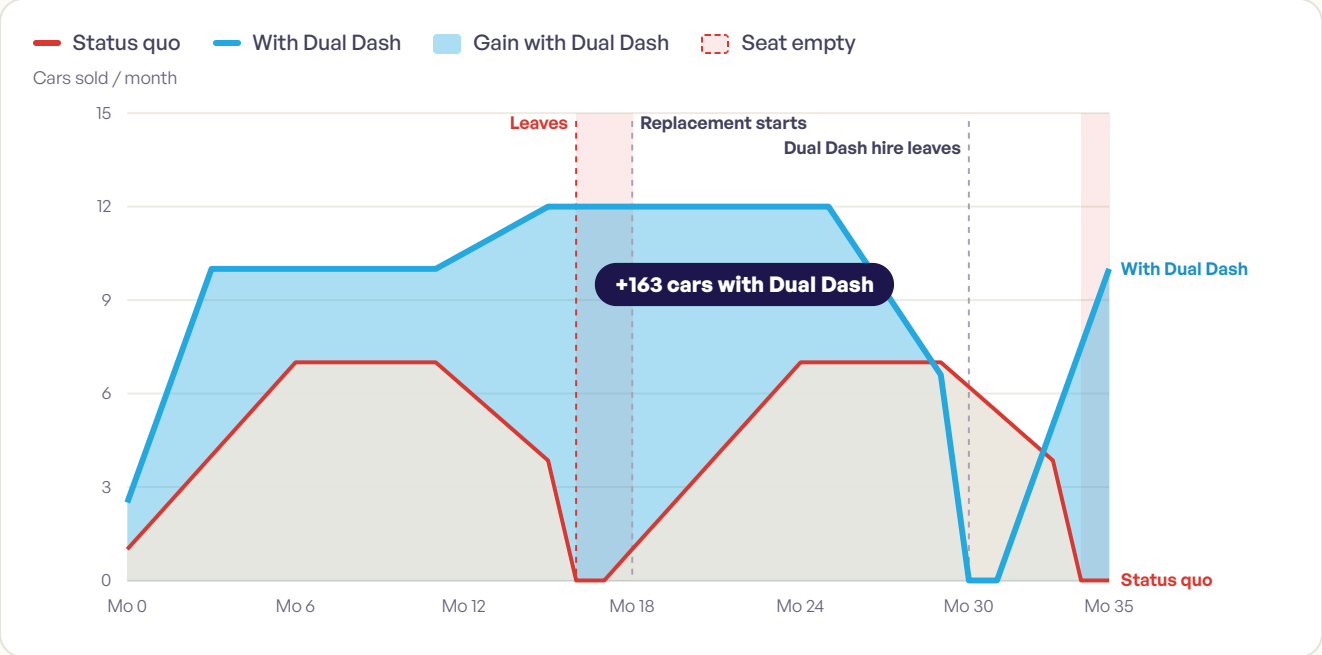
STATUS QUO
At month 12 the salesperson checks out and starts interviewing. They're gone at month 16.

WITH DUAL DASH
The salesperson stays and keeps selling. Extra cars in two years: **+64 cars**.

CASE STUDY · THE SALESPERSON

36 months later, one desk sells 2.0x the cars.

Now all four inputs work together for three years. In the status quo, the salesperson leaves at month 16, the desk sits empty for two months, and the replacement starts the ramp from zero, then leaves too. With Dual Dash, the same seat ramps faster, sells 10 cars a month instead of 7 and climbs to 12 in year two. People still leave, just less often: this salesperson stays two and a half years, and the replacement ramps in three months.



166 cars
Cars sold from the seat over 36 months, status quo

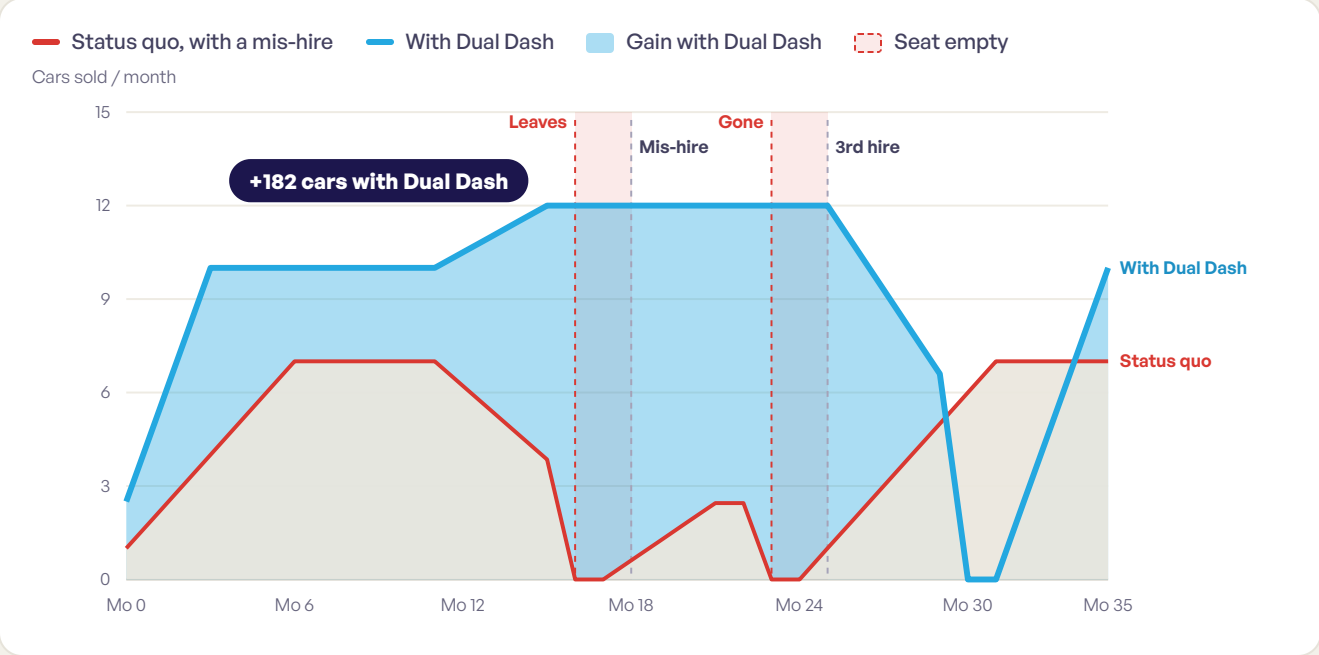
330 cars
Cars sold from the same seat with Dual Dash

+163 cars
Extra cars from **one salesperson**, or $490K in gross at $3,000 a car

THE IMPACT OF A MIS-HIRE

When the replacement doesn't work out, the gap gets wider.

On most showroom floors, the backfill isn't as good as the person who left. Here, the replacement hired at month 18 never gets traction, sells two or three cars a month and is gone five months later. The desk sits empty again before a third salesperson starts the ramp.



148 cars
Cars sold over 36 months in the status quo, with the mis-hire

330 cars
Cars sold with Dual Dash, unchanged

2.2x
As many cars from the same desk

Every turnover event resets the curve to zero. The cheapest salesperson to ramp is the one who never left.

CASE STUDY

The Service Advisor. +$1.07M in CP RO dollars.

The advisor drives fixed-ops gross. Every repair order, every multi-point recommendation and every hour sold runs through their desk. The Y axis is **customer-pay RO dollars written per month.**

ADVISOR SCORECARD

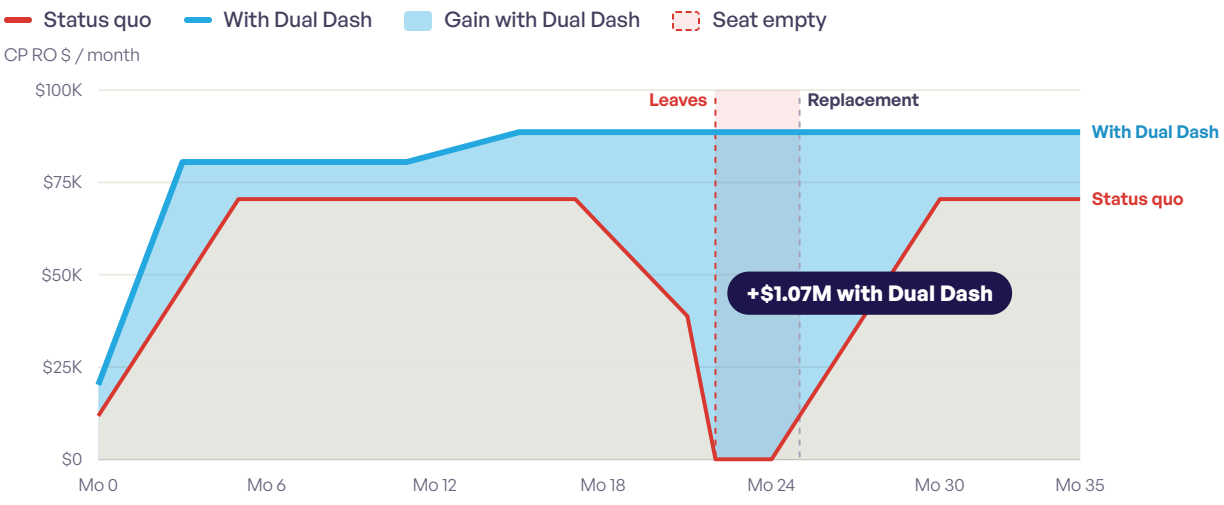
Hours per RO · Effective labor rate · MPI recommendation close rate · CP gross · CSI · Appointment show rate

STATUS QUO

A 5-month ramp to 150 customer-pay ROs a month at a $470 average CP RO (the NADA average), or $70,500. With 45% annual turnover, the advisor decides to leave at month 18 and is gone at month 22. The desk is empty for 3 months.

WITH DUAL DASH

A 3-month ramp. Coaching on hours per RO, effective labor rate and MPI close rate lifts the average CP RO 14% to $537, or $80,550 a month, and year two adds another 10%. The advisor stays through month 36.



$1.89M

CP RO dollars over 36 months, status quo

$2.96M

CP RO dollars with Dual Dash

+$1.07M

Extra CP RO dollars from **one advisor** (1.6x)

CASE STUDY

The Technician. One tech flags the hours of 1.6 techs.

Technicians are the hardest seat in the store to refill. A good tech who leaves takes their flagged hours with them, and the bay can sit dark for months. The Y axis is **flagged hours per month.**

TECHNICIAN SCORECARD

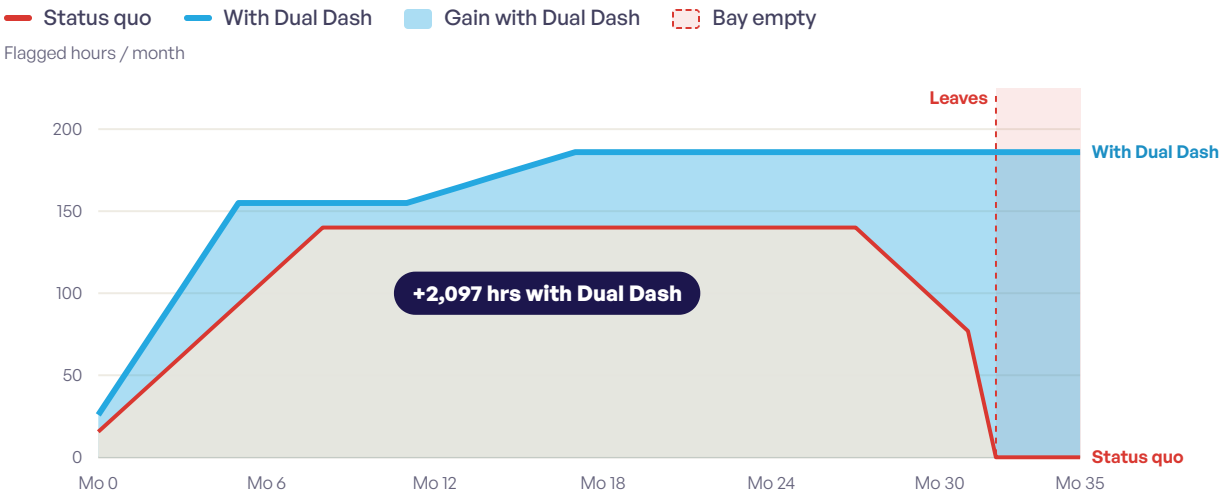
Flagged hours · Proficiency · Efficiency · Comebacks · MPI completion · Certifications earned

STATUS QUO

An 8-month ramp to 140 flagged hours a month. The tech decides to leave at month 28 and is gone at month 32, and the bay is still empty at month 36. We assume about one tech in three leaves each year; published estimates run from about 25% up.

WITH DUAL DASH

A 5-month ramp to 155 hours with coaching on efficiency and comebacks. A Growth Plan with OEM certifications and a move to line work takes year two up 20%, to about 186 hours. The tech stays through month 36.



3,763 hrs

Flagged hours over 36 months, status quo

5,859 hrs

Flagged hours with Dual Dash

1.6x

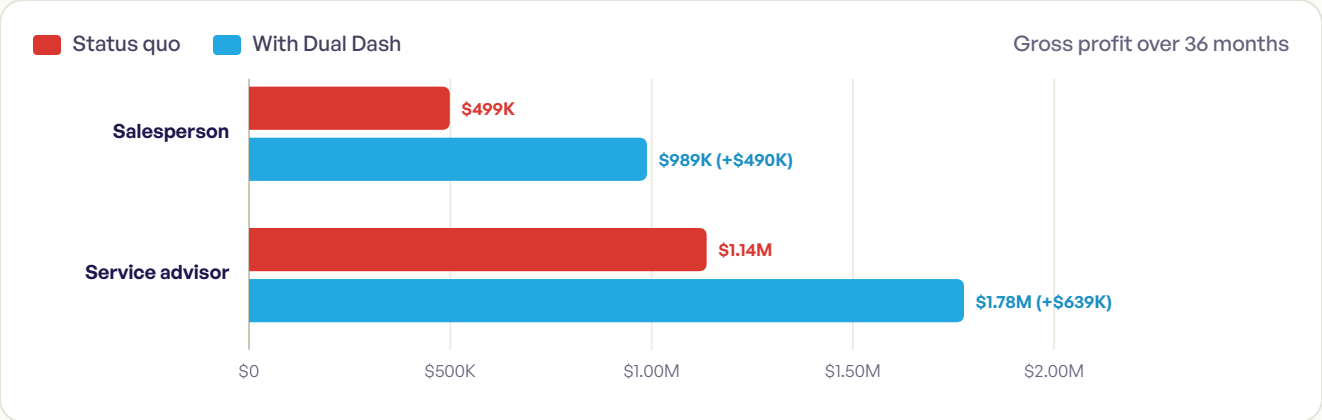
One tech with Dual Dash produces the value of **1.6 techs** in the status quo

THE MILLION-DOLLAR REVELATION

Three seats. One rooftop. +$1.13M in gross.

Turn the extra cars and CP RO dollars into gross ($3,000 a car, 60% gross on CP sales) and the gap between the status quo and a store running the Dual Dash rhythm is **+$1.13M** in gross over three years, or **1.7x** the gross from the same seats.

The technician's extra 2,097 hrs are what make those CP RO dollars possible. Their labor is already inside the advisor's numbers, so we don't add it twice.



SEAT	STATUS QUO	WITH DUAL DASH	ADDED	ADDED GROSS
Salesperson	166 cars	**330 cars**	+163 cars	+$490K
Service advisor	$1.89M	**$2.96M**	+$1.07M	+$639K
Technician	3,763 hrs	**5,859 hrs**	+2,097 hrs	In advisor CP $
Total gross	**$1.64M**	**$2.76M**		**+$1.13M**

A typical rooftop has many more than three people in these roles. Even if only some of your seats see this difference, the return on a weekly coaching rhythm is far larger than its cost.

WHAT THIS MODEL ISN'T TRYING TO SAY

People are not a number. But the numbers make the case for people.

There's one part of this framework that's uncomfortable: it reduces a person to a dollar figure. That's not the point.

The best managers in this business don't coach because a model told them to. They do it because they care whether their people make a good living, learn the craft and build a career. A salesperson who becomes a sales manager, a lube tech who becomes a master tech and an advisor who runs the drive one day are the stories that make a dealership a place people want to work.

But dealers have to make hard choices about where to spend time and money. Managers are stretched thin, and the weekly 1:1 is usually the first thing cut when the month gets busy. ELTV makes the case that it should be the last thing cut.

> **Investing in your people isn't just the right thing to do. It's one of the highest-return investments a dealership can make.**

Life on the showroom floor, at the service drive and in the bay is better when people know what's expected, get coached every week and see where they're headed. It just happens that the numbers make the same case.

SUMMING IT UP

When managers manage consistently, the numbers move.

- **Use ELTV to measure the ROI of performance management.** Judge every practice by how much it grows the area under the curve.
- **Four inputs drive ELTV:** onboarding (ramp), clear expectations (ceiling), coaching and development (climb), and recognition and retention (tenure).
- **Small changes add up to large numbers.** Over 36 months with Dual Dash, one salesperson's desk sells +163 cars (2.0x), one advisor writes +$1.07M in CP RO dollars and one tech flags +2,097 hrs. That's +$1.13M in gross.
- **Turnover is the most expensive input.** Every departure resets the curve to zero, and a mis-hire makes it worse.
- **The case holds up under pressure.** Even if Dual Dash seats turned over as often as the status quo, one salesperson would still sell 105 more cars (see Appendix).

Where to start this month

1

Build the scorecard

Pick 5–7 KPIs per role and set store benchmarks. Share them with every person in the role.

2

Hold the 1:1

Every week, 15–20 minutes per person. One KPI, one commitment.

3

Follow through

Put every commitment in a Work Plan with an owner and a due date, and open next week's 1:1 with it.

> **"Best Monthly Service Gross Ever!"**
>
> Service Director, Mercedes-Benz dealership (2 rooftops), Dual Dash customer

APPENDIX

Assumptions & supporting data

Model assumptions (36 months, one seat)

	SALESPERSON	SERVICE ADVISOR	TECHNICIAN
Output measure	Total cars sold per month	Customer-pay RO dollars per month (150 CP ROs)	Flagged hours per month
Gross conversion	$3,000 gross per car	60% gross on CP sales	Not added: labor is inside advisor CP $
Status quo	6-mo ramp to 7 cars (normal range 6–8); decides to leave mo. 12, gone mo. 16; 2 mo. empty; each replacement repeats the curve	5-mo ramp to $70.5K CP ($470 avg CP RO, NADA mid-2025); decides mo. 18, gone mo. 22; 3 mo. empty; replacement repeats	8-mo ramp to 140 hrs; decides mo. 28, gone mo. 32; 5 mo. empty
With Dual Dash	3-mo ramp to 10 cars; 12 cars in year 2; decides mo. 26, gone mo. 30 (about half the turnover); replacement ramps in 3 mo.	3-mo ramp to $80.6K CP ($537 avg CP RO, +14%); +10% in year 2; no exit within 36 mo.	5-mo ramp to 155 hrs; +20% in year 2; no exit within 36 mo.
Turnover basis	67% annual (NADA)	45% annual (NADA)	About 1 in 3 a year (assumption); longest vacancy
After decision to leave	Output declines up to 45% before the last day.		

Supporting data

- Annual turnover: sales consultants 67%, service advisors 45%, all dealership employees 46%. *(NADA Dealership Workforce Study, 2021, as reported by BDO)*
- Organizations with a strong onboarding process improve new-hire retention by 82% and productivity by over 70%. *(Brandon Hall Group)*
- Managers account for at least 70% of the variance in employee engagement, and about one in two employees has left a job to get away from a manager. *(Gallup, State of the American Manager)*
- Average customer-pay repair order: $470. *(NADA Mid-Year 2025, as reported by Digital Dealer)*
- Dual Dash customer-reported results, CDJR dealership, year over year: +18.6% new units over three quarters and +19.7% variable gross in Q1.

Credit

The Employee Lifetime Value framework was introduced by Maia Josebachvili at Greenhouse in *How to Understand the ROI of Investing in People*. This paper adapts the framework to retail automotive and the Dual Dash performance management rhythm.

APPENDIX

Stress-testing the numbers. The case still holds.

Any model is only as good as its assumptions, so we tried to break this one. Each row below changes one assumption against Dual Dash and reruns the full 36 months. The last row stacks all of them at once.

SCENARIO	SALESPERSON EXTRA CARS	ADVISOR EXTRA CP RO $	TECH EXTRA HOURS	ADDED GROSS
As published	**+163 (2.0x)**	**+$1.07M**	**+2,097**	**+$1.13M**
Dual Dash seats turn over as often as the status quo	+105 (1.6x)	+$491K	+1,143	**+$608K**
Teammates cover half of every empty-seat month	+159 (1.9x)	+$960K	+1,817	**+$1.05M**
Dual Dash improvement cut in half	+101 (1.6x)	+$796K	+1,496	**+$780K**
All three at once	+66 (1.4x)	+$321K	+679	**+$389K**

What each test means

- **Same turnover:** Dual Dash gets no credit for keeping people. Every seat turns over at the status-quo rate.
- **Teammates cover:** while a seat is empty, the rest of the team picks up half of that person's normal output.
- **Half the improvement:** every Dual Dash lift (ramp aside) is cut in half. A salesperson sells 8.5 cars instead of 10, for example.
- **Added gross** counts the salesperson ($3,000 a car) and the advisor (60% of CP sales). Technician labor is already inside the advisor's CP dollars, so it is not added again.

How to read it

Any one pessimistic assumption still leaves a six- or seven-figure gap from just two seats. Only when every assumption goes against Dual Dash at once does the gap shrink to $389K, and that is still from one salesperson and one advisor. A typical rooftop has many of each.

Dual Dash

ABOUT DUAL DASH

You make sure they sell & service cars. Dual Dash makes it simple.

Dual Dash is a performance management platform for retail automotive groups: dealer principals, GMs and department managers across sales, service, parts, F&I, detail and the office. It connects performance data, coaching and follow-through in one platform, so managers can develop their people and hit their numbers.

✓

Scorecards

Role KPIs against your benchmarks, by person, department and store.

✓

1:1s

Agendas filled in with KPIs, goals, commitments and growth plans. AI notes suggest action items.

✓

Work Plans

Tasks with owners, due dates and recurrence, for a person, a team or the whole store.

Plus Growth Plans, STARs recognition, Surveys, Group Meetings, auto-compiled annual reviews, Monthly Operating Review prep and an iOS app.

+18.6%

New units over three quarters, year over year (CDJR customer, reported)

+19.7%

Variable gross in Q1, year over year (CDJR customer, reported)

15 min

To see it working on your own KPIs

See your own ELTV curve. On your own KPIs.

Book a 15-minute demo. No slides. We'll show you where your salespeople, advisors and techs sit on the curve, and what one weekly rhythm could add.

Book a demo · dualdash.com