

Performance Improvement - PI/P/C

● Increase Dealer Sales Volume By 35%

Introduction:

- One of the world's leading luxury sports automotive brands wanted to increase the volume of sales across its global dealer network within its existing categories.
- Dealers reluctant to disrupt their performance unless the brand could clearly demonstrate the financial rewards.
- ASE Automotive Solutions delivered a comprehensive change management programme to educate employees with different roles and skillsets.

Challenge:

- The brand needed to expand its overall share of sales, targeting growth of 35% in 6–7 years.
- Concerned its dealer network would be unable to cope with the increased volume of sales and the overall customer experience would be affected.
- The brand understood that new technologies, such as electric vehicles (EVs) and evolving consumer habits, meant that the dealers needed to shift their mindset to adopt new strategies
- Also difficult to convince everyone within the dealers that such change was relevant to their roles and that they had a part to play in helping to drive sales growth.

ASE Approach:

- Started with a pilot project in a mature European market, but since it rolled out to 27 markets over eight years.
- The programme is helping dealer staff to understand the psychology of their customers' experiences with the brand, their needs and view of the product. The programme was divided into three phases:
- **Phase One:**
Articulated why the brand wanted to increase the volume of sales and why it was relevant to all staff within the dealership
- **Phase Two:**
Discipline-based, work focused workshops to make sure all parties were aligned in their expectations and understanding of the programme
- **Phase Three:**
The performance improvement team conducted 1:1 coaching sessions to explain the importance of their interactions with customers to the overall success of the programme

Outcomes:

- Brand hit its volume sales target three years early
- ASE Automotive Solutions built a trusting partnership with the brand and its dealerships to enable the brand to engage dealership staff of differing background, skill levels and education standards

“ Improved
employee
engagement by
12% ”