



Performance Improvement - PI/W/C

● Turning Gen Z and Millennials Into Loyal Customers

Introduction:

- A Japanese volume automotive manufacturer wanted to ensure its dealers could capitalise on growing demand among new customers with no previous relationship with the car maker and were driven by different purchasing motivations.
- ASE Automotive Solutions reviewed sales processes and coached dealerships to integrate operations maximising the opportunity to engage with consumers and increase customer loyalty across the new platforms.
- Programme boosted net profit for the brand and increased customer spend per vehicle through the workshop.

Challenge:

- Brand identified significant pent up demand for its new models, but the demographics of these new customers were very different to its traditional customers.
- Millennials and Gen Z treat car ownership as more of a commodity purchase and are not inclined to be brand loyal.
- The brand had no relationship with this new audience and needed to increase customer loyalty to encourage them to return in future to buy subsequent cars from the brand.
- Dealers had to be encouraged to adopt a more integrated approach to customer relationships, which emphasised more of a service-led approach and linked the sales process with aftermarket services.

ASE Approach:

- Mixture of profit workshops and 1:1 coaching to help the dealerships to understand Millennials and Gen Z, who do not have as much disposable income and are more attracted by the service package offered and the affordability of the monthly contract.
- ASE Automotive Solutions team used workshops and coaching to shift mindsets at dealers and create more holistic customer experiences by breaking down silos between the sales, parts and aftermarket departments to create more seamless experiences of the brand.
- Educated staff on the role of aftersales for new customer retention through coaching and development so all staff understood the brand's vision and their processes mapped to the goal of improving customer relationships.
- Removed constraints on capacity by training dealer staff to overcome bad habits, reduce inefficiencies and improve productivity.

Outcomes:

The automotive manufacturer achieved a number of significant productivity improvements including:

“ **14%**
growth in customer spend per vehicle going through the customer workshop ”

“ There has been a **27%**
growth in customer visits through workshops ”

“ Annual net profit has increased by **9%** ”