

Change Management

Case Study - Pentagon Oldham

The Brief

Create a sales culture in Aftersales to generate greater levels of direct profit and so absorb more of the business overheads. Improve customer retention and provide sustainable growth for the future.

Business Considerations

Pentagon Oldham is a well established and successful business, having moved to a state of the art facility in 2006. This four acre site combines Sales, Service and Parts for Vauxhall and Saab, and its willing and enthusiastic team are lead by a young and dynamic General Manager. With substantial overheads, an upper quartile performance across most KPI's is continually required.

Coachworks' Solution

Develop simple but effective tools for up-selling the most common products and services offered by the Aftersales department. Pentagon Oldham were introduced to "Race for Growth", a programme that had successfully created a sales culture in their sister dealerships in the Midlands. The content and delivery was further developed to ensure a bespoke fit to their staff and market area.

Approach

Coachworks usually take a "top down" approach, so the Pentagon Oldham management team were orientated first to the programmes objectives, to ensure that the proposed format would address their needs.

A "confidence first, competence second" approach was adopted for the training workshops. The pace was slower at the start as we addressed the "why bother" and "what's in it for me" issues. With high levels of participation a maximum of eight participants attended to ensure utmost interaction. The programme also included:

1. "Life Today" research to establish the customers' experience of the Service Department
2. On-site "Growth Appraisal" that examines the processes and sales opportunities available
3. Programme launch to introduce Coachworks, create impact and engage the team
4. Workshops that develop basic sales theory and provide an environment for safe practice
5. Mystery Shops to ensure utilisation of new skills, with individual follow-up coaching
6. Programme handover and follow-up to ensure that behaviours and practices are maintained
7. "Growth Results Celebration" that celebrates success at an individual and team level

Participants come to realise that Race for Growth is about making the franchised retailer the drivers preferred choice. Rather than allowing customers to be tempted away by aftermarket competitors – wrongly perceived to be better value, Advisers are led to present offers in a confident, competent and value added manner.

Results

The Management and team have embraced the sales culture and income at both a personal and dealership level has dramatically increased. Hours per retail job card grew from 1.9 to 2.4 and sustainability is assured by a rise in service plan sales of 322%.