

## Improving Customer Satisfaction and Sales for Dealerships

### Business Issue

One of the premier automotive companies in the world desired to implement an innovative large-scale multi-year organizational development initiative aimed at increasing customer satisfaction and sales for its automotive dealerships across the US.

### Solution

4ROI with this strategic partner designed and implemented an integrated assessment driven dealership enhancement program to produce insights for management to act upon, linking values and business performance at both the organizational and individual manager levels.

To start, each dealership's management team is provided the results of a specially developed Organizational Development assessment. Using 4ROI's BusinessDrivers™ analysis, these results clearly show which cultural values, as defined by behaviors, provide the greatest gains in customer satisfaction and sales. With these results, each dealership management team worked together in a facilitated 3-½ day session to set a direction for their dealership, and learn skills needed to achieve their goals.

The second component is a series of follow-up in-dealership sessions that start with individual 360° assessment results for each manager. The 360° manager assessment measures individual behaviors associated with the same organizational values. Results highlight areas that the manager must focus on to positively impact dealership performance. They also show managers how their particular behavior supports or hinders the dealerships' efforts to improve.

Both assessments tie current behavior to actual business outcomes. Dealership and manager data was combined with actual customer satisfaction information collected to monitor customers and compensate dealerships. These two data sources were combined using advanced statistics to determine the key business drivers for all dealerships. In short, this BusinessDrivers analysis identified the competencies that have the largest impact on business results.

### Outcomes

Results show significant improvements in customer satisfaction and resulting sales. When controlling for cyclical variations, across hundreds of dealerships, customer satisfaction increased over 20% from the level prior to the program, to six months after the program, leveling out at the significantly higher level.

The program also receives enthusiastic support from dealers and has become a major component of the corporate dealership certification process.

*"We believe that 4ROI's experience and integrity are an integral part of our success. That's why we have entrusted 4ROI to bring the assessment component about."*

*Terry Davis, Executive VP – Purchasing Client*