



In addition to our client case study overviews, we have also produced a few more in-depth case studies to demonstrate different aspects of our approach to people development.

This case study demonstrates our capability and experience in implementing European people development projects. It also provides an example of how we help our clients to meet specific requests for training & development from a part of the business.

## Background Information

The client was the finance division of one of the world's largest automotive manufacturers.



- **They provide a range of finance packages for the purchase of new and used vehicles from their franchised dealer network...**
- **The business objective driving the project was to increase the share of in dealer finance agreements in relation to customer financing via other finance companies or bank loans...**

Securing the finance business with the vehicle sale greatly increases the overall purchase value.

The client's objective was to establish a new role in the company and the people in this role were to have the prime responsibility for working with the dealer network in increasing the sale of the finance products. This was a pan-European project with simultaneous implementation in **Germany, UK, France, Italy and Spain.**



## Our Approach

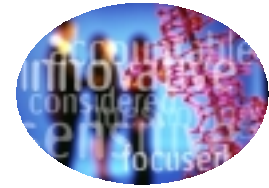
Due to the size and complexity of the project, we were asked to take on a **project management role.** The overall project was managed by hr Team in Germany, with project team members from hr Team in the U.K and other offices across Europe. **Billing was centralised** to make life easier for our client.

The complexity of the project, in terms of the dimensions involved and the product knowledge we had to assimilate, meant that we invested considerable time orientating ourselves to the client's business and to the sales environment of the dealer network. As we would be delivering programs for the first year we had to establish our credibility not just with the way we facilitated the development of sales skills, but also with our market and product knowledge.

As this was a new venture for the client we often questioned some of their assumptions and decisions and were able to add significant value, particularly in regard to how the programme could be implemented and adapted across Europe.

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## Our Bespoke Development Solution



Our solution consisted of a number of key stages:

**Stage 1:** involved the development of a competence model which would form the basis for recruiting and selecting people for this new role. We managed the selection process across Europe by designing and facilitating a series of assessment centres.

**Stage 2:** the development of a training programme for dealer sales personnel, which integrated product knowledge of the finance products with application of selling skills. This was centrally developed as a core European programme, with **adaption to local market and cultural conditions** (e.g. we found that the U.K market was more mature, as dealer staff had significantly more experience in selling finance packages). We provided a **translation service** and then **delivery in local language**.

**Stage 3:** training of the newly appointed people in the dealer programme. This was effectively a train the trainer project, as the mid-term goal was that these people would take full responsibility for the training and coaching of dealer staff.

**Stage 4:** facilitating the initial dealer programs, with the newly appointed client personnel taking an observer role. This then moved to a joint facilitation role, with our facilitators taking the lead and providing coaching for the newly appointed in-house trainers. Full hand over to their in-house team took place after the first year.

## Evaluating its Impact on Business Performance

The project represented a major investment for the client, so a key element in the programme design was defining how the value was to be measured not just in terms of personal development but also to the business. The key measurable was the change in share of in dealer financing versus external financing.

The manufacturer knew exactly how many vehicles were sold each month through the network and how many in dealer finance agreements were signed. So the processes were in place to provide this data. Over a period of time the trend could be established. This became the bottom line business measure against which we were assessed. The outcome? Over an eighteen month period significant market share was gained; **in some regions in excess of 40%!**

**Contact us today... to arrange an initial meeting, or to talk with one of our consultants, to discuss your bespoke people development needs...**

- ▶ Call us on 01435 865 711
- ▶ E-mail us at [info@hrteam.co.uk](mailto:info@hrteam.co.uk)



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