

## #2. NATIONAL AUTO DEALER (Corporate Name is Available)

# Large Family Auto Dealer: Raising the Bar on Results

## Overview

Founded in the 1970s, the first Premier Audi dealership in North America quickly became a respected, high-performing operation with 150 employees. As the second generation of ownership—three committed siblings—stepped in, they recognized the need to elevate leadership, strengthen management, and create a culture of accountability and excellence across the organization.

## Challenges Identified

To get a clear picture of the dealership's performance, **IdeaFirm** conducted a **Productivity-Scan (ProScan)**—an in-depth evaluation of productivity, processes, leadership, and employee engagement. The findings revealed several critical issues:

- **Unresolved ownership conflicts** with no structured resolution process.
- **Weak managerial structure** and lack of accountability among team leaders.
- **Underperforming sales team** with poor closing skills and limited relationship-building know-how.
- **Service department** performed adequately but missed Audi's top-tier performance rewards.
- **Managerial overload** due to poor delegation, reducing focus on team performance.
- **Inconsistent customer service** from some service writers, impacting loyalty and satisfaction.
- **Mismatched job roles**, with some employees in positions not suited to their personality.
- **No structured hiring process** to ensure the right fit for roles.
- **Lack of defined core values** and a unified, high-performing company culture.

## Strategic Solutions Implemented

Using its **CEO Business Roadmap**, IdeaFirm introduced a comprehensive transformation program across every department. Key actions included:

### 1. Sales & Marketing

- Delivered intensive **sales training** to improve closing techniques and relationship-building.
- Expanded the **online marketing footprint** to attract new customers and re-engage existing ones.

- Launched promotions for new vehicles, trade-ins, service, and repair discounts.

## 2. Service Department

- Trained and certified younger mechanics to **increase output and turnaround time**.
- Coached service writers to improve **customer interaction** and satisfaction scores.

## 3. Talent Optimization

- Used **DISC Personality Assessments** to identify mismatched roles—10% of employees were reassigned for better performance alignment.
- Introduced a **formal hiring process** to match candidate traits with job requirements.

## 4. Culture & Values

- Defined and implemented **new core values** to foster accountability, respect, and teamwork.
- Created regular **employee engagement events** to strengthen internal relationships.

## 5. Financial Performance

- Negotiated better pricing and terms with vendors.
- Reduced **inventory turnover time** and **post-sale processing delays**, improving cash flow.

## 6. Leadership & Ownership Development

- Facilitated **biweekly ownership meetings** with conflict resolution protocols to rebuild trust and teamwork.
- Trained leaders on **delegation, professionalism, and accountability**, resulting in a more respectful, results-driven environment.

# Results Achieved

The transformation delivered measurable, high-impact outcomes:

1. **Facility doubled in size**, expanding both the showroom and service department.
2. **Profitability and revenue** saw major increases across all departments.
3. **Sales revenue rose by 18% year-over-year** for three consecutive years.
4. The **service department exceeded Audi's standards**, earning multi-million-dollar performance rewards.
5. **Employee turnover dropped to under 5%**, thanks to improved job-role alignment and culture.
6. **Employee call-offs decreased significantly**, reflecting higher engagement.

7. **Ownership team transformed**, working collaboratively and productively, supported by ongoing coaching and structured dialogue.

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