

### Publications from the ICDP 2006-2009 programme

ICDP is an international research organisation specialised in automotive distribution and retailing. We have been undertaking collaborative research since 1994, funded by participants from across the car industry, on a not-for-profit basis. Our aim is to help the industry achieve systematic improvements in the value delivered to customers.

ICDP delivers to its programme members insights and concepts, the results of shared investigations and analysis on issues driving the development of the sector, debate on the issues and results in closed conferences and workshops, and ideas, advice and assistance from our team of specialists.

Alongside ICDP member events, our publications are the main outputs from our research, and aim to foster a deeper understanding of the operation of automotive distribution and retailing. This catalogue covers publications from the current phase of ICDP work, which runs from 2006 to 2009, including Research Reports, Management Briefings, Executive Briefings and Discussion Papers. The newest outputs are listed first under each heading.

Publications from previous phases of ICDP are also available - a copy of the ICDP Publications Archive can be requested from the Project Office.

All the publications listed below, along with the other outputs from the current and previous programmes are available for programme members to download from the members-only section of [www.icdp.net](http://www.icdp.net).

For all enquiries relating to our publications, please contact the Project Office.

**ICDP Ltd.**

5, The Hen House  
Oldwich Lane West  
Chadwick End  
Solihull B93 0BJ  
UK

**Tel:** +44 (0)1564 784200  
**Fax:** +44 (0)1564 782555  
**E-mail:** [projectoffice@icdp.net](mailto:projectoffice@icdp.net)  
**Web:** [www.icdp.net](http://www.icdp.net)

All publications referred to in this catalogue are © ICDP Ltd.

In its publications, as in its other outputs, ICDP does not represent any of its members or their individual policy views.

## Research Reports

ICDP's Research Reports give the detailed results of individual projects of research, along with discussion and recommendations. They are restricted to programme members for a period of up to one year following publication, after which time they are offered for sale. Those reports which are on sale have their prices listed next to them; for further information, or to purchase a Report, please contact the Project Office.

- ◆ **Accommodating variety: after-sales and the consumer**  
By **Ben Waller and Rod Roberts-Dear**  
ICDP Research Report 6/08  
September 2008
- ◆ **Used cars: What role? What future?**  
By **Louise Bozon and the ICDP team**  
ICDP Research Report 5/08  
August 2008
- ◆ **Manufacturer-franchised service operators in Europe**  
By **Thomas Chieux, Christophe Guillaneuf and the ICDP team**  
ICDP Research Report 4/08  
July 2008
- ◆ **Preparing for 2010: expectations for DG-Competition's evaluation report on 1400/02**  
By **Andrew Tongue**  
ICDP Research Report 3/08  
April 2008
- ◆ **An assessment of the key influences acting on the UK crash repair market**  
By **David Watts**  
ICDP Research Report 2/08  
April 2008
- ◆ **Dealer Group Trends in Europe**  
By **Louise Bozon and the ICDP Team**  
ICDP Research Report 1/08  
January 2008
- ◆ **The Evolution of the Independent Repair Sector: Assessing the Competing Business Models**  
By **Thomas Chieux and Uwe Stratmann**  
ICDP Research Report 1/07  
September 2007
- ◆ **The Block Exemption half-way to 2010: pieces of the jigsaw for 2008 and beyond**  
By **Andrew Tongue**  
ICDP Research Report 7/06  
December 2006  
ISBN: 1-904509-40-1  
Price: £750
- ◆ **Authorised repairer standards in Europe**  
By **John Kiff**  
ICDP Research Report 6/06  
November 2006  
ISBN: 1-904509-39-8  
Price: £750

◆ **How to improve the capability of sales personnel**

By **Martin Schwarz and Martin Staiger**

ICDP Research Report 5/06

May 2006

ISBN: 1-904509-38-X

Price: £450

## Management Briefings

Management Briefings are think-piece articles on various topics drawn from ICDP's research activities around the world. Aimed at industry leaders, they highlight key issues facing the car distribution sector. Management Briefings are generally restricted to programme members, although some examples are available on request from the Project Office.

◆ **The used car supermarket: Do CarMax and its genre offer an alternative approach to car retailing?**

By **Peter Bailey**

ICDP Management Briefing 65 2008

◆ **Used cars in Poland**

By **Professor Pawel Glodek, Uwe Stratmann, Professor Susanne Royer with Louise Bozon**

ICDP Management Briefing 64 2008

◆ **The used car market in Europe: focussing on Italian dealers' used car management**

By **Leonardo Buzzavo, Leonardo Cescon and Luca Montagner**

ICDP Management Briefing 63 2008

◆ **Pharmaceutical Distribution: Insights, parallels and lessons for cars and parts**

By **Peter Bailey**

ICDP Management Briefing 61 2008

◆ **An insight into Russia: market and network development**

By **Peter Bailey**

ICDP Management Briefing 60 2008

◆ **Towards larger retailers: evolution of Top50 dealers in Italy**

By **Luca Montagner**

ICDP Management Briefing 59 2008

◆ **What Future for Dealer Groups?**

By **John Whiteman and Members of the Team**

ICDP Management Briefing 58 2007

◆ **Dealer Group Strategy and Performance in the UK**

By **Piers Trenear-Thomas**

ICDP Management Briefing 57 2007

◆ **Models for Car Distribution in 2015**

By **Thomas Chieux, Uwe Stramann, Ben Waller and John Whiteman**

ICDP Management Briefing 56 2007

◆ **The Outlook for the Evolved Dealer: Reviewing ICDP's distribution channel scenarios for 2010**

By **Andrew Tongue**

ICDP Management Briefing 55 2007

◆ **The Spider's Web: A New Way of Analysing Dealer Group Strategies**

By **Peter Bailey**

ICDP Management Briefing 54 2007

- ◆ Working with Independent Repairers: Strategy Issues for Suppliers and Dealers  
 By Thomas Chieux, Christophe Guillaneuf and Uwe Stratmann  
 ICDP Management Briefing 53 2007
- ◆ Car dealers' profitability - Italy 2006  
 By Luca Montagner, Leonardo Cescon and Leonardo Buzzavo  
 ICDP Management Briefing 52 2007
- ◆ The Consumer Experience of Buying New Cars  
 By Rod Roberts-Dear  
 ICDP Management Briefing 51 2007
- ◆ Are sales standards relevant and reasonable? Pilot study of sales standards in the UK  
 By John Kiff  
 ICDP Management Briefing 50 2007
- ◆ What consumers want from dealers  
 By John Kiff  
 ICDP Management Briefing 49 2007
- ◆ Providing technical information to the independent sector: is the EC aiming at the right target?  
 By Andrew Tongue  
 ICDP Management Briefing 48 2007
- ◆ A 'third way' between stock push and customer pull? Reflections on the imperfect world of new car supply  
 By Peter Bailey and Geoff Williams  
 ICDP Management Briefing 47 2007
- ◆ What is happening to dealer economics?  
 By John Whiteman  
 ICDP Management Briefing 46 2007
- ◆ Is dealer protection good for consumers?  
 By John Whiteman  
 ICDP Management Briefing 45 2007
- ◆ Sustaining representation in metropolitan areas  
 By Peter Bailey  
 ICDP Management Briefing 44 2006
- ◆ Performing beyond the average: a portrait of franchise dealers' results 2000-2004  
 By Peter Bailey  
 ICDP Management Briefing 43 2006
- ◆ Benchmarking after-sales standards: how complex, how brand specific?  
 By Peter Bailey  
 ICDP Management Briefing 42 2006
- ◆ "Developments in car retailing and after-sales markets under 1400/02." ICDP's assessment of the London Economics report for DG-Competition  
 By Andrew Tongue and John Whiteman  
 ICDP Management Briefing 41 2006

◆ Economies of scale for dealer groups: fact or fiction?

By Piers Trenear Thomas and John Whiteman

ICDP Management Briefing 40 2006

◆ Where are the scale benefits in retailing cars?

By John Whiteman and Peter Bailey

ICDP Management Briefing 39 2006

◆ International dealer groups: a new model?

By John Whiteman and Peter Bailey

ICDP Management Briefing 38 2006

## Executive Briefings

Executive Briefings are short, snappy briefings on a specific topic or research item, and are intended to be more immediately accessible than a full research report. Executive Briefings are generally restricted to programme members, although some examples are available on request from the Project Office.

◆ What do customers want from after-sales?

By Ben Waller

ICDP Executive Briefing 6/08

2008

◆ Life under the Block Exemption in Germany

By Uwe Stratmann

ICDP Executive Briefing 4/08

2008

◆ Leveraging property: the way forward for dealers?

By John Whiteman

ICDP Executive Briefing 3/08

2008

◆ Avoiding a false start launching new models

By Ben Waller and Geoff Williams

ICDP Executive Briefing 2/08

2008

◆ Charting the Top 50 Dealer Groups in Europe

By Andrew Tongue and the ICDP Team

ICDP Executive Briefing 1/08

2008

◆ Towards a Price per Kilometre: Plans to tackle Road Congestion in the Netherlands

By Andrew Tongue, with research by Martijn Witteman

ICDP Executive Briefing 3/07

2007

◆ Road Pricing: When or If?

By John Whiteman

ICDP Executive Briefing 2/07

2007

◆ Countdown to 2010: reaching a verdict on 1400/02

By Andrew Tongue

ICDP Executive Briefing 1/07

2007

- ◆ The franchise dealer model: what is the point?  
 By [John Whiteman](#)  
 ICDP Executive Briefing 6/06  
 2006
- ◆ Proposing attractive and sustainable franchise packages  
 By [Thomas Chieux and Andrew Tongue](#)  
 ICDP Executive Briefing 5/06  
 2006
- ◆ Optimising parts distribution in a converging market  
 By [Kevin Turner and Geoff Williams](#)  
 ICDP Executive Briefing 4/06  
 2006
- ◆ Defending the franchise or enhancing customer value? The need to shift the emphasis of standards  
 By [Peter Bailey](#)  
 ICDP Executive Briefing 3/06  
 2006
- ◆ Stock push works (but slot push makes more profit)  
 By [John Whiteman](#)  
 ICDP Executive Briefing 2/06  
 2006

## Discussion Papers

Discussion Papers are think-piece articles drawn from ICDP research investigations. They aim to explore emerging issues and to stimulate debate which will feed back into ongoing research. As a result, they do not represent definitive research results, but instead reflect work in progress. Discussion Papers are generally restricted to programme members, although some examples are available on request from the Project Office.

- ◆ A new approach to assessing distribution strategies  
 By [Helmut Dietl, Susanne Royer and Uwe Stratmann](#) July 2008
- ◆ Making Outbound Logistics Greener  
 By [Geoff Williams](#) December 2007
- ◆ The CO2 Debate  
 By [Andrew Tongue](#) September 2007
- ◆ Producing cars in China for sale in Europe: how realistic is it?  
 By [Geoff Williams](#) February 2007
- ◆ Cooperation versus conflict in dealer I.T. systems: applying a proven approach to the selection of dealer management systems  
 By [Tom Mautner](#) April 2006
- ◆ China: El Dorado or Trojan Horse?  
 By [Peter Bailey](#) April 2006

# The lean dealer workbook

Creating lean dealers: the lean route to satisfied customers, productive employees and profitable retailers

**Car manufacturing has been transformed by Lean over the last 20 years yet car dealerships have remained virtually untouched by Lean. Now that's changing. Dealerships experimenting with Lean have experienced a doubling of throughput, increases in productivity of 50% or more, and returns on sales several times the industry norm.**

These are not 'freak' results. They occur every time Lean principles are applied in a disciplined way – as has already been proven in sectors as diverse as banking, healthcare and grocery retailing.

Creating Lean Dealers is a step-by-step guide to improving dealer operations, starting from service and repair. With 115 ring-bound pages of detailed instructions, it shows you how to create visual images to help remove the many barriers to the smooth flow of work in your dealership.

This workbook is the result of almost ten years' research and practical experience with pioneering dealers of all sizes and franchises across Europe. It shows how Lean can deliver a step-change improvement across your business in:

- ◆ 'Customer fulfilment' - the right first time on time experience for customers – leading to greater customer satisfaction, word-of-mouth recommendation and profitability
- ◆ The involvement and commitment of staff – leading to greater job satisfaction, higher staff retention and productivity and better customer service
- ◆ The returns for shareholders – by progressively eliminating non-value-creating activity

... all without major investment in IT, staff numbers, plant, machinery or buildings.

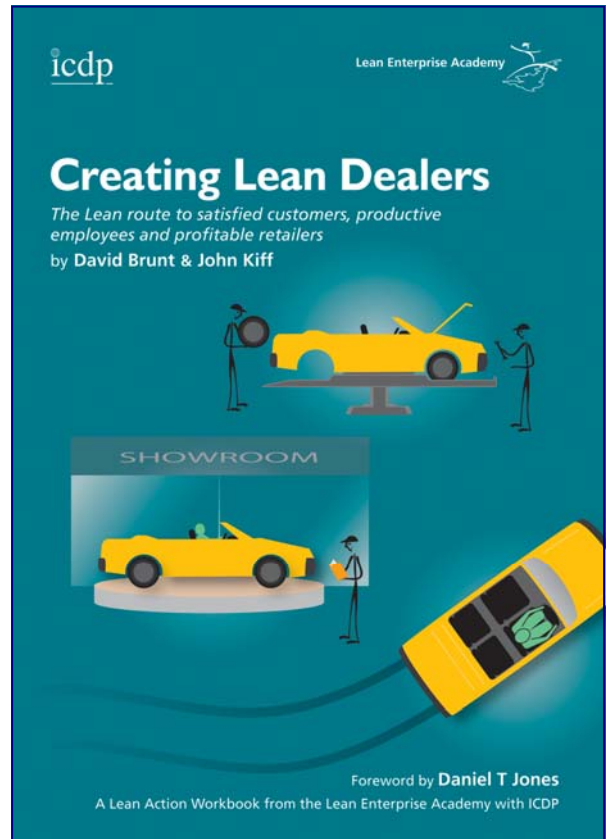
Here are the key questions that a dealership should ask itself to create Lean operations:

1. What are the main processes in your organisation?
2. How well does each process perform in delivering value for your customers and profitability for your organisation?
3. What is the actual demand for each process?
4. What are the 'vital few' types of work that account for most of your throughput?
5. How can you create stability by turning unpredictable into predictable work?
6. How can you flow this predictable work through your organisation, without delays, errors, rework and fire-fighting?
7. What does management have to do to create this flow and then to sustain it over time?

Creating Lean Dealers is published by ICDP and the Lean Enterprise Academy.

Price: £45 with a 20% discount for 10 or more copies.

Order copies from the Lean Enterprise Academy at [www.leanuk.org](http://www.leanuk.org) or by telephone at +44 1600 890590.



ICDP is an international organisation carrying out research and providing strategic advice, specialising in the automotive retail sector. Its collaborative programmes investigate all aspects of vehicle distribution, including the supply and retailing of new and used vehicles, after sales, network structures and operations. Separate programmes focus on cars and on commercial vehicles. ICDP is funded by participants from vehicle makers, dealers, suppliers, and associations.

ICDP does not represent any of its members or their individual policy views.

Project Office: 5, The Hen House, Oldwich Lane West, Chadwick End, Solihull, B93 0BJ, UK  
Tel.: + 44 (0) 1564 784200 Fax.: + 44 (0)1564 782555 E-mail: [projectoffice@icdp.net](mailto:projectoffice@icdp.net) Web: [www.icdp.net](http://www.icdp.net)

ICDP is registered in the UK, no. 2860398.  
All requests to reproduce this material should be directed to the address above