

**Future Dealer:
Structural, Operational and Cultural Change
ICDP Member Workshop, Wednesday 29th February 2012
Hen House, Solihull, UK**

You are invited to participate in an ICDP Member Workshop which will build on recent ICDP research relating to dealer performance, and the pressures on dealers to adapt to reflect new customer behaviours and increasing pressure on profits. Our work has identified a need to reconsider the density and role of the dealer network as customers do more of their car buying research online, in some cases through to the point of transaction. We have identified trends in used car retailing, parts distribution and customer contact management which all affect the individual dealership level, and we have projected the significant decline in repair and maintenance volumes due to improved reliability and longer service intervals. Finally we have shown a link between how the dealership staff engage with customers and business performance, which has important implications for staff profiles, reward systems and culture. The workshop will pull these different elements together, and ask participants in a highly interactive way to help define the “future dealer” and identify the obstacles to transitioning from the current state to this future state over the coming years. This will directly feed into the focus of related ICDP research in 2012 - 2013. In the course of the day, we will discuss:

- **Customer Behaviour and Customer Value.** From our own research, third party research and the experiences of participants, how are customers changing in their behaviour in buying and maintaining their cars? What represents customer value in terms of quality, convenience, service and price, and how will this evolve further over the coming years? How does this vary by customer and product segment?
- **Network and Structure.** Given what customers are looking for in respect of value, what is the appropriate physical infrastructure required to support that, which provides an affordable investment at dealer level, but still allows an appropriate brand representation for the manufacturer and dealer? What are the implications in terms of transitioning from today's investment profile?
- **Processes, People and Culture.** Are the traditional process flows and metrics still relevant to deliver customer value in the context of changing behaviours and evolving structures? Do dealerships employ the right profile of people, and train, motivate and reward them in a way that will deliver the best performance over the customer lifecycle? Do management promote and support a culture which is conducive to a high performance dealership? Do manufacturers interact with their network in a way which is supportive or in conflict?

In order to make the workshop as effective as possible, we will be distributing copies of our forthcoming Management Briefing on Dealer Performance to participants in advance of the workshop, and we encourage them to bring any data and research related to the areas being discussed from their own organisation which they are prepared to share with the group. We will be joined in the workshop by John Kiff and Piers Treenar-Thomas, both long-term collaborators in ICDP research and with personal direct experience of improving dealer operations.

This workshop will be of interest to dealer group senior management, dealer associations and those responsible for network management in manufacturers at a European or national level. The structure of the workshop is highly participative, allowing discussion and debate between our team, invited subject matter experts and delegates, who will be in a position at the end of the workshop to develop a specific strategy and action plan for the dealerships for which they are responsible. We also hope that we can interest one or more parties to work with us in an implementation programme which will further inform our research on turning concepts into reality. There will be a nominal charge of €100 (£90) + VAT for the workshop to cover meeting room and refreshment costs.

DRAFT AGENDA

Transfers will be available from Birmingham International Airport or Station

9.30 a.m. Coffee on arrival at ICDP's Project Office in Solihull

10.00 a.m. **Introduction** Andrew Tongue

Customer Behaviour and Customer Value Steve Young

- Overview of key research findings
- Group discussion
- Consensus on core assumptions

Network and Structure Peter Bailey

- Overview of key research findings
- Group discussion
- Consensus on core assumptions

12.30 p.m. Lunch

1.30 p.m. **Processes, People and Culture** Luca Montagner

- Overview of key research findings
- Group discussion
- Consensus on core assumptions

2.45 p.m. **Conclusions and next steps** Steve Young

- Outline blueprint for the "future dealer"
- Further research needs
- Potential for pilot implementations

3.30 p.m. Finish

Transfer back to Birmingham International Airport or Birmingham International Train Station

BOOKING FORM (PLEASE COMPLETE ONE FORM PER PARTICIPANT)

Name:	
Company:	
Email:	
<i>If you do not wish your contact details to be passed on to another delegate attending this workshop, please tick the box</i>	

PAYMENT DETAILS

Bookings will only be accepted with either a **Visa, MasterCard or American Express** number and expiry date, or a company purchase order number. 24 hours cancellation is required. There will be a nominal charge of **€100** to cover meeting room and refreshment costs.

Credit Card No:		Expiry Date:	
Purchase Order Number:			

ACCOMMODATION

If you require overnight accommodation, ICDP will arrange this on your behalf at a local hotel. Your credit card details will be passed to the hotel as a guarantee – the bill should be settled in full on departure.

28th February:		29th February:	
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TRAVEL INFORMATION

For those arriving by car, there is ample parking at the Project Office - directions and a map will be sent to you together with your confirmation. For those travelling to Birmingham International Airport or Station, ICDP will arrange for you to be met on **Wednesday 29th February only**, please complete the box below with your arrival and departure times and flight numbers:

Arrival Time:		Departure Time:	
Flight No:		Flight No:	

Please return this booking form to the Project Office – fax: +44 1564 782555. If you have any other queries, please contact Jane Trace on +44 1564 784200 or via email projectoffice@icdp.net