DEALER INSTITUTE

# INDEPENDENT DEALER PERFORMANCE EVALUATIONS

## DEVELOPING PEOPLE TO

GROW YOUR BUSINESS

# ASSESS TO MAXIMIZE PERFORMANCE

## Overview

Each dealer ownership organization has unique challenges, skill levels and experience. This document outlines Dealer Institute's strategy in how to best assess equipment dealer organization to either help performing dealers get to the next level of operational excellence or provide turn-around strategies to those which may be underperforming. Regardless of their standing, the purpose of the Individual Dealer Performance (IDP) assessment process is to help each dealer properly grow the brand while improving market share performance through increased wholegood unit and parts sales in their assigned trade territory.

While every IDP assessment will be unique, each will be centered around proven, real-world improvement strategies for equipment dealers in the compact tractor and utility vehicle business sector. As an independent third-party focused on key industry metrics and measurements, Dealer Institute will be able to make specific recommendations to the dealer centered on available training, programs and resources offered through Dealer Institute to ensure improved success.

## The Objective

The objective of the IDP assessment process is to diagnose and define unrealized opportunity and prescribe an operational improvement plan that centers around a variety of solutions that may include (but is not limited to) dealership management tools, resources, training, consultative-counsel and/or coaching.

In addition, helping the dealer better understand the dealer's unique challenges measured against standard industry practices, dealer-metrics, and dealer development standards will be a key component of the process. Increased awareness, and a recommended plan to improve, will help strengthen the dealer and manufacturer relationship while furthering the value of the brand in the North American market.

It's important to clarify that the scope of, and efforts outlined, is for the IDP assessment process only. If the dealer finds value in further involvement and support through Dealer Institute resources beyond the assessment, a custom improvement plan can be quoted on a case-by-case basis. It's likely that any investment associated with Dealer Institute's involvement in assisting the dealer with the recommendations would be at the expense of the dealer.

## The Opportunity

Results from the IDP assessment will identify and uncover opportunities centered around nearly every facet of the dealership's operation. All areas of the dealership will be reviewed. Assessments will review the dealership organization holistically, as well as department-by-department. The analysis will also include a high-level assessment of the key management personnel capabilities and knowledge.

Discoveries may include revelation of financial stability, staffing level effectiveness, appetite and capability for acquisition, inventory capacity capabilities, succession plan (or lack thereof), and a dealer's level of commitment to representing and growing their area of responsibility. Other areas of opportunity may be in systems and process improvement, increasing dealer effectiveness, efficiency, and profitability, whether it be a single store or multi-store dealership.

## The Solution

The solution outlined here is for dealer implementations. Details for both stages of effort are outlined below.

**Pre-visit and Introduction**

- Orientation to the process
- IDP purpose: outcome

**Pre-visit assessment questionnaire**

- Financial report submission

**Assessment**

- One day per location
- Organizational review
  - Wholegoods department
  - Parts department
  - Service department
  - Location functionality: store front, location, lot condition
  - Dealer Score Card review
  - Succession
    - Dealership sustainability
    - Talent management / bench-depth within the organization
- Review: within each location/department
  - Systems & infrastructures
  - Processes within each department
  - Financial reporting structures and operational processes
  - Management/People
    - Mid-level management
    - Senior management and/or owner group
- Owner/Senior leader recap and review
  - Prior to departure, verbal debrief of first findings with dealer

## The Solutions Continued...

**Post-visit**

- **IDP Executive Summaries**
  - Dealer Executive Summary
    - Findings
    - Recommendations by location and/or department
    - Provided to the dealer principal or senior management
  - Coordinate and deliver the Dealer Executive Summary Review via Go-to-meeting include Q&A's on diagnosis and direction
  - Discussions on the “dealer decision path” post-assessment
    - Dealer to implement findings on their own
    - At the request of the dealer, Dealer Institute may support the processes with all or a portion of the recommendations to further ensure implementation accountability
      - Effort would be on a case-by-case basis on each project
      - Scope would be associated with the scale of project needs, requirements and would be separate from the IDP assessment process

The solution provided outlines the processes, activities, and deliverables necessary to help identify growth opportunities for the dealer beyond their current state of business, while providing an in-depth roadmap of intimate knowledge for all parties to help the dealer succeed and further the brand in their trade territory.

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TO LEARN MORE CALL

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