

RTS Group case study: **Challengers@Retail**

The challenge

Mazda has established that to achieve its strategic objectives a significant global cultural shift is required by both the national dealer network and the national sales companies.

Challengers@Retail is the name given to this culture change programme and RTS Group was selected as Mazda Motors UK's partner in designing and delivering this throughout the UK & Ireland. RTS has also been consulted by Mazda Europe on culture change management and measurement best practice.

The key focus of this strategy is improving the overall customer experience of the Mazda brand. In order to deliver this it is critical that the defined Mazda behaviours are implemented consistently throughout the dealer network and national sales companies.

Solution

The culture change started with the roll-out of a comprehensive customer satisfaction programme from autumn 2014 onwards. The focus was on improving customer experience in dealers, to take the network from a 'satisfactory' to a 'good'.

Through regional sessions and in consultation with senior dealer managers, we coached the senior management teams to find solutions to marginally improve specific customer service elements in their own dealerships.

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Actions were agreed and dealers formulated individual action plans in partnership with their staff and agreed SMART (specific, measurable, achievable, realistic, timebound) objectives for customer satisfaction survey improvement. Twelve months later we reviewed the scores, shared best practice and agreed initial plans to take them on a new journey from 'good to great'.

In January 2015 we followed this with the official dealer principal launch event for Challengers@Retail where we presented the Mazda Blueprint and strategy to take this journey, by delivering an event which demonstrated the challenger behaviours to the dealer principal audience through experiencing them in action.

The next stage is a series of bespoke regional events and dealer consultations using our 'transform' culture measurement tool. The entire challenger journey will take until the end of 2017 and beyond.

Results

We are in the relatively early stages but already the average sales CSS in a 12-month period has increased by 1.8% and average aftersales CSS by 1.1% across the UK dealer network.

This doesn't appear a huge increase on paper but it is in fact very significant because Mazda already had a high CSS. Therefore any incremental increases were very difficult to achieve in a highly- competitive and increasingly customer-centric market.

