Business Excellence via Performance Management System - PMS (at automotive dealerships)

Case Study
INDIA

About Client:

The client is the one of the leading authorized dealers of cars in Western India. The client is an enterprise of renowned business group. Client is one of the most trusted dealers of one of the largest car manufacturers of India since 2009.

Client mainly deals in Sales & service of cars and other allied offerings.
Objectives

- To improve net profit achievement
- To increase vehicle sales target achievement
- To increase service revenue achievement
- To decrease manpower cost
- To increase H-spirit score

Analysis

Faber Infinite conducted initial analysis, it reflected the following:

- Lack in role clarity
- Need to improve transparency
- Lack of proper self-appraisal
- Lack of timely feedback
- Low team morale
- Emphasize was on individual win, rather than team win

Approach

- Gemba (Physical workplace) Visit & Top management conclave for confidence building & alignment towards better employee performance
- Organisation KPI (Key Performance Indicator)
- Department KPI (Key Performance Indicator)
- Job profile analysis to understand the role according to KPI
- Developing SOPs (Standard Operating Procedures)
- Implementation Roadmap Design & rollout
Project Implementation

Faber Infinite consultants helped the client in establishing and implementing Performance Management System by rolling out following steps:

- Conducted Gemba (real work place) visits, top management conclave and discussed key differentiators for employee performance improvement via experiential learning
- Established the KPI (Key Performance Indicators) for the departments as well as organization as per the mission and vision of organization
- Weightage was defined for different KPIs in every department of the organization
- Analyzed job profile for all employees and reemphasized the same with all employees
- Designed PMS (Performance Management System) for all the individuals and SOPs for monthly review
- Designed and implemented standard PMS framework
- Ensured smooth implementation of all the countermeasures
- Designed implementation review and deployment dashboard to track the progress

Results Delivered

Net Profit increased by 23%

Vehicle sales target achievement increased by 23%

Service Revenue achievement increased by 30%

Manpower cost decreased by 15%

Discount offering decreased by 34%

H-Spirit Score (motivation score) increased by 43%

Sustenance

Implemented results shall be sustained over a period using Systematic Audit & Improvement Loop (SAIL) & Daily Work Management (DWM)

Visit Faber at www.faberinfinite.com for more information and a complete list of regional contacts or send us e-mail: consulting@faberinfinite.com