

# Ford Consumer Experience Movement

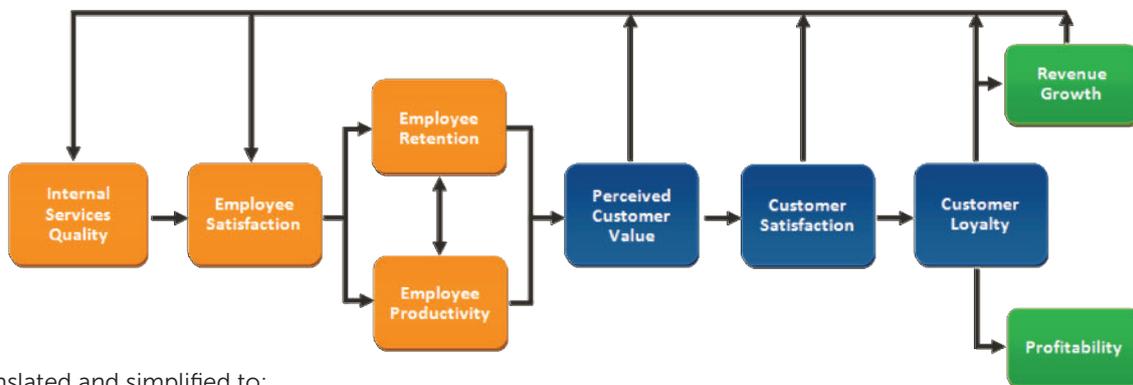


OBJECTIVE: DIFFERENTIATE FORD AT RETAIL

In a crowded marketplace where differences in specification are short lived, Ford realised that the main difference could lie in the people that their customers interacted with and the relationship that they could build with those customers.



A tried and tested model: The Service Profit Chain



Translated and simplified to:



Created by dealers for dealers: Ford knew that the dealers owned the relationship with the customer and that they had to make the difference, so they engaged 28 pilot dealers . number of external agencies

Coaches as the key differentiator: The dealers did not want this to be another "programme" so they decided that they wanted to work with a coach in the dealership so that they remained the experts in their business whilst the coach would bring an external perspective and expertise in behaviour and leadership. World class coaches were recruited, trained mentored and deployed. Dealers used an engagement questionnaire to find out where they were doing well and areas for improvement. The leadership teams worked individually and as a team with the coach and action groups were set up across the business, working

with the coach to set and achieve their goals. A mixture of coaching, consulting, training and facilitation was used depending on each dealership's needs.

Success in the US lead to global expansion: Increase in customer satisfaction, increase in sales and the improved relationship with the dealer network seen in the US, lead to global expansion, starting with the emerging markets and then Europe.

**European expansion:** 300 dealerships across most European countries, 80 world class coaches catering for all languages and cultural differences.

**South America and Asia Pacific followed:** The emerging markets covered Central America, South Korea, Dubai, Kuwait, Saudi, Zimbabwe, South Africa, Nigeria and Mongolia but that left Australia, China,

# Ford Consumer Experience Movement

valueU



Thailand and India. Coaches were found, trained, mentored and deployed to work with the Ford dealerships in those countries too.

Four years later, the movement is still going strong with over 2,000 dealerships across the globe having gone through or still engaged in the movement today and nearly 200 coaches working with them.

**CEM Inside:** the success of the movement at dealer level inspired Ford to take it inside the Ford organisation and start to work on adapting it to suit the corporate environment needs too.

## Key Successes:

- Increased customer engagement
- Increased employee engagement
- Increased sales in dealerships taking part in the movement vs those that did not
- Global principles taken and adapted locally across the world
- World class team of coaches working together to share best practice to the benefit of the movement and Ford

"Thanks for all the help in setting up the Ford of Europe Consumer Experience Movement Sonia. From 22 pilots to a pan-European movement -- that is a great proof point for "getting things done". Was a pleasure working on it with you," Steve Hood, then Director of Sales Operations, Ford Europe

"During her collaboration with Ford Motor Company, within the Consumer Experience Movement, Sonia has been a terrific coach and moreover an inspiration for all her colleagues/team mates. She has helped a lot in the difficult task of instilling a completely new culture in that environment, more focused on people rather than just on processes. it has been a privilege working with her - professionalism, enthusiasm and dedication are her strengths. Thank you Sonia!" Riccardo Magnani, Global Dealer and Consumer Experience Manager, Ford Europe

See: "Creating and leading a pan European learning organisation"