

# Managing Strategic Direction and Change Management for Leading Canadian Automotive Retailer



## BACKGROUND

A leading Canadian automotive retailer, with its origins as a premium dealer had experienced considerable growth, adding a number of mid-market and premium brands to its' select brand offering. TPG was engaged to support and drive implementation of a progressive and transformational sales model. This model delivers the next-generation customer experience, aiming to streamline and speed up the sales process to make customers' experiences better in-store while simultaneously building the platform to enable the company to easily sell vehicles online. This model also called for removing commission incentives for employees and applied an action-oriented value proposition – a move unprecedented in the industry. The group employs over 1,200 people across Canada.

## APPROACH

- Through integrating strategic insight and guidance to the leadership group, TPG leveraged project management, change management, and communications planning principles to devise an implementation plan that ensured cultural alignment company-wide and employee buy-in, while maintaining a first-class consumer buying experience, and minimizing disruption to business areas affected.
- TPG engaged in delivering change management workshops
- TPG leveraged two proven models from Prosci to guide the change and communication activities. By customizing Prosci's ADKAR Change Model to fit the needs of the client, TPG was able to recommend appropriate tactics and to the Steering Committee to ensure successful adoption of change at each rooftop.
- TPG aligned the new sales model within the dealerships themselves while building the change management platform and the sustainability of the new model going forward

## RESULTS

- Designed and implemented a Governance structure to provide oversight the various components of change both within the workstreams and across the functional groups.
- Created centralized services for effective management of key back-office functions (planning, inventory management, and financing), leading to operational efficiencies and advanced data analytics and insights for each dealership.