



Global Data Services - GDS/LS/C

● Defined Data Drives Performance

Background

- Due to low sales and general poor market performance, ASE were engaged to deliver a Risk Assessment and Performance Improvement Programme for a global brand. Using the proprietary ASE “Dealer at Risk” financial insight tools combined with ASE expert experience understanding and knowledge to interpret that data, ASE identified 13 dealerships at risk in the UK alone, requiring specific focus based on their dealer data and KPIs.
- Following consultation with the brand regarding the dealers at risk, the brand agreed to implement the ASE Dealer at Risk/ Turn-round Programme to deliver performance improvement across those 13 dealerships.
- The agreed scope and objective was to implement strategies to reverse the current loss making position, increase cash flow, increase revenue, deliver sustained profitability where possible and report to the brand. To help sustain the focus, ASE provided self-manage tools and techniques to maintain their performance post the Dealer at Risk / Turn-round Programme.

Initial Actions

- ASE distributed the “Dealer at Risk” financial insight tool to each dealer
- ASE implemented the ASE Business Intelligence Dealer Data Dashboard
- ASE automotive Business Management experts analysed the data and reported back to the brand
- Each “at risk” dealer was targeted for the Dealer at Risk / Turn-round Programme
- A 2.5 day deep dive dealer visit - This included meeting all of the dealer’s management team in small groups and one to ones
- Action lists were prepared, bespoke to each dealer and agreed

Dealer At Risk/Turn-round Programme Results

Dealer	Starting Financial Position	Ending Financial Position	Overall Turn-round
Group Total	£271,000	£4.583 million	£4.312 million

- The programme delivered a huge ROI to the brand with an overall Turn-round number an excessive £4 million across the target dealerships.

Key Issues Identified:

- Poor Management control over the businesses
- Lack of robust processes
- No connection between financial and manufacturer targets
- No internal communication of performance
- Lack of stock control (new, used, parts)
- Silo mentality across all departments

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