

Škoda Business Excellence

Programmes
catalogue



SKODA

Welcome to the
world of



ŠBE

**Škoda Business
Excellence**

What do we do?

What do we support and help create?

Training or coaching?

Coaching in the Škoda education

Customer Satisfaction focus & ŠBE

Coaching & Consulting

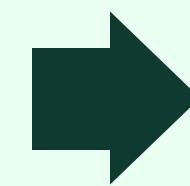
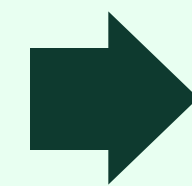
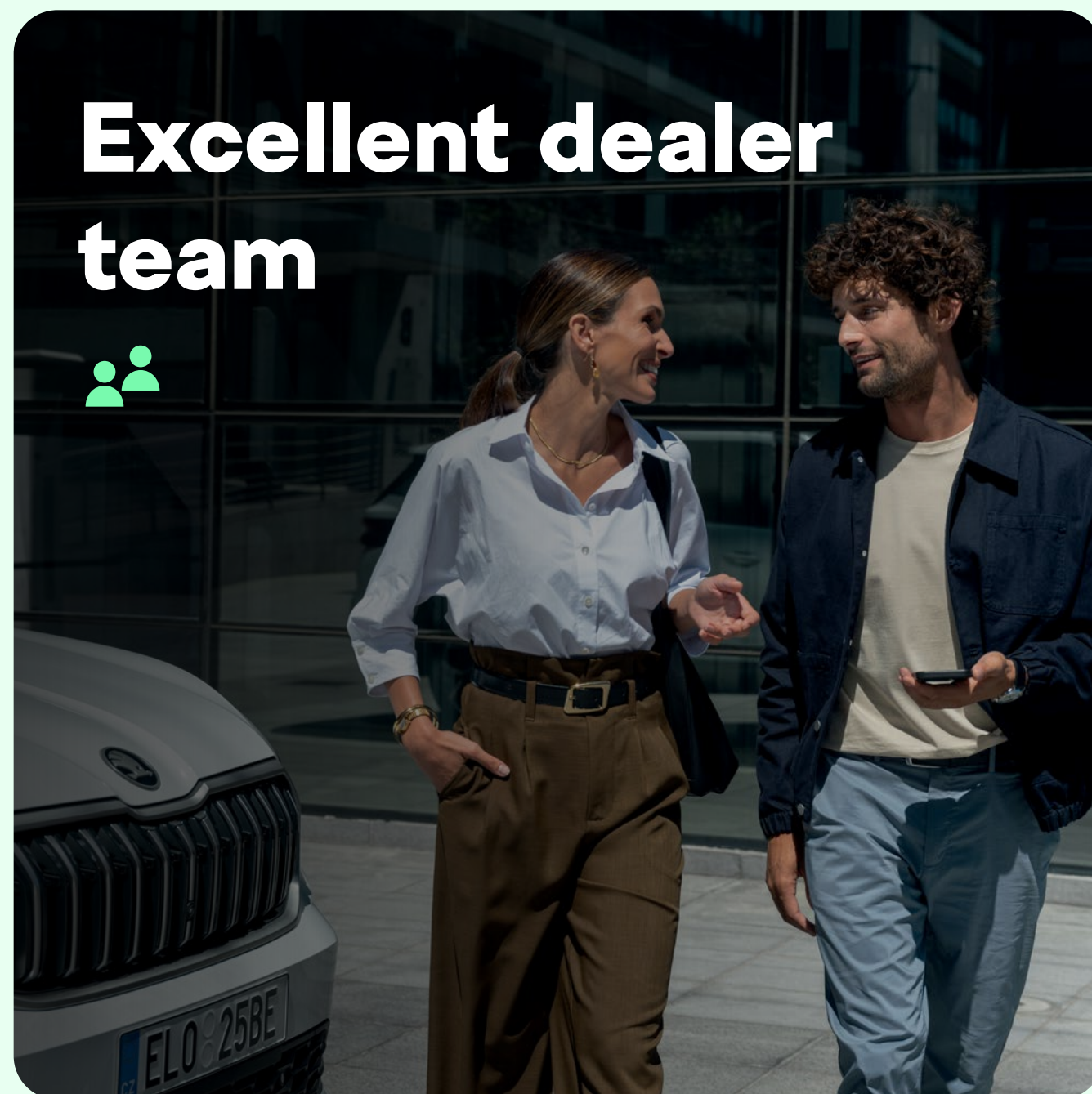
Dealer Principal Programme

Field Force Programme

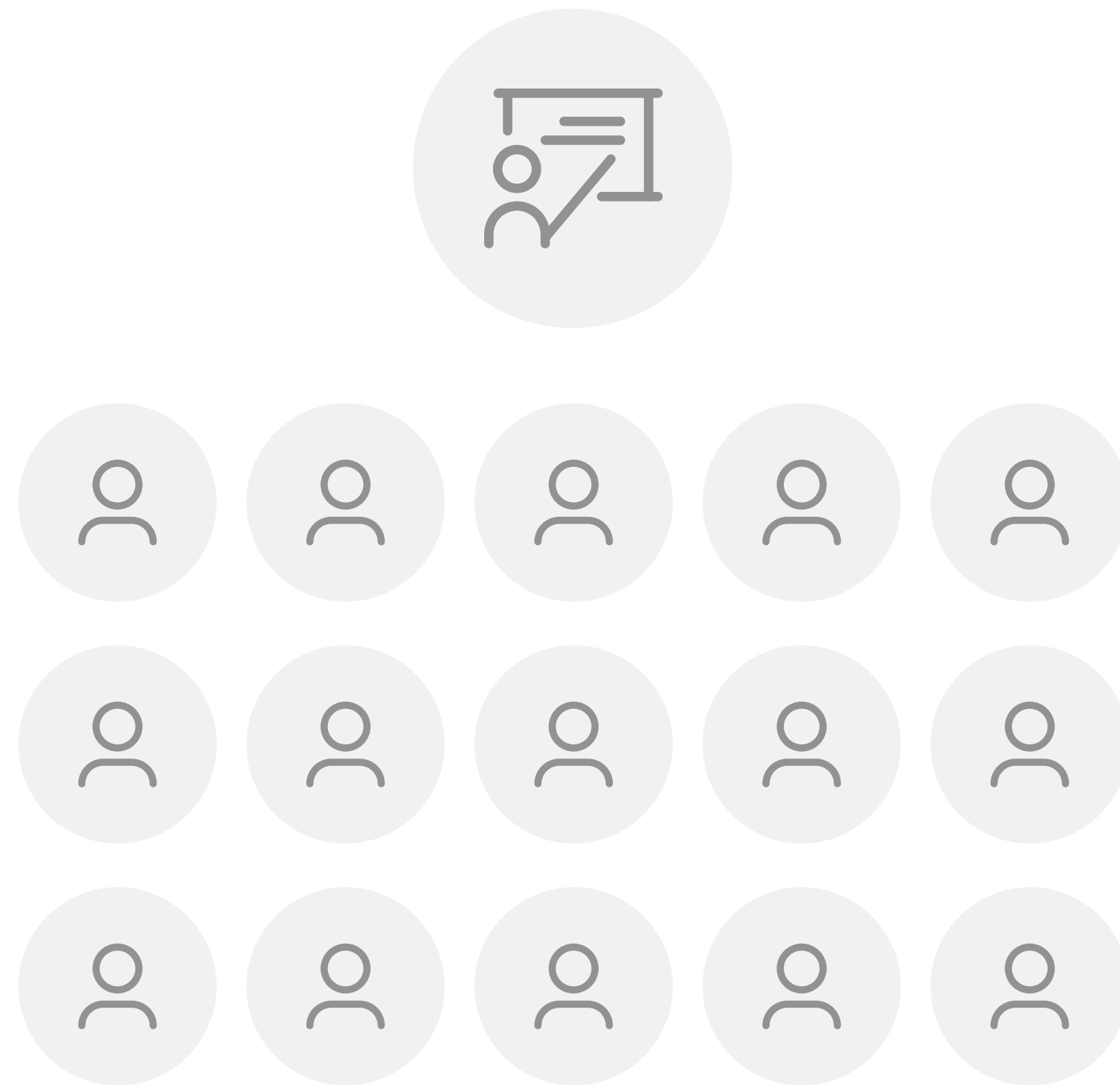
What do we do?

Global **COACHING** programmes
to support Škoda dealers' performance

What do we **support**
and help **create**?



Training or Coaching?



TRAINING

= the same information for everybody

Standards, product info, etc.



COACHING & CONSULTING

= tailor-made solutions

Local conditions, specifics, efficiency, etc.

Development Pyramid

Coaching in the Škoda education concept & target groups for coaching



Customer Satisfaction Focus

Focus Areas in Quality and Relevant ŠBE Programmes

Focus Areas

Sales

- > Sales Performance
- > Test drive offer
- > Follow up after offer
- > Delivery on promised date
- > After Sales introduction
- > Google business profile

Sales & After Sales

- > Customer Journey
- > Human Touch

After Sales

Customer Process

- > Workshop capacity / Appointment date
- > Mobility offer
- > Human Touch – explanation of work, explanation of invoice

New Customers

- > Customers coming from premium brands
- > More demanding with higher expectations
- > Potential in young customers

Product Issues

- > Software updates
- > Warranty repair increase
- > Enyaq / BEVs specific issues

ŠBE Programmes Recommended as Measures for Focus Areas



Customer Satisfaction Workshop

New Cars Excellence

Service Excellence

+

Specific topics based on market needs



Business Management

Leadership

Human Resources

After Sales

Used Cars

CX & New Trends

Facing the Future



FF Sales Quality Module

FF AFS Quality Module

Sales & AFS Cooperation

+

Specific topics based on market needs



3 programme pillars

Coaching & Consulting



Dealer Principal Programme



Field Force Programmes



Coaching & Consulting



Coaching & Consulting

Sales

Accessories

Cross-selling &
Up-selling

Fleet Excellence

New Cars Excellence

Used Cars
Excellence

After Sales

Active Service
Sales

Connect Services

Parts Management

Renewal

Service Excellence

Upselling
Awareness

Warranty

WS Planning &
Efficiency

Marketing

Customer Retention

Lead Management

Market Exploration

Online Presence

Retail Marketing

Management

Cost & Revenue
Management

Customer
Experience

Leadership &
Communication

People
Management

Specific modules

Emobility
Excellence

Customer
Satisfaction WS

Sustainability
Awareness

Sales Champions
Class

Sales

Accessories

Fleet Excellence

New Cars Excellence

Used Cars Excellence

Cross-selling & Up-selling



Accessories

SALES AFTER SALES



This coaching module **helps dealerships to increase turnover & profit by increasing sales of accessories.** This module also focuses on Sales & AFS cooperation between departments.



Time

1 day



Format

Workshop + on-site coaching



Target group

S & AFS managers / Sales consultants / Service advisors



Tools

Argumentation guideline, Action plans, Customer Process



Main KPIs

- > Sold Service & Maintenance packages per NC
- > Accessories sales per unit



Focus

- > Strategy and organization
- > Marketing and promotion
- > Cross department cooperation
- > Visual Merchandising
- > Stock Management
- > Sales & AFS cooperation
- + Selected focus areas based on local conditions



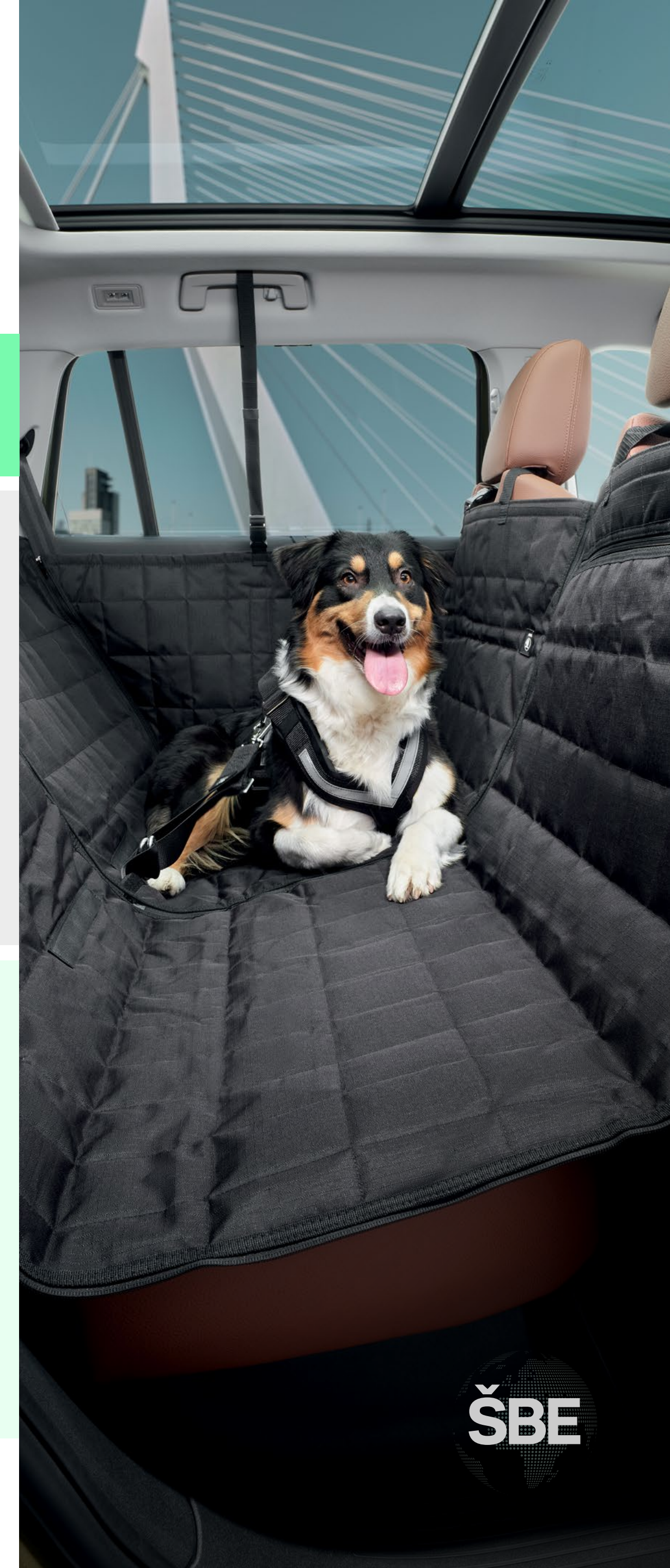
Day 1

- > Accessories business + workshop process, responsibilities
- > Sales & AFS cooperation
- > Action plan preparation
- > Next steps agreement



The right offer of accessories keeps customers engaged with the dealership. It can contribute to enhancing **satisfaction and loyalty.**


Purchasing accessories directly from the dealership is convenient for customers as they can get everything they need **in one place and the installation is done by professionals.**




Fleet Excellence

SALES AFTER SALES



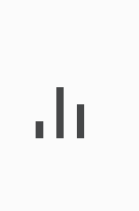
 This coaching module is designed for dealership sales personnel **to understand and focus more on fleet business and its potential** in order to increase profitability and loyalty.


 **Time**
2 days


 **Format**
Workshop + on-site coaching

 **Target group**
Sales managers/Sales consultants


 **Tools**
Fleet Value Story, Fleet Excellence Tool

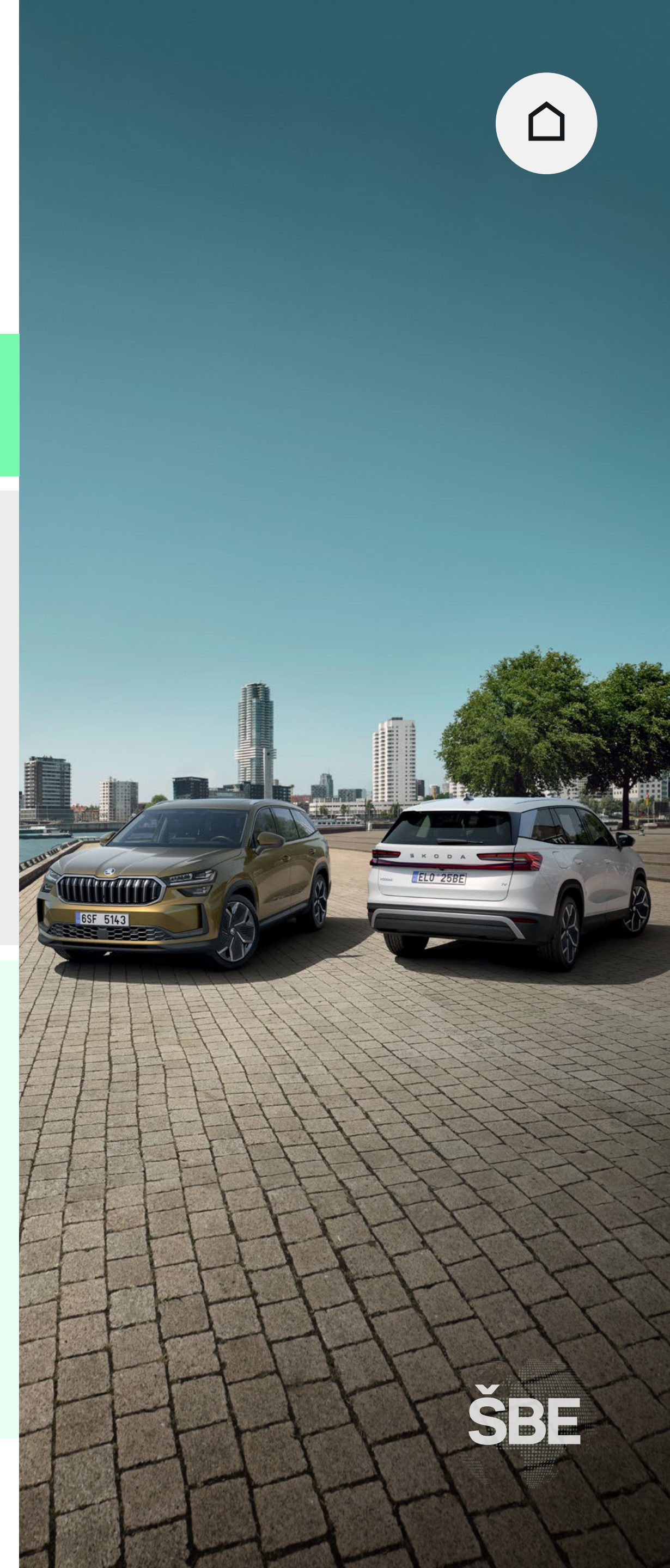
 **Main KPIs**
NC sold fleet/retail, Market share fleet, Fleet by model, Conversion Rate Offers/Sales Fleet

 **Focus**
> Strategy and organization
> Acquisition Process Fleet
> Cross and Upselling
> Customer satisfaction & loyalty
+ Selected focus areas based on local conditions

 **Day 1**
> Fleet business + fleet process
> Acquisition Process
> Sales and AFS cooperation
> Cross and Upselling

Day 2
> Action plan preparation
> Next steps agreement


 By handling both retail and fleet sales, a dealership can **reduce its dependency on a single revenue source**. The diversification helps mitigate the risk of fluctuations in the retail market.





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New Cars Excellence


SALES AFTER SALES

 This coaching module helps dealerships **increase sales of new cars and contribution margin** by focusing on **processes, organization & communication and performance management** of the teams and also individuals.


 **Time**
2-5 days (topic choice based on the dealer needs)

 **Format**
Workshop + on-site coaching


 **Target group**
Sales managers / Sales consultants

 **Tools**
Action plans, Team agenda, Customer Process, Human Touch guidebook, Argumentation guideline

 **Main KPIs**
Contribution margin II, Sold NC, Lead conversion rate, Service Package rate

 **Focus**

- › Strategy and organization
- › Sales team management
- › Performance management
- › Customer process – Pre-Sales and Sales
- › Cross and Up selling
- + Selected focus areas based on local conditions


 **Day 1: Strategy and organization**
› Roles and responsibilities, target market share, sales channels

Day 2: Sales team management
› Team meetings, individual performance tracking, targets, feedback, action planning

Day 3: Performance management
› Structure of revenues and costs, sales planning, profit

Day 4: Customer process – Pre-Sales and Sales
› Analysis of the processes, strengths / potential, action plans

Day 5: Cross and Up-selling
› Financing, insurance, warranty, connect services, maintenance packages

 Engaged sales team is crucial to driving performance.
Motivated employees are more likely to provide exceptional service.



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Used Cars Excellence

SALES AFTER SALES



This coaching module helps dealerships to **understand Used Cars business to increase profitability** by focusing on **processes, communication and planning**.



Time

2 days



Format

Workshop + on-site coaching



Target group

S & AFS managers / Sales consultants / Service advisors



Tools

UC Sales and Profit Scenario, Monitoring of standing times



Main KPIs

UC/NC Sales Ratio, Sold UC, Lead conversion rate, Average days in stock



Focus

- › Strategy and organization
- › Sales team management
- › Stock and Price management
- › Cross and Up-selling
- › Increased turnover and profit
- + Selected focus areas based on local conditions



Day 1

- › UC business + processes
- › Stock and price management
- › Sales & AFS cooperation
- › First coaching steps

Day 2

- › Action plan preparation
- › Next steps agreement



Managing inventory to avoid overstocking or understocking is crucial. Efficient turnover ensures that vehicles are sold before they depreciate too much in value.



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Cross-selling & Up-selling

SALES AFTER SALES

👍 This coaching module helps dealerships **increase turnover & profit** by focusing on **process & communication**. Handling Cross-selling and Up-selling efficiently might have a positive impact on **dealer profitability**.

🕒 **Time**
1.5 days

🗒️ **Format**
Workshop + on-site coaching

👤 **Target group**
S & AFS managers / Sales consultants / Service advisors

🔑 **Tools**
Argumentation guideline, Customer Process

📊 **Main KPIs**
Sales: Contribution margin II, Sold NC / UC / Fleet
AFS: Sold hours per throughput, Parts turnover per TP

🔍 **Focus**
› Strategy and organization
› Sales – new cars, used cars, fleet
› After Sales – parts, accessories
› Customer satisfaction & loyalty
› Increased turnover and profit
+ Selected focus areas based on local conditions

📅 **Day 1**
› OBSERVATION: Service reception + workshop process + booking
› Vehicle check regarding potentials
› Documentation and follow up
› First coaching steps

Day 2
› Final check
› Action plan preparation
› Next steps agreement

★ The right offer of accessories keeps customers engaged with the dealership. It can contribute to enhancing **satisfaction and loyalty**.

Purchasing accessories directly from the dealership is convenient for customers as they can get everything they need **in one place and the installation is done by professionals**.



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After Sales

Active Service Sales

Connect Services

Parts Management

Renewal

Service Excellence

Upselling Awareness

Warranty

Workshop Planning & Efficiency



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Active Service Sales

SALES AFTER SALES

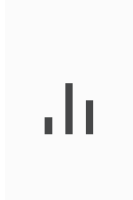
 This coaching module helps to **set foundation for additional service turnover**. The focus is on **profit maximization through proactive service management**.


 **Time**
2 days

 **Format**
On-site coaching


 **Target group**
AFS managers / Marketing managers / AFS staff

 **Tools**
AFS Marketing campaign guidelines

 **Main KPIs**
Parts sold / Throughput, Hours sold / Throughput, Customer Experience After Sales

 **Focus**


- › Strategy and organization
- › Roles and responsibilities
- › Products and services
- › Marketing plan
- › Active service sales
- + Selected focus areas based on local conditions

 **Day 1**

- › Parts strategy definition
- › Roles and responsibilities
- › Touchpoints and sales channels
- › Marketing activities

Day 2

- › Products and services
- › Active marketing and selling
- › Final check, action plan preparation, next steps agreement

 Active Service Sales helps increase **turnover** and also **builds relations with customers and loyalty**.



Connect Services

SALES AFTER SALES

👍 This coaching module helps to **increase the connect services activation and reactivation** rate by setting an efficient process and strategy. **Service lead conversion** is considered as a crucial **business opportunity**.

🕒 **Time**
2 days

🗒️ **Format**
On-site coaching

👤 **Target group**
Sales managers / AFS managers / Sales + AFS advisors

🔑 **Tools**
Connect Book + Portal, Service portlet

📊 **Main KPIs**
Activation + Reactivation rate, Service lead conversion

🔍 **Focus**

- › Strategy and organization
- › Roles and responsibilities
- › Activation rate analysis
- › Service lead inbox
- › Sales and AFS cooperation
- + Selected focus areas based on local conditions

📅 **Day 1**

- › Connect activation strategy definition
- › Roles and responsibilities
- › Connect activation process
- › Connect business case

Day 2

- › Service lead inbox
- › Connect services marketing
- › Final check, action plan preparation, next steps agreement

★ Connect services need to be communicated **by both Sales & AFS staff!**

Connect Services are crucial for building **customer loyalty** and might provide **better overview to work actively with the dealer own car park.**



Parts Management

SALES AFTER SALES

👍 This coaching module helps to **increase the turnover and profit** by setting up a **transparent and documented process** and focus on **optimal stock level** and **reduction and prevention of dead stock**.

🕒 **Time**
2 days

🏠 **Format**
On-site coaching

👤 **Target group**
AFS managers / Parts managers / Parts staff

🔧 **Tools**
AFS Marketing campaign guidelines, Škoda Service Economy brochure

📊 **Main KPIs**
Parts sold / Throughput, Accessories sold / Car stock turn, Share of dead stock

🎯 **Focus**

- › Strategy and organization
- › Roles and responsibilities
- › Performance management
- › Parts process
- › Active parts sales
- + Selected focus areas based on local conditions

📅 **Day 1**

- › Parts strategy definition
- › Roles and responsibilities
- › Parts process review
- › Optimal stock level

Day 2

- › Dead parts stock prevention
- › Active parts marketing and selling
- › Final check, action plan preparation, next steps agreement

★ Efficient parts management helps to **avoid high dead stock** and **improve profitability**.

Parts management is a crucial factor for **efficient and productive workshop performance**.



Renewal

SALES AFTER SALES


 This coaching module helps to **increase the potential of new cars sales** and **service throughputs** for next years through **active work with customers through their lifecycle**.


 **Time**
3 days

 **Format**
On-site coaching


 **Target group**
Dealer Principal / Sales mngrs / AFS managers

 **Tools**
Customer process, Marketing guidelines

 **Main KPIs**
Renewal rate new cars, Extended warranty penetration,
Service packages penetration

 **Focus**

- > Customer process
- > Roles and responsibilities
- > DMS/CRM usage
- > KPIs analysis
- > Cooperation between Sales & After Sales
- + Selected focus areas based on local conditions

 **Day 1**


- > Quality check
- > KPIs analysis
- > Cooperation between Sales & After Sales review

Day 2

- > Optimal process definition
- > Roles and responsibilities definition
- > Management workshop

Day 3

- > Employee workshop
- > Summary
- > Next steps definition

 Retaining an existing customer is generally more **cost-effective** than acquiring a new one.

The renewal touchpoint provides **valuable data** on customer preferences and behaviours. This information can be used **to tailor future offerings and improve the overall customer experience**.



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Service Excellence

SALES AFTER SALES

👍 This coaching module helps to **define a service strategy** with measurable milestones. The final goal is **increased service turnover and profit** together with **higher customer satisfaction**.

🕒 **Time**
2 days

🗑️ **Format**
On-site coaching

👤 **Target group**
AFS mngrs / Workshop mngrs / Parts mngrs / AFS team

🔧 **Tools**
Workshop revenue planning tool, Amortization of dialogue bay, Service core process

📊 **Main KPIs**
Productivity, Personnel cost / Turnover, Service absorption, Workshop throughputs per day

🔑 **Focus**
› Strategy and organization
› Service team management
› Performance management
› Service core process
› Cross and Upselling
+ Selected focus areas based on local conditions

📅 **Day 1**
› Service strategy definition
› Roles and responsibilities
› Performance management implementation
› Service core process review

Day 2
› Productivity increase potentials
› Cross and upselling
› Final check, action plan preparation, next steps agreement

★ After sales team is **managed by targets** that are known and understood by the team.




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Upselling Awareness Coaching

SALES AFTER SALES

 The main objective is to **increase awareness about the upselling opportunities** and **improve After Sales upselling results** in selected areas at the dealership.


 **Time**
1.5 days

 **Format**
Onsite coaching

 **Target group**
AFS Management & Service Advisors


 **Tools**
Intro presentation, Observation methodology

 **Main KPIs**
Sales of: brake pads, brake disks, wipers, tires, ...

 **Focus**

- > Process
 1. Vehicle reception
 2. Workshop / Repair process
 3. Final check
 4. Follow-up on non-sold / rejected potential
- > Communication

Special Focus Items: Brake pads, brake discs, wipers, tires + local / seasonal items (e.g. battery)

 **Day 0**

- > Project preparation, adaptation and localization with importer

Day 1

- > Project introduction in the dealership
- > Observation and focus areas definition
- > Quick wins implementation

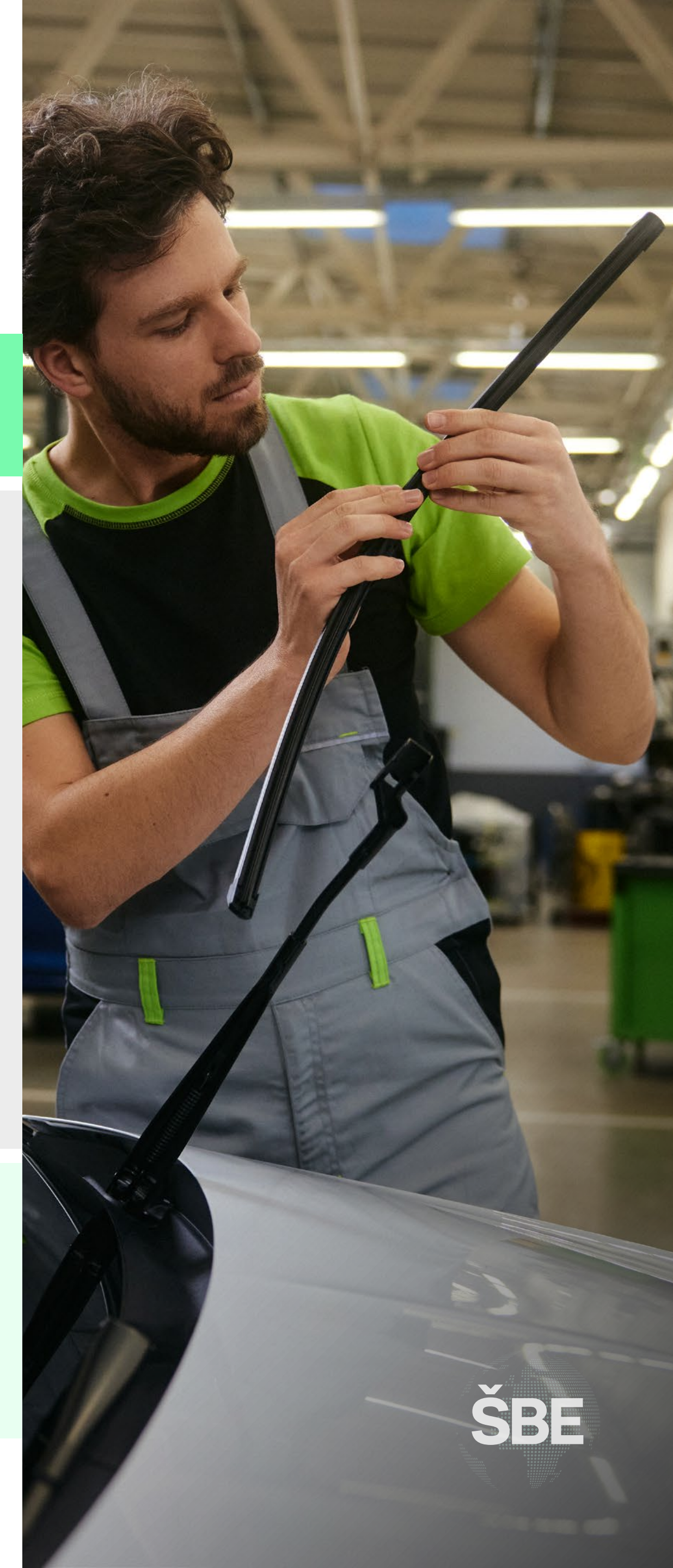
Day 2

- > Action plan preparation and agreement
- > Coaching outputs and action plan presentation

Follow-Up

- > Tracking of results on regular basis
- > Regular results review with the dealer

 Definition of **regular tracking system** is crucial for project success.



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Warranty

SALES AFTER SALES

 This coaching module helps to **identify areas for improvement in warranty process**, set up an **optimal process according to specifics of the dealership**, and define **roles, responsibilities & workflow**.


 **Time**
2 days

 **Format**
On-site coaching


 **Target group**
AFS managers / Warranty specialists / Service advisors

 **Tools**
Optimal process guideline, Warranty audit analysis tool

 **Main KPIs**
Audit errors / Warranty claims, Costs/Warranty order, Repeat repair rate

 **Focus**


- > Warranty audit results
- > Roles and responsibilities
- > Optimal process
- > Gap analysis
- > Warranty process implementation
- + Selected focus areas based on local conditions

 **Day 1**

- > Warranty audit results analysis
- > Current warranty process analysis
- > Optimal process introduction
- > Gap analysis

Day 2

- > Update of warranty process within specific conditions
- > Final check, action plan preparation, next steps agreement

 Efficient warranty process is crucial from the **quality** point of view (audits) and it helps to achieve **higher customer satisfaction**.

Workshop Planning and Efficiency

SALES AFTER SALES


 This coaching module helps to **improve workshop profitability by optimization of workshop efficiency**, setting up clear process and structure within **workshop process** and setting a **system of responsibilities and substitutions**.


 **Time**
2 days

 **Format**
On-site coaching


 **Target group**
AFS managers / Workshop managers / Technicians

 **Tools**
Workshop capacity planning, Workshop dashboard

 **Main KPIs**
Sold hours / Throughput, Throughputs / Technician, Productivity, Utilization, Efficiency, Repair Quality

 **Focus**


- › Roles and responsibilities
- › Workshop capacity distribution
- › Clocking logic
- › Workshop productivity
- › Workshop KPI visualization and analysis
- + Selected focus areas based on local conditions

 **Day 1**

- › Workshop performance analysis
- › Roles and responsibilities
- › Workflow analysis
- › Potentials for improvement

Day 2

- › Productivity increase potentials
- › Booking system update
- › Final check, action plan preparation, next steps agreement

 **Efficient workshop** with high productivity leads to high **profitability**.

Good **workshop capacity planning** is crucial for exploitation of the **technicians' capacity and skills**.



Marketing

Customer Retention

Lead Management

Market Exploitation

Online Presence

Retail Marketing



Customer Retention

SALES AFTER SALES



This coaching module **helps the dealership personnel to realize how important the topic of customer retention is.** The module helps improve customer **satisfaction & loyalty.**



Time

1 day



Format

Workshop + on-site coaching



Target group

S & AFS managers / Sales consultants / Service advisors



Tools

CRM – customer database



Main KPIs

Service Loyalty Seg I + II, Retention/Loyalty in Sales, Number of active customers per vehicle age/segment



Focus

- > Strategy and organization
- > Roles and responsibilities
- > Retention management
- > Customer satisfaction & loyalty
- > Cooperation Sales and AFS departments
- + Selected focus areas based on local conditions



Day 1

- > Observation – site visit
- > Meeting with Sales Manager, AFS Manager
- > Analysis of customer retention at the dealership
- > Workshop / Coaching, action plan preparation, next steps agreement



Utilizing Customer Relationship Management (CRM) tools well in order to track customer interactions, preferences, and history helps personalize **future engagements.**

Lead Management

SALES AFTER SALES



This coaching module helps dealerships to **create leads both from new and existing customers** by effective usage of **CRM and standardized processes**.



Time

2 days



Format

Workshop + on-site coaching



Target group

S & AFS managers / Sales consultants / Service advisors



Tools

CRM Sales Organizer, Sales Funnel, Prospect Lead Report



Main KPIs

Conversion Rate Offers/ Sales, Cost of Lead, Conversion of Service Leads, Leads generated/Sales Consultant per month



Focus

- › Strategy and organization
- › Roles and responsibilities
- › Lead generation
- › Lead management - process
- › CRM – capturing in CRM
- › Cooperation Sales & AFS
- + Selected focus areas based on local conditions



Day 1

- › Analysis of CRM processes - lead management
- › Lead generation process, capturing in CRM

Day 2

- › Action plan preparation
- › Next steps agreement



Not all leads will convert immediately. Having a strategy for re-engaging leads, such as sending out periodic emails or offering special promotions, can turn a previously cold lead into a sale.

If a lead decides not to purchase, **understanding WHY?** can provide valuable insights for future lead management and marketing strategies.



Market Exploitation

SALES AFTER SALES



This coaching module helps dealerships to **create leads both from new and existing customers** by effective usage of **CRM and standardized processes**.



Time

2 days



Format

Workshop + on-site coaching



Target group

Sales managers / Sales consultants / Service advisors



Tools

Market Exploitation Tool, Sales Funnel Management



Main KPIs

NC market share in dealer-defined Area of Interest, Fleet market share, Used Car market share, Finance penetration rate



Focus

- > Analysis and organization
- > Market overview
- > Sales – new cars, used cars, fleet
- > After Sales
- > Cooperation Sales & AFS
- + Selected focus areas based on local conditions



Day 1

- > Market analysis + workshop processes
- > Sales Focus – NC, Fleet, UC, After Sales support

Day 2

- > Action plan preparation
- > Next steps agreement




A dealer who understands and leverages market trends can create a **distinct brand identity**, making it more recognizable and attractive to customers and **position themselves more strongly against competitors**.



Online Presence

SALES AFTER SALES


 This coaching module helps dealerships to **define the goals in online presence**, to **create traffic at the dealership**. It also helps to **create good brand image**.


 **Time**
1 day

 **Format**
Workshop + on-site coaching

 **Target group**
Sales managers / Sales consultants / Marketing Specialist

 **Tools**
Online Presence Analysis Tool


 **Main KPIs**
Website visitors / week, Amount of social shares, Cost per click

 **Focus**

- > Strategy and organization
- > Roles and responsibilities
- > Success measurement
- > Channel, Content and Frequency
- + Selected focus areas based on local conditions

 **Day 1**

- > Website / Social media analysis
- > Roles and responsibilities - definition
- > Analysis of marketing activities - plans
- > Action plan preparation
- > Next steps agreement

 **Regular online activity**, such as posting content and engaging with users, helps build **brand recognition**. The more often customers see a dealer's name, logo, and offerings online, the more likely they are to **remember the brand when making a purchasing decision**.



Retail Marketing

SALES AFTER SALES



This coaching module helps dealerships to **improve marketing activities and increase efficient use of omni-channel marketing.**



Time

2 days



Format

Workshop + on-site coaching



Target group

S & AFS managers / Sales consultants / Service advisors



Tools

Annual marketing plan



Main KPIs

Marketing spendings vs. NC sales, Number of events in dealership, Share of active files in CRM



Focus

- › Retail Marketing definition
- › Roles and responsibilities
- › Omni-channel marketing
- › Sales and AFS cooperation
- + Selected focus areas based on local conditions



Day 1

- › Observation – site visit
- › Retail marketing analysis
- › Meeting with Sales Manager, AFS Manager
- › First coaching steps/ Retail marketing Workshop

Day 2

- › Omni-channel marketing
- › Action plan preparation/ Annual marketing plan
- › Next steps agreement



Regular assessment of retail marketing activities ensures efficiency of invested sources.

Marketing at a dealership doesn't stop after a sale. Post-sale communication, like service reminders, loyalty programs, special offers for returning customers, help in **maintaining relationships and ensuring repeat business.**



Management

Cost & Revenue Management

Customer Experience

Leadership & Communication

People Management



Cost and Revenue Management

SALES AFTER SALES

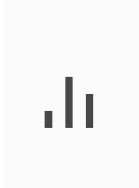
 This coaching module helps to **understand different types of costs, cost drivers and key figures**. Through **analysis of available data**, the module identifies the main **cost drivers** specific for the dealership.

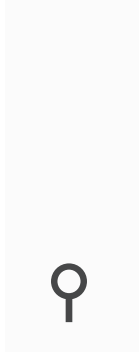
 **Time**
2 days

 **Format**
On-site coaching


 **Target group**
Dealer Principal / Sales managers / AFS managers

 **Tools**
Evaluation of process related costs

 **Main KPIs**
Return on sales, Service absorption rate, Direct / Indirect costs

 **Focus**

- > Main cost drivers
- > Data analysis
- > Holistic cost management
- + Selected focus areas based on local conditions

 **Day 1**

- > Strategy and organization
- > Analysis of main cost drivers
- > Cost analysis - sales department

Day 2

- > Cost analysis - after sales department
- > Target setting
- > Final check, action plan preparation, next steps agreement

 Keeping the **costs under control** is crucial for positive financial performance.

Analysis of data might provide better insight regarding efficiency and productivity of different business areas.

Customer Experience


SALES AFTER SALES


 This coaching module helps achieve **higher customer satisfaction** through implementing the **Customer process** and **Human Touch philosophy** in every customer touchpoint.


 **Time**
2 days


 **Format**
On-site coaching

 **Target group**
Sales managers / AFS managers / Customer facing staff


 **Tools**
Customer Process, Human Touch, ŠCX (Škoda Customer Experience)

 **Main KPIs**
Customer Xperience, Alert Duration Index, HT Index, Google Business profile

 **Focus**
> Škoda Customer Xperience (ŠCX)
> Customer Process
> Brand Values
> Human Touch
+ Selected focus areas based on local conditions

 **Day 1**
> ŠCX & Customer process analysis
> Focus areas definition
> Brand values & Human Touch implementation

Day 2
> Alert duration management
> Target setting
> Final check, action plan preparation, next steps agreement

 Customer Satisfaction is crucial for customer **loyalty**. Customer loyalty leads to stable business.

Customer Experience is a great source of **feedback** that might help to improve your business.



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Leadership and Communication

SALES AFTER SALES

👍 This coaching module helps to **understand leadership styles and employee guidance**, as well as **communication** within the dealership team.

🕒 **Time**
2 days

🗒️ **Format**
On-site coaching

👤 **Target group**
Dealer Principal / Sales managers / AFS managers

🔑 **Tools**
Vision / Mission / Strategy, Communication plan, Employee evaluation

📊 **Main KPIs**
Employee satisfaction, Employer recommendation, Staff retention

🔍 **Focus**
› Leadership styles
› Communication plan
› Employee motivation
› Target setting and evaluation
+ Selected focus areas based on local conditions

📅 **Day 1**
› Role of leadership
› Leadership styles
› Employee guidance
› Internal communication

Day 2
› Employee motivation
› Target setting and evaluation
› Final check, action plan preparation, next steps agreement

★ Leadership is crucial for **employee motivation** and **team stability**.

Internal communication is one of the key elements of the company culture. Good leadership can be the right role model for efficient company communication.



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People Management

SALES AFTER SALES

 This coaching module helps to set up a proper **people management system** including **company culture, salary and bonus system, performance management and motivation**. The module also focuses on **recruitment, onboarding and fluctuation**.


 **Time**
2 days

 **Format**
On-site coaching


 **Target group**
Dealer Principal / Sales managers / AFS managers

 **Tools**
People Excellence Toolbox

 **Main KPIs**
Employee satisfaction, Cost per hire, Fluctuation level

 **Focus**


- > People retention
- > Company culture
- > Employee motivation
- > Remuneration system
- > Recruitment, onboarding
- > Performance management
- + Selected focus areas based on local conditions

 **Day 1**

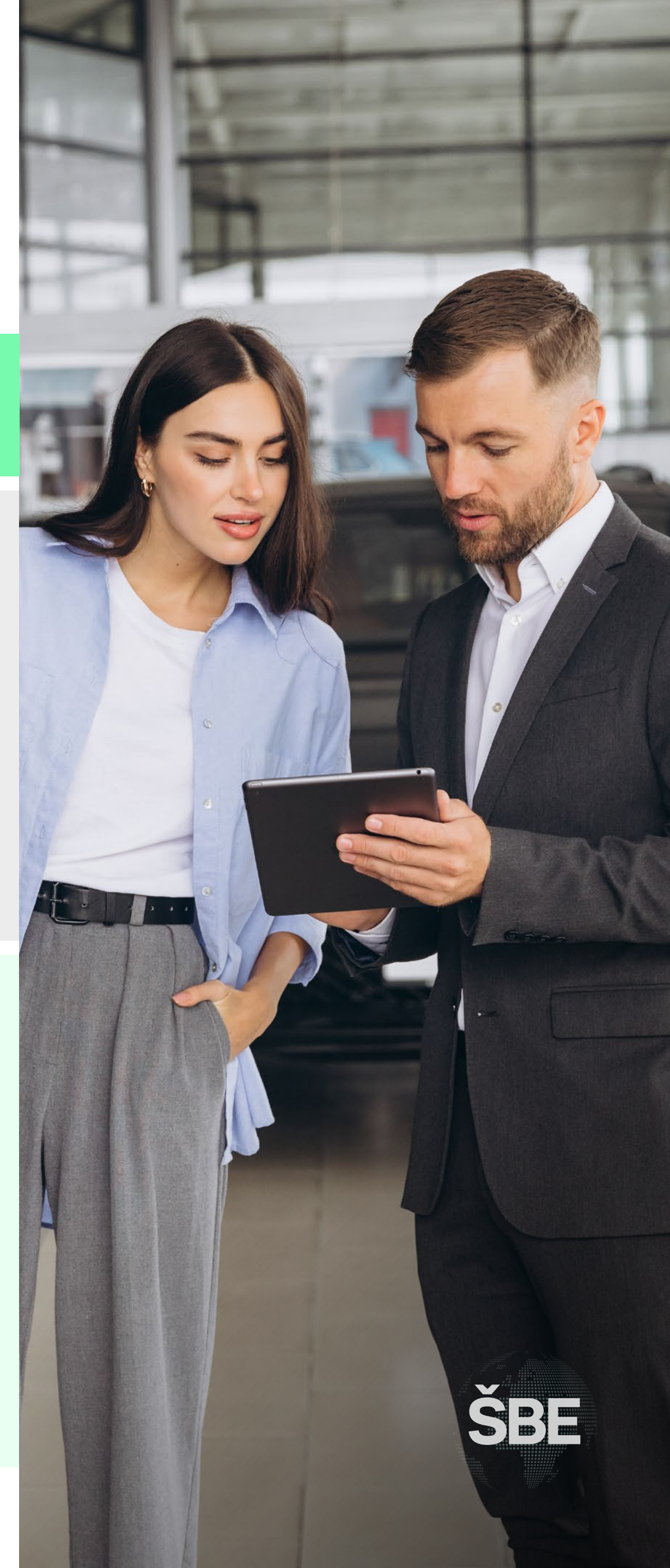
- > Company culture
- > Roles and responsibilities
- > Performance management
- > People management

Day 2

- > Employee motivation
- > Remuneration system
- > Final check, action plan preparation, next steps agreement

 Effective people management ensures that customer facing staff are well-trained, motivated, and equipped to deliver **excellent customer service**, which directly influences **customer satisfaction and loyalty**.

When employees feel valued, supported, and appreciated, they are more likely to be **engaged** in their work, leading to **better performance** and **reduced turnover**.



Specific Modules

Customer Satisfaction Workshop

Sustainability Awareness Dealer Activation


eMobility Excellence

Sales Champions Class



Customer Satisfaction Workshop


SALES AFTER SALES

 This workshop helps to **analyze and interpret the CX results**, identify areas with highest potentials to **improve overall satisfaction**, set **SMART goals** and **develop efficient measures** listed in an Action Plan.


 **Time**
1 day


 **Format**
Workshop


 **Target group**
Sales mngrs / AFS mngrs + respective Field Force
(recom.: 12 pax – 1 Sales Mngr + 1 AFS Mngr / dealership)

 **Tools**
Customer Process, Human Touch, Škoda Xperience

 **Main KPIs**
Customer Xperience, Alert Duration Index, HT Index

 **Focus**
> Customer Process
> Human Touch
> Customer Xperience
> Alert Duration
+ Selected focus areas based on local conditions

 **Day 1**
> The importance of Customer Satisfaction focus
> SWOT Analysis
> Customer Satisfaction Strategy
> Customer Satisfaction Process
> Root Cause Analysis
> Action Plan

 **Field Force involvement** is crucial for sustainability and follow up.

Mixed group of Sales and After Sales Managers from the same dealership helps to steer the cooperation.

Working with own CX results makes the workshop more realistic.

Sustainability Awareness Coaching

Dealer Activation


SALES AFTER SALES


 This coaching module reflects a **proactive approach to addressing ESG** (Environmental, social, and governance) **challenges**. It aims to **enhance business resilience** and **increase awareness about sustainability topics** closely related to the dealer business.


 **Time**
3 days

 **Format**
On-site coaching


 **Target group**
Dealer Principal / Sales mngrs / AFS mngrs / Sustainability Champion / Other relevant staff

 **Tools**
Dealer onboarding presentation, goTOzero tools, Sustainability analysis checklist, Action plan template

 **Main KPIs**
Electricity consumption, Onsite electricity production, Heating energy consumption, Fresh water consumption

 **Focus**

- > Sustainability awareness
- > Cost savings
- > Innovation & Efficiency
- > Dealer image
- > Preparation for goTOzero certification

 **Day 0: Preparation**

- > Coaching preparation
- > Data collection & first evaluation

Day 1: Onsite coaching


- > Onsite project introduction
- > Interviews & Additional data collection
- > Focus areas definition
- > Action plan preparation

Day 2: Onsite coaching

- > Action plan finalization
- > Coaching results presentation
- > Next steps agreement

Day 3: Follow-Up

- > Action plan review
- > Focus topics support
- > Next steps agreement

 Implementing sustainable measures early on brings a wide range of benefits, both for the environment and for businesses.



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eMobility Coaching

SALES AFTER SALES

 This coaching module helps to **identify potentials for improvement of Sales and After Sales eMobility performance** and define specific steps in order to **optimize it**.

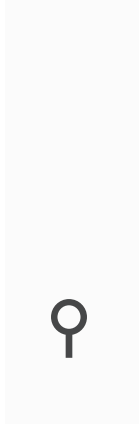
 **Time**
3 days

 **Format**
On-site coaching


 **Target group**
Dealer Principal / Sales managers / AFS managers

 **Tools**
Coach Guidelines, Staff eMobility Questionnaire

 **Main KPIs**
BEV cars sold, PHEV cars sold, share of BEV vs. NC

 **Focus**

- > eMobility status analysis
- > eMobility strategy
- > Focus areas definition
- > eMobility Customer process
- > Job roles

 **Day 1**


- > Kick-off presentation
- > KPIs analysis, additional information collection
- > Management workshop
- > Employee presentation

Day 2

- > Customer process Sales – Workshop
- > Customer process AFS - Workshop
- > Results aggregation
- > Final check, action plan preparation

Day 3


- > Job roles, Action plan finalization
- > Management presentation
- > Employee results presentation, next steps agreement

 **Updated dealer eMobility strategy** is the first step to **eMobility performance optimization**.

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Sales Champions Class


SALES AFTER SALES


 The aim of this programme is to **motivate and support the active approach of sales employees**, to keep them in the network for the long term, and to motivate other salespeople in the network as well.


 **Time**
long-term program

 **Format**
Workshops + motivational team sessions, awards

 **Target group**
Sales consultants

 **Tools**
Analysis and scoring tool

 **Main KPIs**
Participants chosen according to their ŠCX scores, Final evaluation KPIs example (can be adjusted): Job satisfaction, turnover

 **Focus**

- › Recognition of best performers, role modelling
- › Long term motivation and retention
- › Best practice sharing
- › Purpose & sense of belonging
- › Competitiveness
- › Creating a true Škoda identity as a brand to work for
- › Living the Human Touch philosophy
- + Selected focus areas based on local conditions

 **Agenda for a day can be different based on the following formats:**

- › Workshops
- › Motivational team sessions
- › Factory visit
- › Award ceremony, etc.

 Despite an increasing number of digital touchpoints with the customer, automotive **sales consultants remain the key to success in retail sales performance.**



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Dealer Principal Programme



Dealer Principal Programme


SALES AFTER SALES


 DPP is a highly appreciated complex programme aiming at supporting Dealership Principals / Managing Directors in their role. The programme has a **unique format, exclusive contents and very practical approach.**


 **Time**
1 year: 2 days x number of modules (4-7)

 **Format**
Series of 2-day workshops + individual coaching

 **Target group**
Dealer Principals / Managing Directors / Active Owners

 **Tools**
Tools for each module + coaching

 **Main KPIs: Participants feedback**
Sales: New/Used car sales figures, Overall Satisfaction
AFS: Sold hours/Throughput, Productivity, Overall sat. turnover

 **Focus**

- > Business Management
- > Leadership
- > Human Resources
- > After Sales
- > Used Cars
- > Customer Experience & New Trends
- > Facing the Future
- + Selected focus areas based on local conditions

 **Sample: Business Management Module**
Day 1

- > Introductions / Expectations / Goals / Agenda
- > The Current Business Environment & Your Business Performance
- > KPIs and Reporting / Tools

- Day 2**
- > Financial Statements
 - > Costings, Planning and Budgets
 - > Case study
 - > Review and Closing

 **Sharing** obstacles / challenges / best practices is appreciated as one of the greatest benefits of the programme.

Environment of trust needs to be built from the beginning. There is **one facilitator** through the programme to support the atmosphere of trust + **experts** to share the knowledge.

Unique location and **guest speakers** help to create a really special event.



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Dealer Principal Programme

Goals

- ✓ Bring network quality to a **higher level**
- ✓ **Motivate DPs** to develop their managerial and leadership skills in an innovative way
- ✓ Provide an efficient **set of management tools**
- ✓ Give DPs a peer group for networking, exchanging experience and **best practice sharing**
- ✓ Prepare network for **future challenges** and changes
- ✓ Support dealer management to steer **sustainable business growth**



Dealer Principal Programme

Highlights

Target Group

- > Dealer Principals/ General Managers
- > Dealership Owners (active in daily business)

Decision Makers

Club Concept (L&K)

- > 8 – 12 participants in one group
- > Working together as a closed group through the whole programme
- > Steered by a Facilitator

Environment of Trust

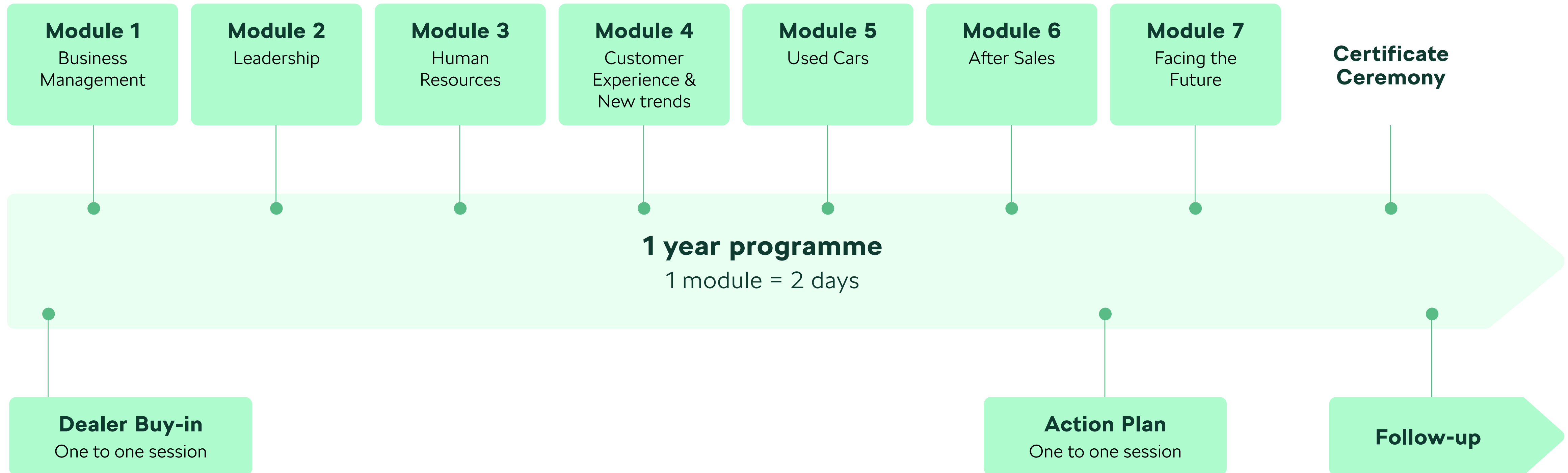
Methodology

- > Best practice sharing
- > Moderated discussion
- > Case studies
- > Other businesses inspiration / Guest Speakers

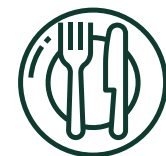
Realistic and practical

Dealer Principal Programme

Full Programme Scope



Business dinner/breakfast
as part of the programme



Optional coaching & consultancy
after each module



Dealer Principal Programme

Modules

Business Management

- › Financial statements
- › Planning and calculations
- › Budgeting
- › Reporting and KPIs
- › Investments

Leadership

- › Own leadership style
- › Improving leadership behaviour
- › Effective communication
- › Using leadership tools
- › Employees motivation

Human Resources

- › Professional recruitment
- › Performance management
- › HR management process
- › Employees remuneration
- › People attraction & retention

After Sales

- › AFS governance
- › Service performance
- › AFS incentives
- › Service capacity and new formats
- › Upselling

Used Cars

- › Trade-in
- › Reconditioning
- › Exposure
- › Marketing and Sales
- › Performance Monitoring

Customer Experience & New Treds

- › Customer treatment
- › Marketing Tools
- › Dealership Digitization
- › Future trends

Facing the Future

- › Current Challenges
- › Business Planning
- › Team Structure
- › Opportunities
- › Defining Dealership Strategy

Field Force Programmes



ŠBE Field Force Programmes

Modules

Dealer Booster Kit

Field Force Sales Quality Module

Field Force AFS Quality Module

Sales & After Sales Cooperation



Dealer Booster Kit

SALES AFTER SALES

 The main objective is to provide dealerships with **efficient self-coaching methodology** that will help them quickly react on current situation in selected focus areas. Contents is delivered to dealership by Field Force or a Coach.


 **Time**
2 days Train the Trainer, 3-6 days Onsite Coaching

 **Format**
Train the Coach, Onsite Coaching, Follow Up


 **Target group**
S & AFS Field Force / Selected Importer Staff

 **Tools**
Buy-in & Kick-off presentation, Topics Introduction, Self Evaluation Tool, Root Cause Analysis, Action Plan

 **Main KPIs**
Basic Sales and After Sales Business and Quality KPIs, Specific KPIs are based on selected project focus areas

 **Focus**

- > Employee Retention
- > Used Cars Business Boost
- > After Sales Business Boost
- > Sales & After Sales Cooperation

 **Day 0**

- > Project preparation, adaptation and localization with importer
- > Train the Coach, dealer selection, buy-in

Day 1

- > Kick-off presentation
- > Definition of focus areas
- > Deep dive analysis – maturity assessment

Day 2

- > Root cause analysis
- > Topic specific tools
- > SMART action plan definition
- > Best practice guidelines

Day 3: Follow-up







- > Action plan review
- > Next steps definition


 **Focus, extend, and pace** of the coaching is **flexible** and depends on agreement between the Field Force and the Dealership.


Field Force Sales Quality Workshop

SALES AFTER SALES

 This workshop is designed to **explore and fine-tune existing importer FF Force knowledge and experience**. It brings an opportunity to discuss and share their own knowledge and experience, **explore problematic areas and find viable solutions**.

	Time 2 days
	Format Workshop
	Target group Field Force & selected importer staff
	Tools Workshop Presentation, Market Questionnaire, Coach Guide, Action Plan Template
	Main KPIs Selected Sales quality KPIs such as Customer Satisfaction, Google Business Profile, Follow-up after offer and others
	Focus Dealer Visits <ul style="list-style-type: none">> Quality in Sales as a part of every dealer visit> Specific focus put on quality control tools Quality KPIs <ul style="list-style-type: none">> Context of overall customer satisfaction> Promoting data-driven decision making Action Planning <ul style="list-style-type: none">> Field Force as an active support in creating and tracking action plans

-  **Day 0**
 - > Project preparation, adaptation and localization with importer
- Day 1**
 - > Sales Quality KPIs & Efficient Dealership Visit
 - > KPIs within the customer process
 - > SMART goal methodology and exercise
 - > Efficient & frequent dealer visits and AFS Quality discussions
- Day 2**
 - > Dealership Visit Planning
 - > Action planning & Monitoring
 - > Prioritization & Planning
 - > Benchmarking & Bottom20 focus
- Field Work**
 - > Participants´ peer work on pre-defined tasks to bring the dealership insights to practice
- Day 3: Follow-Up Workshop**
 - > Field Force tasks evaluation based on KPIs. Best practice sharing
 - > Defining challenges, success factors and next steps
 - > Feedback and takeaways


 Focus areas, topics and KPIs selection are based on **discussion and agreement with importer** and in line with its strategic goals.



Field Force AFS Quality Workshop


SALES AFTER SALES


 This workshop is designed to **explore and fine-tune existing importer FF Force knowledge and experience**. It brings an opportunity to discuss and share their own knowledge and experience, **explore problematic areas and find viable solutions**.


 **Time**
2 days (WS) + Task (3-6 months) + 1 day (FU WS)

 **Format**
Workshop

 **Target group**
Field Force & selected importer staff

 **Tools**
Workshop Presentation, Market Questionnaire, Coach Guide, Action Plan Template

 **Main KPIs**
Selected After Sales quality KPIs such as Customer Satisfaction, Google Business Profile, Connect Activation Rates and others

 **Focus**
Dealer Visits
› AFS Quality as a part of every dealer visit
› Specific focus put on quality control tools
Quality KPIs
› Context of overall customer satisfaction
› Promoting data-driven decision making
Action Planning
› Field Force as an active support in creating and tracking action plans

 **Day 0**
› Project preparation, adaptation and localization with importer

Day 1
› AFS Quality KPIs & Efficient Workshop Visit
› KPIs within the customer process
› SMART goal methodology and exercise
› Efficient & frequent dealer visits and AFS Quality discussions

Day 2
› Workshop Visit Planning
› Action planning & Monitoring
› Prioritization & Planning
› Benchmarking & Bottom20 focus

Field Work
› Participants´ peer work on pre-defined tasks to bring the workshop insights to practice

Day 3: Follow-Up Workshop
› Field Force tasks evaluation based on KPIs. Best practice sharing.
› Defining challenges, success factors and next steps
› Feedback and takeaways

 Focus areas, topics and KPIs selection are based on **discussion and agreement with importer** and in line with its strategic goals.



Field Force S & AFS Cooperation

SALES AFTER SALES

 The main objective is to **improve coordination of Sales & After Sales activities at the dealership via further support and development of importer Field Force.**


 **Time**
2 days + 3-6 Months Field Work + 1.5 day

 **Format**
Workshop + Field Work + Evaluation Workshop

 **Target group**
S & AFS Field Force / Selected Importer Staff

 **Tools**
Simulation Game Methodology

 **Main KPIs**
Will be adjusted based on local adaptation with IMP: Accessories sold, Tires sold, Connect Activation rate, Service Packages sold, Extended Warranty sold

 **Focus**

- › Achieve an attitude change within the dealership (optimizing the total dealership vs. individual departments only).
- › Provide clear ideas, suggestions and priorities for the implementation.
- › Share experience, learnings and best practices between the FF team.

Typical Focus Areas:

- › Accessories, Service Packages, Extended Warranty, Connectivity, Tire Business, Upselling, Car Renewa
- + Selected focus areas based on local conditions

Part 1: Simulation Game (2 days)


- › Competing teams in a “simulation game”:
- › Built on a real dealer’s figures (sales, staff, KPIs) – can be adapted to national figures. Using cases to demonstrate the benefits of a better connection between sales and after sales.
- › Step by step the teams work on various tasks to improve the dealership. Always 4 options are given to discuss internally and to choose from.
- › After each round we discuss the decisions and consequences.
- › Finally, the team with the highest total dealership sales wins.

Part 2: Field Work (3-6 months)

- › “Homework” assignment: In pairs (S + AFS field force) develop an action plan for one or two dealers and then jointly implement it over the following 3-6 months.

Part 3: Evaluation Workshop (1 day)

- › Review of project results and learnings. Best practice sharing. Next steps definition.

 Cooperation between Sales & AFS is vital for providing a **seamless customer experience**, maximizing **revenue opportunities**, enhancing **operational efficiency** and ensuring **long-term success**. It builds a **positive reputation, trust, and loyalty**.

Thank you!



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All information is valid as of January 2025.

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