

CUSTOMER SPOTLIGHT

How a leading automotive brand built a customer-centric culture through employee engagement



Results with Medallia

6% ↑

in sales revenue for participating dealerships

4% ↑

in service revenue for participating dealerships

Top 3

drivers of employee engagement identified for each dealership

Industry: Automotive

Medallia

SUMMARY

- As part of its growth strategy, a leading automotive brand partnered with Medallia to improve employee engagement within its independently owned dealerships around the world.
- The company worked closely with Medallia's employee engagement experts to design an assessment that supported dual goals of improving employee engagement and building a customer-centric culture.
- The Medallia platform is now used to collect employee feedback within each participating dealership. Results, available to dealership owners and department heads through a real-time dashboard, help to shape action-planning discussions for each location.
- By partnering with Medallia's strategy and analytics team, the company established a direct link between program participation and increased sales and service revenue.

Achieving a customer-centric vision

A leading automotive brand partnered closely with Medallia to create a customer-centric culture. This well-known company touches the lives of people in every corner of the globe, not just by making the most technologically advanced, reliable, and fun-to-drive vehicles, but by leading the way in customer-centric sales, delivery, and servicing. Engaging employees across the company's network of independent dealerships was key to this strategy because the dealerships are the primary connection point between the brand and its customers.

Like other retailers, car dealerships have experienced a shift in customer habits and expectations, and the company is committed to working closely with its dealers to meet these challenges. It developed an employee feedback and advising program to help dealers improve business results by instilling a stronger customer-centric culture. The program includes regular assessments and analysis of employee feedback to provide an indicator of dealership health. Each participating dealer receives customized results, supported by individualized action planning from a customer experience consultant and a best-practice training curriculum.

While the program's ultimate goal is to improve the customer experience, the brand accomplishes this by ensuring that owners and employees are fully engaged and equipped with the tools they need to excel in every customer interaction.



Partnering with Medallia experts

After several years running the program, it became clear that the employee assessment needed to change to keep pace with market needs. The questions were focused on traditional measures of employee engagement and manager 360-degree feedback, rather than making more explicit connections to customer-centric behaviors. Moreover, the original process involved printing out a lengthy report, delivered to each dealership in a three-ring binder. This tended to limit access to results across the leadership team at each location and reduce the level of personal engagement and learning.

The company turned to Medallia to redesign the employee assessment and reporting approach, to tie results to the program's objectives while engaging leaders more directly with their team's feedback. Employee experience experts from Medallia's professional services group led a discovery workshop to kick off the project with the team responsible for implementing the program.

"As soon as the Medallia team came in, I knew we had made the right decision," noted the program team leader. "We could tell we had a partner with best-in-class technology and deep expertise to help us scale our employee feedback processes worldwide."

The company has thousands of dealers around the globe, with locations varying in size from small operators to dealerships with more than 300 employees. The Medallia platform was configured to work globally in multiple languages, supporting dealerships of any size. It processes a large volume of data from participating locations about how employees experience their workplace, so that each dealership can identify areas to improve engagement, make changes, and ultimately serve customers better.



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Project Team Leader

Leading Automotive Brand

The assessment design addresses employee loyalty and advocacy, perception of the work environment, and specific questions about how the dealership manages customer-related interactions. Dealership leaders or their customer experience consultant can initiate the assessment through a self-service interface, and results are available as soon as the assessment period is complete—no need to wait for a paper report.

Leaders within each dealership, including owners and department heads, can view results and employee comments through a real-time dashboard, with appropriate aggregation to ensure confidentiality for small teams. The dashboards highlight the top three drivers of employee engagement for each location, which link directly to the training curriculum.

Department managers show high levels of engagement, logging into the Medallia dashboard frequently. Even smaller locations benefit from the dashboard format, because owners and leaders can compare departments or groups within the dealership.

The company encourages dealers to go beyond the quantitative results, following up with their teams to build a personal connection and develop solutions collaboratively. Looking at both qualitative and quantitative measures, the Medallia results help validate and reinforce how they approach employee experience. "The way the platform operates is brilliant," said the project team leader. "It helps dealerships understand what's most important. And it's not just based on the 10% of people who are most vocal. The feedback gives everyone a voice."

Demonstrating business impact

The Medallia partnership and the company's customer experience consultants are helping dealers thrive and grow. Medallia's strategy and analytics team studied the long-term impact of the program by comparing business performance between participating and non-participating dealerships. Participating dealers see a lift of approximately 6% in sales revenue and 4% in service revenue.

As one owner explained: "This program is very important in contributing to the development and engagement of the dealership's professionals, helping to obtain better results in the loyalty and engagement of our customers."

Medallia's analysis also determined which employee drivers are most correlated with customer and business outcomes, setting the stage for further improvements to the employee assessment questions. And the corporate team is now bringing together employee and customer data in one dashboard, unlocking new insights. "What I love most about Medallia is that it's data driven, it all connects," said the project team leader. "And it all makes sense."

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Project Team Leader

Leading Automotive Brand

Learn more at medallia.com

About Us

Medallia is the pioneer and market leader in Experience Management. Medallia's award-winning SaaS platform, the Medallia Experience Cloud, leads the market in the understanding and management of experience for customers, employees and citizens. Using Medallia customers can reduce churn, turn detractors into promoters and buyers and create in-the-moment cross-sell and up-sell opportunities, enabling clear returns on investment. [Medallia.com](https://medallia.com).