



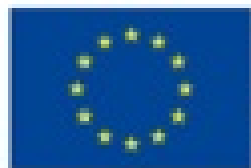
# DNDS

Developing New Distribution Skills



## Deliverable 6.2 Dealer Management Major Curriculum

Service, public, EN



# Lifelong Learning

# **DL 6.2 Dealer Management Major Curriculum**

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## **Service**

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## **The Qualified Dealer Management Major**

The developed teaching materials, based on the identified skills and areas of training required, are assigned and arranged to a major in the field of automotive distribution (i.e. dealership management) for business studies. Therefore, the major per se is targeted at Higher Education Institutions offering dealer or distribution management courses or SME management courses. Different learning materials (modules, cases etc.) are conceptualized and compiled to a Dealer Management Major Curriculum. The curriculum contains detailed and well-structured information of all elements required for a Dealer Management Major.

The major is divided in two curricula, **basic** and **advanced**, in order to ensure the deepening of the topics.

The acquired knowledge and skills gained in the programme also enhance employment in the public sector and small businesses. Graduates of this field of study find employment in the positions of specialists in a wide range of business sectors.

Case Studies, videos and teaching notes for six different thematic areas were developed, that evolved as relevant for business success from a delphi study (see deliverable 5.1, 5.3 and 7.4)

1. Customer Profiling in the Motorsports Business
2. Elevating Quality and Results of Used Car Business
3. How to Connect With Existing and Prospect Customers
4. Value Chain Communication and Transparency Issues in the Dealer Management
5. How Different Technology Can Improve the Sales Behaviour and Conversion rate
6. Business Management

## **BASIC CURRICULUM**

	<b>THEME</b>	<b>SUB-THEME</b>	<b>DEFINITION</b>
<b>MODULE 1</b>	<b>Market analysis</b>	Methods of market research	The students understand the methods for systematically and regularly gathering and analysing information about markets, customers and competitors.
		Market potentials, opportunities and threats	The students can identify the current market potentials, opportunities and threats of specific automotive market places (e.g. the relevant catchment area, market and growth potentials).
	<b>Customer analysis</b>	Methods of profiling and segmentation	The students know and can apply different methods for: <ul style="list-style-type: none"> <li>- Target group identification</li> <li>- customer segmentation and</li> <li>- customer profile recognition.</li> </ul>
		Customer profiling 1	The student has enough knowledge to recognize the profile of each customer.
	<b>Competitor analysis</b>	Identification of competition	The students can identify <ul style="list-style-type: none"> <li>- direct and indirect and</li> <li>- local, regional and supra-regional competition of automotive dealers.</li> </ul>
	<b>Trends and Key Metrics</b>	Industry trends	The students understand the concept of industry trends and the importance of identifying and analysing industry trends.
		Market key indicators	The students understand the concept of market key indicator and the importance of identifying and monitoring relevant market key indicators.
<b>MODULE 2</b>	<b>Additional Business Service</b>	Argumented product theory	The application of the argumented product theory in product/service

		Used car business	replacement market, discussing sales of used products, second-hand market, B2C and C2C sales modes for second hand products
		Analysis of product use	one thing is the customer profiling and segmentation, however the important bit is also to analyze ways in which customers use products and services to better understand their needs and behaviors
		Customer retention	thinking beyond initial transaction (sale), customer as a stream of income and opportunity during the product use (maintenance, original parts, accessories)
MODULE 3	<b>Introduction to Marketing communication</b>	Elements of marketing communication mix	The students understand marketing communication process and how it correspond with marketing management. The students know available marketing communication tools and techniques.
		Outsourcing marketing communication	The students know different types of advertising/IT agencies, know how to choose advertising/IT agency and prepare marketing communication brief
	<b>Integrated marketing communication</b>	Corporate identity	The students understand corporate identity concept and know the tools and media used to manage corporate identity
		Cross-media communication	The students know how to manage cross-media image consistency
		Marketing communication metrics	The students know different techniques aimed at audience profiling, measuring communication effectiveness, researching audience feedback.
	<b>New media in marketing communication</b>	Landscape of new media in marketing communication	The students know different new media types and possibilities to support dealer's marketing communication. The students understand how direct marketing and customer databases can be used in marketing communication.

	<b>Online &amp; Offline brand management</b>	Introduction to brand management	<p>The students understand the concept of brand and know the factors influencing brand management.</p> <p>The students understand how brand image influences brand loyalty.</p>
		Brand management metrics	The students know how to analyse positioning of the brand and how to measure brand performance
MODULE 4	<b>Supply Chain Management</b>	The concept of a Supply Chain	<ul style="list-style-type: none"> <li>• The students understand the Supply-Chain concept.</li> <li>• The students know about the OEM's production process and its effects on the business of channel members</li> <li>• Examples: delays in deliveries of component suppliers, seasonal low/high requests, bottleneck.</li> </ul>
		The Push- / Pull principle	<ul style="list-style-type: none"> <li>• The students understand the main idea of push and pull principle.</li> <li>• The students can apply the push-pull-concept to the channel members.</li> <li>• The students understand the benefits, tasks and duties of the channel members (automotive dealer – manufacturer).</li> <li>• Example - aligned market communication, pushing the same products, concentrating on the same consumer groups, specific sales target and annual sales bonuses if targets are met...)</li> </ul>
	<b>Information and Feedback Management</b>	Customization of products and services	<ul style="list-style-type: none"> <li>• The students understand the feedback procedure in the automotive supply chain.</li> <li>• The students know about the contribution of the channel member (point of sales) to meet customer desires in the automotive business by configuration and customization of vehicles and services.</li> <li>• Examples - Is feedback to manufacturer possible and welcome? Need for more standard equipment or customizable options to foster retail sales?</li> </ul>
		Logistics management	<ul style="list-style-type: none"> <li>• The students know how channel members (dealers) can contribute to a faster and better automotive logistics to the end-customer (e.g. tracking of orders, ...).</li> </ul>
	<b>Channel Management</b>	Relationship management 1	<ul style="list-style-type: none"> <li>• The students are aware of the importance of mutual trust in the manufacturer-distributor-relationship</li> <li>• The students have enough knowledge about how a channel member can contribute to improve and influence the relationship with the manufacturer</li> <li>• Examples - forward information, get in contact regularly, use marketing materials provided by the manufacturer</li> </ul>

MODULE 5	<b>Sales Management</b>	Up-selling, cross-selling and conversion rate	The students understands the concepts of up-selling, cross-selling and conversion rate in order to improve the value of the product sold
		Improving relationship with internal customer	Students understand how satisfy the internal customer and how to implement customer-supplier model internally. The students also understand how to interact with various business functions to support the work of the sales force.
	<b>Personal Selling</b>	Purchase process analysis	The students analyse single phase of the purchase process and understand how they are linked to each other in order to acquire a managerial approach in sales process
		Establishing link with customers: basic sales techniques	The students comprehend how to acquire and improve their selling style, they also understand how to communicate and negotiate with different kind of customers and how to suit a specific technique to a specific situation.  The students also understand basic techniques to resolve disputes and take care of the customer
		Self branding and sales' closing techniques	First the students understand how to create and assert their own self brand; they also understand how to close a sale and which are the most common sales' closing techniques.
		Personnel Communication strategies	The student understand basic communication strategies in order to improve knowledge about the following concept: built a personalized approach, tailored to meet the individual needs of the customer, to demonstrate the ways that the product will benefit him.  The students also understand how: <ul style="list-style-type: none"> <li>- Ask questions</li> <li>- Address concerns</li> <li>- Ask for the sales</li> <li>- Follow-up</li> </ul>

	<b>Sales and Communication Metrics</b>	Measuring communication performances	The students understand how to measure performances and comprehend the value of the information. The students understand how to manage KPIs: <ul style="list-style-type: none"> <li>- Brand awareness</li> <li>- Brand loyalty</li> <li>- Conversion rate</li> </ul>
<b>MODULE 6</b>	<b>Financial Reporting</b>	Management accounts	Regular reporting of results vs targets, budgets
		Budgets	Creation of annualised budget for all departments including balance sheet
	<b>Key Performance Indicators</b>	Margins	Measurement of Gross Profits%, Bonus % & Expenses % Sales.
		Productivity measures	Measurement of staff productivity e.g. Units per Salesman
	<b>Balance Sheet KPIs</b>	short term liquidity	Current Assets vs Current Liabilities
		long Term Liquidity	Equity vs Loans
		Overall Performance	Return on Capital Employed
	<b>Best Practices</b>	Margin Control	Incentive schemes



## **ADVANCED CURRICULUM**

	<b>THEME</b>	<b>SUB-THEME</b>	<b>DEFINITION</b>
<b>MODULE 1</b>	<b>Customer analysis</b>	Customer profiling 2	The student can derive characteristics of each customer profile and success factors for selling (e.g. major drivers of each “profile”; products and services demanded by each “profile”; average revenues, income and spending behavior of each “profile”).
	<b>Competitor analysis</b>	Competitive models	The students understand existing business models of the automotive industry.
		Product competition	The students can analyse the local, regional and supra-regional (also internet-) competition offering new and used vehicles. The students understand how to actively compete with those competitors.
		Service competition	The students can analyse the local, regional and supra-regional (also internet-) automotive competition in services (e.g. repair workshops, garages, insurance providers, banks, rent-a-car companies). The students understand how to actively compete with those competitors.
	<b>Trends and Key Metrics</b>	Automotive trends	The student knows <ul style="list-style-type: none"> <li>- where to find industry trends</li> <li>- recognize and analyse relevant trends</li> <li>- how to interpret the impact of these trends on specific businesses</li> </ul> (e.g. legal regulation, changes in mobility behaviour, new driving technologies, ...)

		Market key indicators of the automotive business	<p>The student knows</p> <ul style="list-style-type: none"> <li>- the major market key indicators of the automotive business</li> <li>- how to interpret the impact on specific dealerships</li> <li>- how to react/adapt on these impacts (e.g. how to mitigate the negative market sentiment, ...)</li> </ul>
MODULE 2			
MODULE 3	<b>Introduction to Marketing communication</b>	Marketing communication planning	The students know how to prepare marketing communication plan, set objectives, define the audience, plan media, set measures, plan budget and responsibilities
	<b>Integrated marketing communication</b>	Manufacturer – dealer cooperation in marketing communication	<p>The students understand the impact of manufacturer brand on dealer's brand and performance.</p> <p>The students know how to use push-pull strategies in dealer's brand management and marketing communication</p>
	<b>New media in marketing communication</b>	Planning new media campaigns	<p>The students know how to set objectives and prepare communication brief.</p> <p>The students know different metrics typical to new media.</p> <p>The students understand holistic approach to marketing communication and know how to implement new media into dealer's integrated marketing communication</p>

MODULE 4	Channel Management	Relationship management 2	<ul style="list-style-type: none"> <li>• The students know ways how to measure commitment of the supplier (OEM).</li> <li>• The students understand the different levels of treatment, commitment and support to various kinds of dealership by the automotive manufacturer</li> <li>• Examples: single-brand vs. multi-brand dealers, types of contracts, sales volumes, bonuses,...</li> </ul>
MODULE 5	Sales management	Service selling implementation	The students understand how to integrate new services in dealership management; how to welcome customers communicating using “customer language” and creating persuasive proposal and not only to inform the customers
		Retail environment	The students understand how to manage retail environment in order to engage them and to send to the consumer a set of stimuli that enrich the experience of choosing and purchasing.
	Personal Selling	Demand changes identification	<p>The students understand how to identify changes in customers’ needs analysing both demand and mobility behaviour trends.</p> <p>The students also understand how to improve customers’ engagement facing changes in customer behaviour. Emphasize core competencies implementing additional services</p>
	Sales and Communication Metrics	Measuring sales performances	The students understand how to measure performances and comprehend the value of the information. The students understand how to manage KPIs.
		Dealer (balanced) scorecard	The student understand how to build a convenient measurement and diagnostic tool for measuring dealership and personnel performances
MODULE 6	Financial Reporting	Cash Flow	Forecasting of future cash requirement
		Daily Operating Control	Daily Comparison of income vs budget
	Key Performance Indicators	Asset Management	Measurement of Stock Control e.g Used Cars Stock Days
	Best Practices	Productivity	Staff mix, training and motivation issues

		Stock Control	Stocking policies
	Cash Forecasting	Long term	Monthly and annual forecast balance sheets
		Short term	Daily and weekly receipts and payments forecasting
	Fund Sourcing	Long Term funds	Identifying and negotiating with long term funds suppliers
		Short term funds	Identifying and negotiating with short term funds suppliers