

HM19

SOCIAL CASE

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ÉQUIPE
PRÉCISION
AUTO
L'UNIQUE EXPÉRIENCE

WRITTEN BY: Équipe Précision Auto
in collaboration with
HM 2019 Organizing committee



ÉQUIPE PRÉCISION AUTO: HOW TO BECOME A LEADER IN EASTERN TOWNSHIP'S CAR INDUSTRY

BIENVENUE CHEZ ÉQUIPE PRÉCISION AUTO

For more than 30 years now, Équipe Précision Auto has been dedicated to provide a unique, superior and personalized experience to its customers. Its most valued idea is the satisfaction of the customer. Even more than satisfaction, Équipe Précision Auto wants its customers to live an experience far beyond their expectations. The business aspires to be an integral part of their happiness, nothing less, because it sees beyond their needs. The goal is to build human bonds with other humans.

Owner of three car dealerships (Acura Precision, Sherbrooke Mitsubishi, Magog Ford), Équipe Précision Auto has been awarded numerous times for excellence in sale and customer services. The need for excellence comes from a passion for the automobile world.

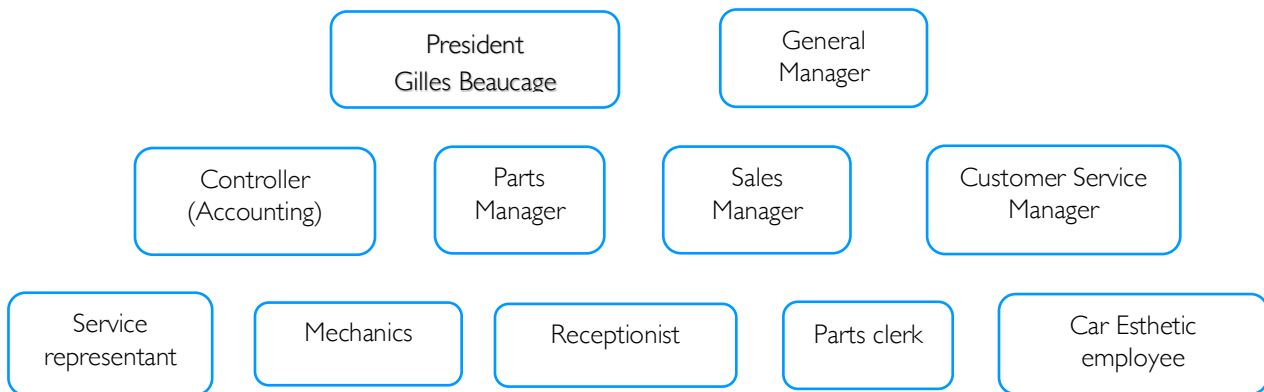
The team's first car dealership was Précision Acura, in 1987. This is one of the first Acura dealerships in Canada. Précision Acura team is happy to be still active in the City of Sherbrooke and to continue to serve its loyal customers. It was in 2001 that the Japanese brand Mitsubishi made its debut in Canada and that Équipe Précision Auto opened the Sherbrooke Mitsubishi dealership. Équipe Précision Auto is proud to offer their customers the best warranty in the world for all these years. In 2012, Ford Magog dealership entered Équipe Précision Auto. The company is pleased to be active in Magog City and to offer its reputed service, to the greatest satisfaction of its customers.

Achievement, customer satisfaction, teamwork and positivism are values that drive Équipe Précision Auto. Its customer satisfaction is recognized for the speed of the service, the assistance to get a vehicle corresponding customer's needs and the after-sale quality.

Équipe Précision Auto Values

- Achievement
- Customer satisfaction
- Teamwork
- Positivism

Figure I : Équipe Précision Auto Organigram



Équipe Précision Auto Dealerships

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Équipe précision Auto vision is:

- Within 3 years, we see Équipe précision Auto as a leader in the automotive sector in Eastern Townships, being known and recognized by more than 70% of the population of the region;
- To be number one for automobile sales in the Eastern Townships, and to show a customer satisfaction rate that remains above 90%;
- Get over 100 "likes" for each Facebook and Instagram posts.

This vision will support the 3 dealerships of Équipe Précision Auto through exceptional customer service and customer experience. Each dealership offers different ranges of world-class cars. Precision Acura brings together the whole range of cars offered by Acura such as; TLX, ILX, RLX, RDX, MDX and NSX. Précision Acura also offers a wide selection of Acura certified used vehicles, as well as several other brands and models. Sherbrooke Mitsubishi offers the full range of cars offered by Mitsubishi Brand; Mirage, Lancer, Outlander and RVR in addition to a vast selection of used vehicles. Finally, Magog Ford has a whole range of new Ford models: new cars, new trucks, SUVs and new multi-segment vehicles. Notably, Ford Fusion, Mustang, Expedition, Explorer, Edge, Escape, F-150 and now Ecosport. As a member of Ford Business Class Network, Magog Ford also offers the commercial vehicle lineup: Transit Connect, Transit, F-150, F-250, F-350, F-450 and F-550.

Until now, communication-marketing strategy aimed to promote each dealership separately, without referring to Équipe Précision Auto.

(Précision) Auto. Each dealership has its own customer service department, so there is no integrated customer service strategy for Équipe Précision Auto. However, in recent years, Mr. Gilles Beaucage, President of Équipe Précision Auto, works to standardize its dealerships. It is now possible for all car sellers to go into any of the three franchises to offer the best deals according to customer needs.

In addition, when customers call dealerships, we are now referring to Équipe Précision Auto. For example, the following sentence is used when answering the phone: "Welcome to Magog

Ford, member of Équipe Précision Auto". Some initiatives to promote Équipe Précision Auto have also been introduced. In particular, an increased presence within the Sherbrooke / Magog community through events (Conference of Pierre Lavoie at the Granada Theater, June 28, 2018 / Ford: la collection, October 13, 2018). A radio and TV campaign (Équipe Précision Auto, l'Unique expérience, un engagement signé Gilles Beaucage). As a brand image worked in recent years (logo, jingle). Despite these initiatives whose real impact on sales is difficult to assess directly, there's still a lot of work to do to get closer to the company's vision. Here are the sales figures in number of units for the years 2017 and 2018 by dealership

**Table I : Quantity of Cars sold in
2017 & 2018 by dealership (confidential)**

		2017	2018
Précision Acura	New car	170	180
	Used car	124	104
Sherbrooke Mitsubishi	New car	169	231
	Used car	160	154
Magog Ford	New car	294	215
	Used car	145	140
TOTAL	Cars	1062	1024

Équipe Précision Auto's marketing objectives

Équipe précision Auto has set very specific marketing goals aimed at increasing the company's sales revenues and units sold for each dealerships. These objectives are:

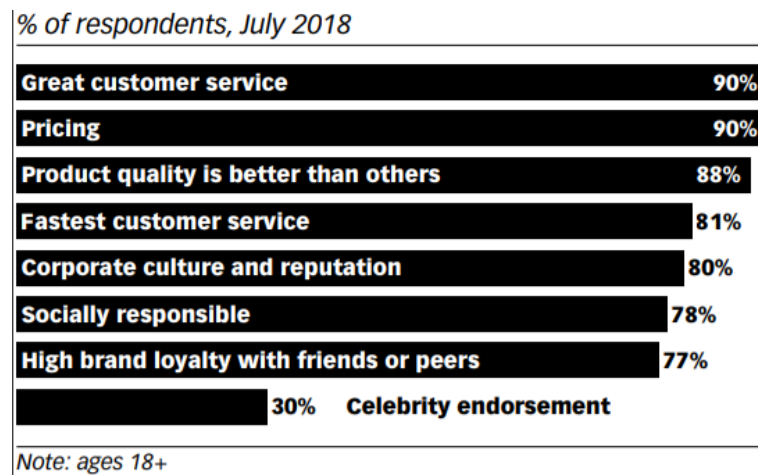
1. Increase awareness: Customers should think Équipe Précision Auto first to buy their vehicle rather than Groupe Beaucage, the largest competitor, who is omnipresent in the automotive industry in the Eastern Townships and surrounding areas.
2. Change the message conveyed / advertising campaign: that advertising is more focused on the quality of customer service & experience rather than on promotions & prices.
3. Increase social media presence and visibility. Either to set up concrete solutions to directly and effectively reach target audience on social networks.

Équipe précision Auto and the market context

Groupe Beaucage, the main competitor of Équipe Précision Auto, is omnipresent in Eastern Townships. This group is the largest group of car dealerships in Eastern Townships and Montérégie, with 22 dealers located mainly in the cities of Sherbrooke, Magog, Granby, Drummondville, St-Hyacinthe, Victoriaville and Cowansville. Groupe Beaucage offers a wide range of new vehicles from different brands such as Mazda, Nissan, Kia, Mitsubishi, Infiniti, Mercedes-Benz and Smart. Similarly, this group presents a large inventory of used vehicles such as Mazda, Kia, Nissan, but also a large number of Mitsubishi and Infiniti. In Sherbrooke, consumers often associate Équipe Précision Auto with Groupe Beaucage, which is a real problem. Équipe Précision Auto is little known by consumers compared to Groupe Beaucage. One of the challenges is therefore to differentiate Équipe précision Auto from Groupe Beaucage from the consumer's point of view, through quality of service and customer experience. According to Mr. Gilles Beaucage, President of Équipe Précision Auto, consumers often have a negative perception of car dealers in Eastern Townships; trust is not always given

to customer service. It is precisely in this direction that Équipe Précision Auto wishes to differentiate itself and be recognized for the quality of its exceptional customer service & experience. Quality of service is the first factor influencing US Internet users to do business with a company according to a survey of 1,006 respondents conducted in July 2018 (see Figure 2).

Figure 2: Factors Influencing US Internet Users to choose a business



YOUR MANDATE

Faced with all the challenges of the evolving automotive industry, Équipe Précision Auto seeks strategic advice from your consulting firm.

In particular, the company mandates you to create an integrated communication-marketing plan that will increase the awareness of Équipe Précision Auto in Eastern Townships, by developing a positioning focused on the quality of customer service & experience. This plan will have to deploy an omni-channel strategy and mobilize various relevant communication tools, including social networks. **The plan should specify a unique, relevant and consistent message to the target customer.**

In addition to being creative, your plan will help increase sales of vehicles in the 3 dealerships, Acura Precision, Sherbrooke Mitsubishi, Magog Ford. Primary targets for the campaign are adults aged from 30 to 50 living in the Eastern Townships region. Secondary, target of the campaign corresponds to the entire population (as needed), because we want to increase the awareness of Équipe Précision Auto among the entire population. The campaign must also consider the target of customer service employees of Équipe Précision Auto and its 3 dealerships.

On the financial side, you will have to work with a campaign budget of \$ 40,000. You will have to demonstrate what the investment in your communication-marketing plan will bring in terms of customer and sales awareness. The business has often invested in sponsorship and events without real financial returns. On the timeframe, the campaign will have to be carried out in the next year, by April 2020. The duration of the campaign can go from 6 to 12 months.

Currently, Équipe Précision Auto is doing business with Mr. Martin Boisvert, from Encadrement Médias, for relations and visibility with the media and advertising. Marie Lessard also designed the new Équipe Précision Auto logo.