

CSI No.1 – Delightful Customer Care

Mystery Shopping Competitors

November, 2015



Mercedes-Benz

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Objectives and tasks

Objective	To asses service quality at Mercedes dealerships vs. competitors
Method	Mystery Shopping
Scenarios	Test drive at the dealership appointed online or by phone, followed by visit and consultation
Models	MB – GLA, GLS; Audi - Audi Q3, Q5; Lexus - NX 200, NX300h; Porsche – Macan; Volvo - XC60,XC70; BMW - X1, X3
Flow	Online/telephone request, Greeting, Qualification of customer's needs, Test Drive, Product awareness, Telematics awareness, Driver Assist awareness, Sales process, Premium behavior, Dealership assessment
Field work	November 2015
Sample	3 dealerships per each brand: Mercedes-Benz, Porsche, Lexus, Volvo, BMW, AUDI. Total -18 visits.
Agency	Romir

OVERALL SERVICE QUALITY ASSESSMENT

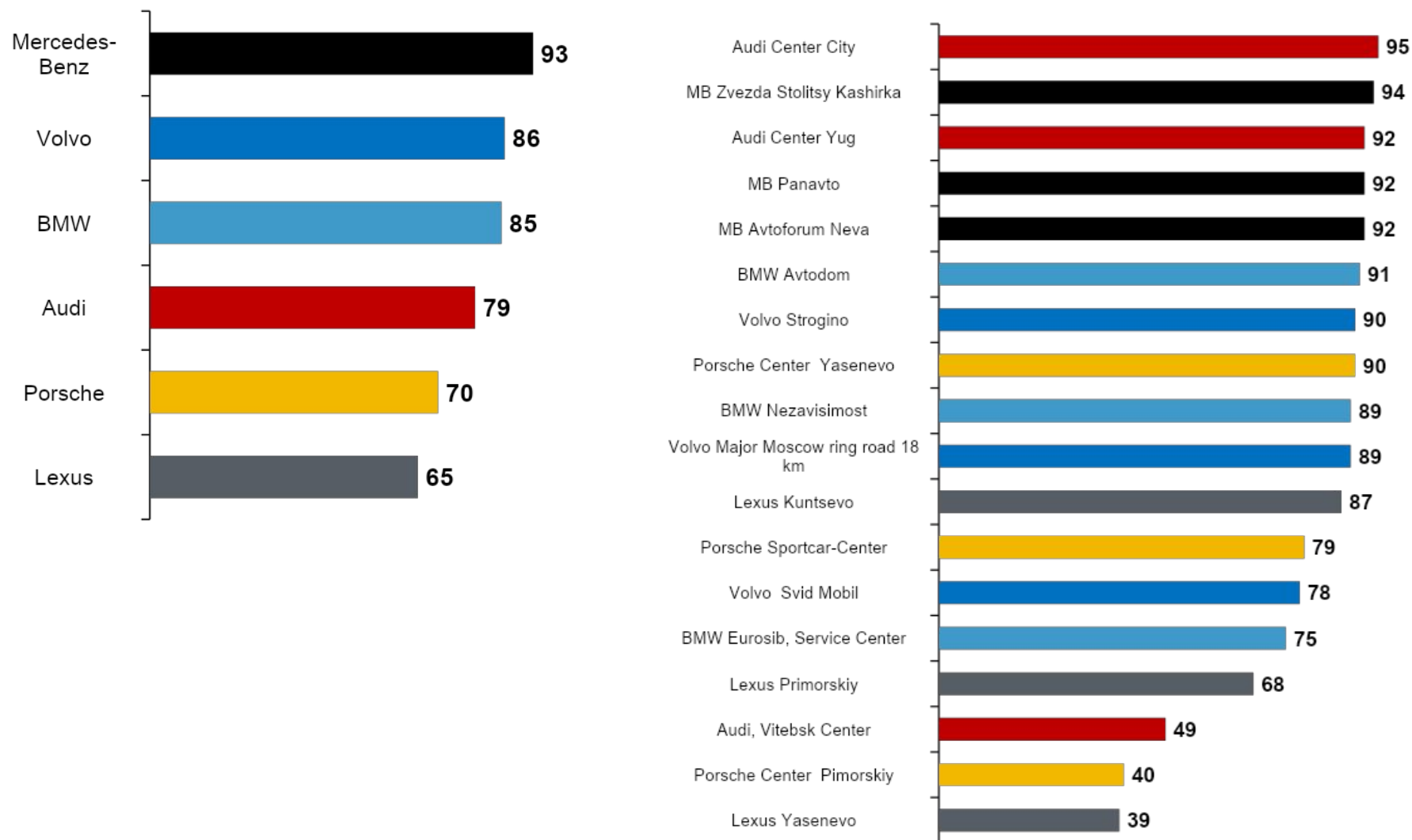
Overall service quality assessment

	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Result				79	70	65
Call/online request			78	94	80	100
Greeting			100	89	8	67
Qualification of customer's needs		64	71	59	62	43
Test drive	8			82	63	69
Product knowledge	100	100	100	78	71	59
Product knowledge Telematics	100	8	8	78	70	41
Product Knowledge Intelligent Drive	71	1	71	63	54	54
Sales process		61	61	66	62	45
Premium behavior	8			77	71	67
Dealership assessment				87	70	71

- Standards are maintained at high level (≥90%)
- Standards are maintained at mid level (≥85% and 90%)
- Standards are maintained at low level (≥90%)

OVERALL RATING BY BRANDS

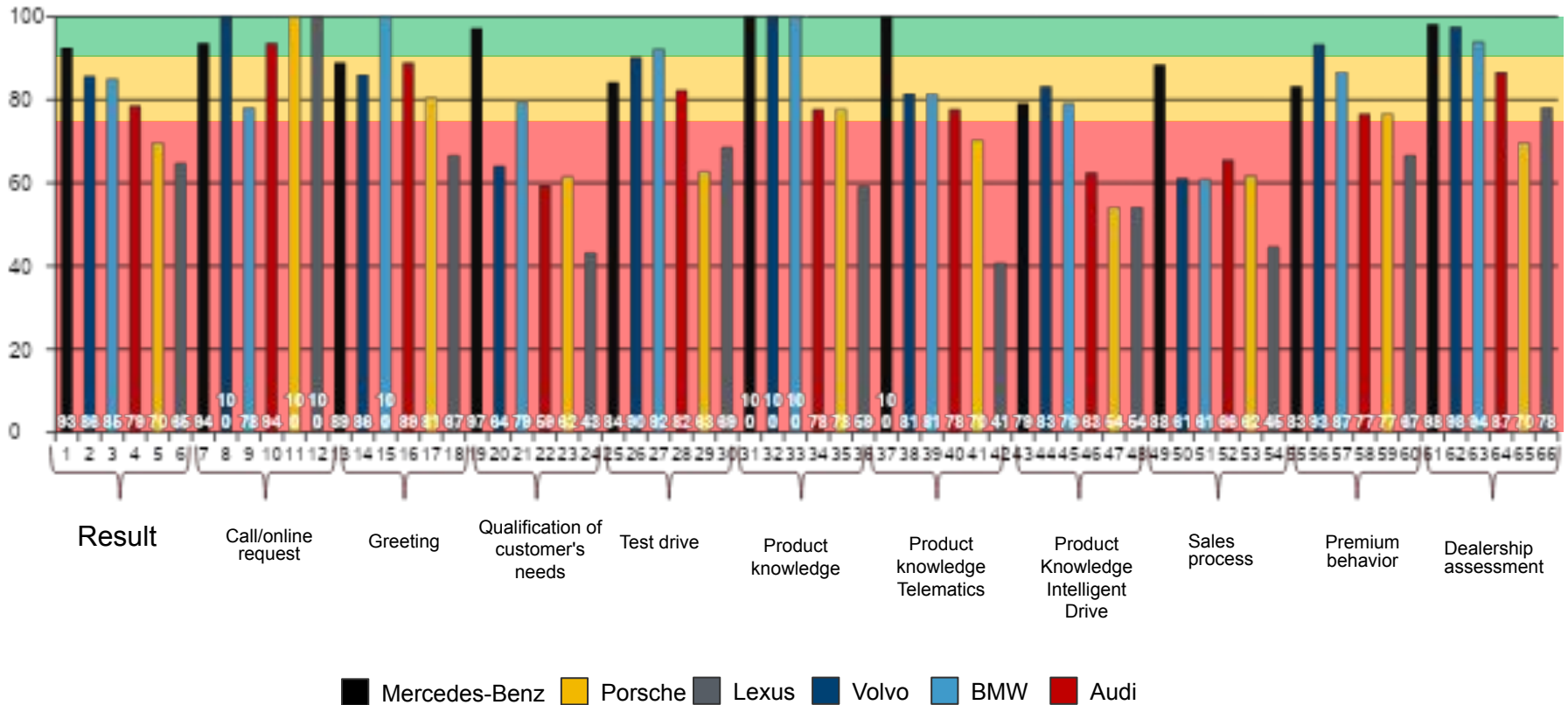
Overall rating by brands



OVERALL RATING BY CRITERIA





Overall rating by CRITERIA

All brands



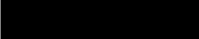


































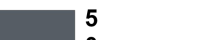
Detailed results by category

Call/online request

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	 94	 100	 78	 94	 100	 100
Was it easy to find a test-drive appointment button visually on the online portal or the dealer's phone number	 100	 100	 100			 100
Was the test-drive appointment form working correctly (no "freeze", system error, etc.)	 100	 100	 100	 100		 100
Could you reach dealer by phone	 100	 100	 100	 100	 100	 100
SC invited you to visit the showroom and have a test-drive on convenient time for you	 100	 100	 67	 100	 100	 100
Was the communication with employees pleasant and motivating to visit dealership	 100	 100	 67	 100	 100	 100
Overall impression from "Call/online request"	 93	 100	 73	 93	 100	 100
SC contacted you after your online request	 50	 100	 100	 100		 100














































Detailed results by category

Greeting

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	 89	 86	 100	 89	 81	 67
An employee made an eye contact, greeted the customer friendly	 100	 100	 100	 100	 100	 67
The employee asked about the name and the purpose of the visit	 100	 100	 100	 100	 100	 67
Waiting time of SC	 100	 67	 100	 67	 67	 67
Overall impression from "Welcome"	 100	 93	 100	 100	 80	 73
Employee's actions, when you said about the appointment	 33	 67	 100	 67	 67	 50

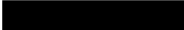
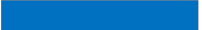




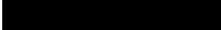









































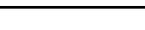
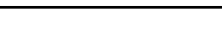
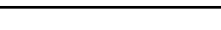
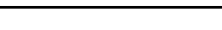
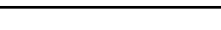
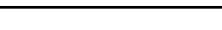

















Detailed results by category

Qualification of customer's needs

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	 97	 64	 79	 59	 62	 43
The SC introduced himself and greeted the customer friendly with smile	 100	 100	 100	 67	 100	 100
The SC offered to take off overcoat (if applicable)	 100		 33			
The SC offered drinks (for free)	 100			 33	 67	
Comparing preferred car model with competitors, SC didn't deny advantages of the competitors	 100	 67	 100	 67	 67	 33
SC paid attention to your comments, even if they were critical	 100	 100	 100	 67	 100	 100
The SC listened the customer carefully without interruptions	 100	 100	 100	 100	 100	 100
Overall impression from «Qualification of customer's needs»	 100	 87	 100	 73	 73	 60
The SC showed initiative during needs analysis	 67	 33	 67	 33		

Detailed results by category

Test-drive

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	 84	 90	 90	 90	 90	 90
Test drive was conducted on planned time	 100	 100	 100	 100	 100	 100
Time spent on test drive preparation	 100	 100	 100	 100	 100	 100
The SC explained test drive procedure	 100	 100	 100	 100	 100	 100
Did SA help you to adjust the seat and steering wheel before making test drive?	 100	 100	 100	 100	 100	 100
The car was prepared for the test drive	 100	 100	 100	 100	 100	 100
Did SA summarize the overall impression of the test drive?	 100	 67	 67	 67	 67	 67
Overall impression from "Test Drive"	 93	 87	 87	 87	 87	 87
Did SA help you to adjust the seat and steering wheel before making test drive?	 67	 100	 100	 100	 100	 100
The duration of the test drive was no less than 20 minutes	 67	 100	 100	 100	 100	 100
The SC connected the needs expressed earlier with the car during the test-drive	 33	 67	 67	 67	 67	 67
Did SA used the following phrases during the test drive: "Does Your car...?" "Did You notice that..."		 67	 67	 67	 67	 67

Detailed results by category

Product knowledge

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div> 78	<div><div></div></div> 78	<div><div></div></div> 59
SC gave information about different engine types	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div> 67	<div><div></div></div> 67	<div><div></div></div> 50
SC based the arguments of the preferred choice of the engine on the client's needs	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div> 83	<div><div></div></div> 83	<div><div></div></div> 33
Overall impression from "Product knowledge "	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div> 80	<div><div></div></div> 80	<div><div></div></div> 73

Detailed results by category

Product knowledge Telematics

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	<div><div></div></div>	<div><div></div>81</div>	<div><div></div>81</div>	<div><div></div>78</div>	<div><div></div>70</div>	<div><div></div>41</div>
SC told about possibility to connect the phone with Bluetooth/SAP	<div><div></div></div>	<div><div></div>83</div>	<div><div></div>83</div>	<div><div></div>83</div>	<div><div></div>67</div>	<div><div></div>33</div>
SC showed different ways to listen to the music in the car	<div><div></div></div>	<div><div></div>67</div>	<div><div></div>67</div>	<div><div></div>67</div>	<div><div></div>67</div>	<div><div></div>17</div>
Overall impression from "Product knowledge Telematics "	<div><div></div></div>	<div><div></div>87</div>	<div><div></div>87</div>	<div><div></div>80</div>	<div><div></div>73</div>	<div><div></div>53</div>


























































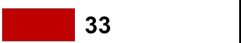

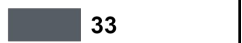















Detailed results by category

Product Knowledge Intelligent Drive

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	<div><div></div><div>79</div></div>	<div><div></div><div>83</div></div>	<div><div></div><div>79</div></div>	<div><div></div><div>63</div></div>	<div><div></div><div>54</div></div>	<div><div></div><div>54</div></div>
Overall impression from "Product Knowledge Intelligent Drive"	<div><div></div><div>93</div></div>	<div><div></div><div>93</div></div>	<div><div></div><div>93</div></div>	<div><div></div><div>80</div></div>	<div><div></div><div>67</div></div>	<div><div></div><div>73</div></div>
SC told about Intelligent Drive in easy way	<div><div></div><div>56</div></div>	<div><div></div><div>67</div></div>	<div><div></div><div>56</div></div>	<div><div></div><div>33</div></div>	<div><div></div><div>33</div></div>	<div><div></div><div>22</div></div>

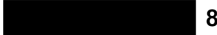










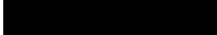





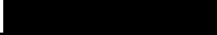











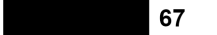




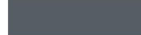






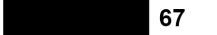





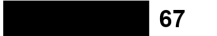
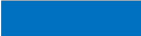




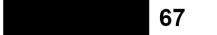




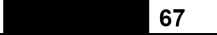





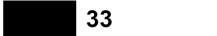
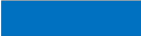




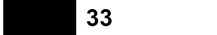



Detailed results by category

Sales process

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	 88	 61	 61	 66	 62	 45
Did SA offer any discount?	 0	 100	 67	 100	 33	
Did SA tell You about the trade-in benefits?	 0	 67	 100	 67	 67	 67
Did SA offer extend warranty?	 0	 67	 33	 67	 67	
Did SA offer to buy maintenance service?	 0	 33	 33	 33	 67	
Did SA offer different insurance options?	 0	 67	 67	 67	 67	 33
Did SA ask You about the payment option?	 0	 67	 100	 100	 67	 33
Did SA tell about the benefits of the service contracts?	 0			 33	 33	 33
Did SA give You the booklet about the model?	 0	 67		 67	 67	 33
SA gave Commercial offer	 0	 100	 100	 67	 100	 100
SA gave his/her business card	 0	 100	 100	 100	 100	 100
All relevant sales materials were handed over in special folder	 0			 33		 33
Did SA give detailed answers to Your questions?	 0	 100	 100	 100	 100	 100
Overall impression of the sales process	 0	 87	 93	 93	 80	 67











































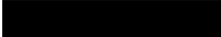

















Detailed results by category

Sales process (cont.)

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	 88	 61	 61	 66	 62	 45
The SC used iPad/Surface/'Advantages on-line' or configurator	 100	 67	 33	 67	 67	
Did SA check if the required car available in stock?	 100	 100	 100	 67	 100	 100
Did SA offer credit?	 100	 33	 100	 67	 67	 33
Did SA tell about the trade-in benefits?	 67	 67	 100	 67	 67	 67
Was the Commercial offer printed out on high quality white paper?	 67	 67	 100	 100	 100	 67
Does the Commercial offer say any thanks for turning for the dealership?	 67	 67	 67	 33	 33	 33
Does the Commercial offer describe the base modification and price?	 67	 67	 100	 100	 67	 67
Does the Commercial offer contain delivery and expiry date?	 67	 67	 100	 67	 67	 33
SA informed about accessories?	 67		 33	 33	 33	 33
SA gave flyers contenting about financial services?	 67	 67	 33	 67	 33	 33
Commercial offer contains specifications and colored pictures of the exterior and interior of the desired vehicle	 33	 67	 33	 33	 33	 67
SA provided after sales service contract	 33					 33
Did SA offer any options free or charge?		 33			 33	


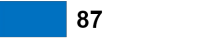



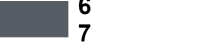





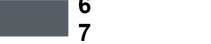




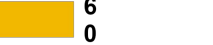
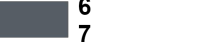





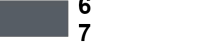





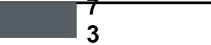




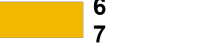
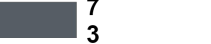




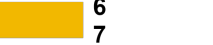

















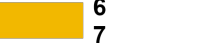












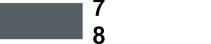
Detailed results by category

Premium behavior

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	 83	 87	 87	 77	 77	 67
Overall category score	 100	 100	 100	 67	 100	 67
Employees of the dealer offered enough arguments	 100	 100	 100	 67	 100	 67
During the visit the customer didn't feel inconvenience	 100	 100	 67	 100	 100	 67
The customer could receive answers on all questions from any employee	 100	 100	 100	 100	 100	 100
All answers from dealer employees were persuasive, professional and trustworthy	 100	 100	 100	 100	 100	 100
Did all employees have premium image	 100	 100	 100	 100	 67	 100
The SC made farewell in a friendly manner	 100	 100	 100	 100	 100	 100
The SC accompanied the customer to the exit	 67	 67	 100	 67	 33	 100
Did Sa invite You for another visit?	 67	 100	 100	 67	 67	 67

Detailed results by category

Dealership assessment

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	 98	 87	 73	 87	 70	 67
Overall satisfaction with the dealership	 98	 93	 73	 93	 87	 67
Overall satisfaction with purchasing process	 98	 93	 93	 87	 60	 67
Satisfaction with friendly attitude of SA	 98	 100	 93	 100	 87	 67
Satisfaction with competence of SA	 98	 100	 100	 93	 80	 73
Satisfaction with provision of information on different versions and modifications	 98	 100	 100	 93	 67	 73
Satisfaction with information on the required model provided in the printed form	 98	 100	 100	 73	 67	 80
Satisfaction with provision of information on different payment	 98	 100	 100	 73	 47	 87
Satisfaction with explanation of car specifications	 98	 100	 100	 73	 47	 93
Satisfaction with ability of the dealership to deal with difficult situations	 98	 100	 100	 80	 67	 93
Satisfaction with the showroom	 93	 100	 100	 93	 87	 93
Satisfaction with the price and terms	 87	 98	 94	 93	 73	 78

MAIN FINDINGS

Main findings (1)

Study revealed that Mercedes-Benz showed the highest result among all brands – 93%. Followed by Volvo and BMW with 85% and 86% respectively. Lexus is outsider with 65%.

It is noteworthy that for most of criteria Mercedes-Benz maintained quite high level of standards, showing one of the highest score vs. other brands. MB has reached 90% threshold for 5 criteria: Product awareness, Telematics awareness, Dealership assessment, Qualification of the customer's needs and Online/phone request. "Sales process/quotation" has also showed good result of 88%. The employees of this dealership were much better at fulfilling their tasks than competitors. The difference between Mercedes Benz and its closest rival Audi is more than 20%. This rate could have been much higher but MB dealership didn't offer any additional options or accessories even once, although it should be mentioned that additional options or accessories were offered only in one Porsche and Volvo showrooms. Besides, employees not always informed the customers about additional services and didn't provide any booklets in the end of the visit. One of Mercedes-Benz dealerships didn't give any quotation to the mystery shopper as a result it had negative impact on the overall score.

Still there are some weaknesses to be addressed. Not very high results were shown for "Premium behavior" and "Driver Assist awareness".

In two out of three cases employees at the Mercedes-Benz dealership didn't not accompany their customers to the door, once they didn't even invite the customer for another visit/contact. High results for this criterion were shown by Volvo dealership. The premium behavior got quite positive assessment among mystery shoppers and reached 93%.

Main findings (2)

“Driver Assist awareness” showed the lowest result among all criteria - 79%. Sales advisors mainly told about one or two such systems while competitors didn't show better results. In general Mercedes-Benz achieved high score. All dealerships have maintained almost the same level. No other competitor can boast of such successful results: MB Panavto – 92%, MB Zvezda Stolitsy Kashirka – 94%, MB Avtoforum Neva – 92%. Despite this, there are certain gaps in the service that require additional measures to eliminate these gaps.

APPENDICES

Rating of dealerships

Dealership	Result	Call/online request	Greeting	Qualification of customer's needs	Test drive	Product knowledge	Product knowledge Telematics	Product Knowledge Intelligent Drive	Sales process	Premium behavior	Dealership assessment
Audi Center City	95	90	100	69	100	100	100	75	93	100	100
MB Zvezda Stolitsy Kashirka	94	92	92	100	94	100	100	88	92	70	98
Audi Center Yug	92	92	100	100	94	100	100	75	74	80	100
MB Panavto	92	100	92	92	88	100	100	88	77	100	96
MB Avtoforum Neva	92	90	83	100	71	100	100	63	97	80	100
BMW Avtodom	91	100	100	77	100	100	100	75	69	90	100
Volvo Strogino	90	100	83	77	100	100	100	88	63	100	100
Porsche Center Yasenevo	90	100	67	77	94	100	100	88	77	90	98
BMW Nezavisimost	89	90	100	69	100	100	100	88	67	70	100
Volvo Major Moscow ring road 18 km	89	100	100	69	82	100	100	63	79	80	98
Lexus Kuntsevo	87	100	100	82	88	78	67	75	67	80	100
Porsche Sportcar-Center	79	100	100	77	94	100	100	63	83	80	60
Volvo Svid Mobil	78	100	75	46	88	100	44	100	41	100	95
BMW Eurosib, Service Center	75	40	100	92	76	100	44	75	47	100	82
Lexus Primorskiy	68	100	92	46	53	56	44	75	41	80	85
Audi, Vitebsk Center	49	100	67	15	53	33	33	38	29	50	60
Porsche Center Pimorskiy	40	100	75	31	0	33	11	13	25	60	51
Lexus Yasenevo	39	100	8	8	65	44	11	13	27	40	49

Number of visits

Dealership	No. of visits
Moscow	12
MB Zvezda Stolitsy Kashirka	1
Audi Center Yug	1
MB Panavto	1
Lexus Yasenevo	1
BMW Avtodom	1
Volvo Strogino	1
Porsche Center Yasenevo	1
BMW Nezavisimost	1
Volvo Major Moscow ring road 18 km	1
Lexus Kuntsevo	1
Porsche Sportcar-Center	1
Saint-Petersburg	6
Volvo Svid Mobil	1
BMW Eurosib, Service Center	1
Lexus Primorskiy	1
Audi, Vitebsk Center	1
Porsche Center Pimorskiy	1
MB Avtoforum Neva	1
Total	18