

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

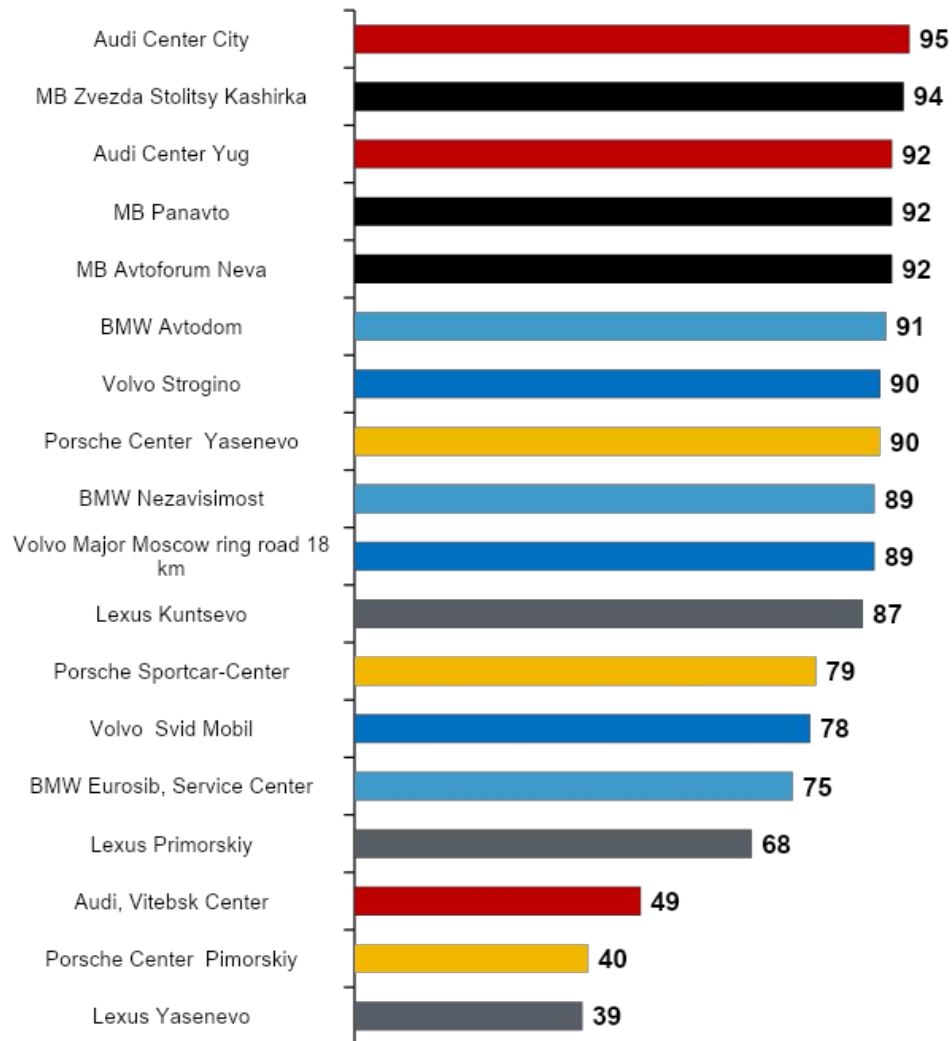
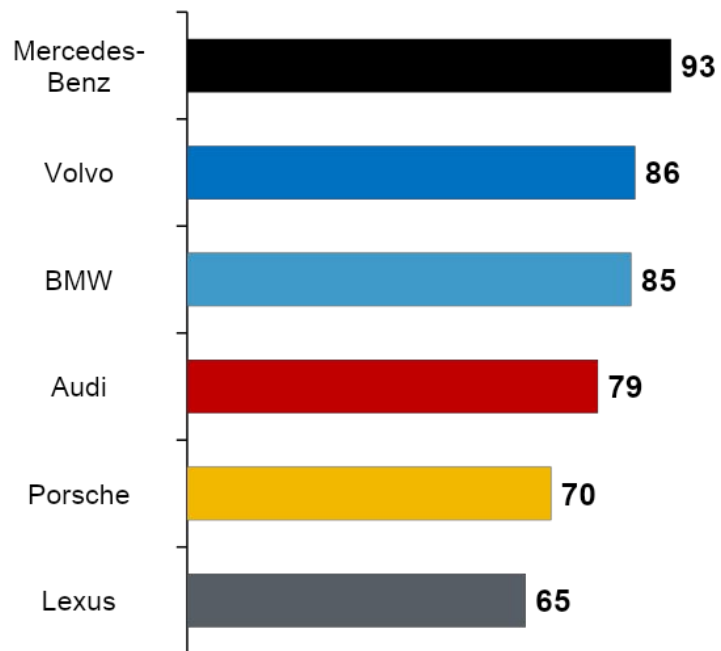
Overall service quality assessment

	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Result	[redacted]	[redacted]	[redacted]	79 [redacted]	70 [redacted]	65 [redacted]
Call/online request	[redacted]	[redacted]	78 [redacted]	94 [redacted]	80 [redacted]	80 [redacted]
Greeting	[redacted]	[redacted]	80 [redacted]	89 [redacted]	88 [redacted]	67 [redacted]
Qualification of customer's needs	[redacted]	64 [redacted]	71 [redacted]	59 [redacted]	62 [redacted]	43 [redacted]
Test drive	88 [redacted]	80 [redacted]	80 [redacted]	82 [redacted]	63 [redacted]	69 [redacted]
Product knowledge	[redacted]	[redacted]	[redacted]	78 [redacted]	71 [redacted]	59 [redacted]
Product knowledge Telematics	[redacted]	88 [redacted]	88 [redacted]	78 [redacted]	70 [redacted]	41 [redacted]
Product Knowledge Intelligent Drive	71 [redacted]	71 [redacted]	71 [redacted]	63 [redacted]	54 [redacted]	54 [redacted]
Sales process	[redacted]	61 [redacted]	61 [redacted]	66 [redacted]	62 [redacted]	45 [redacted]
Premium behavior	88 [redacted]	80 [redacted]	80 [redacted]	77 [redacted]	71 [redacted]	67 [redacted]
Dealership assessment	[redacted]	[redacted]	[redacted]	87 [redacted]	70 [redacted]	71 [redacted]

- 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

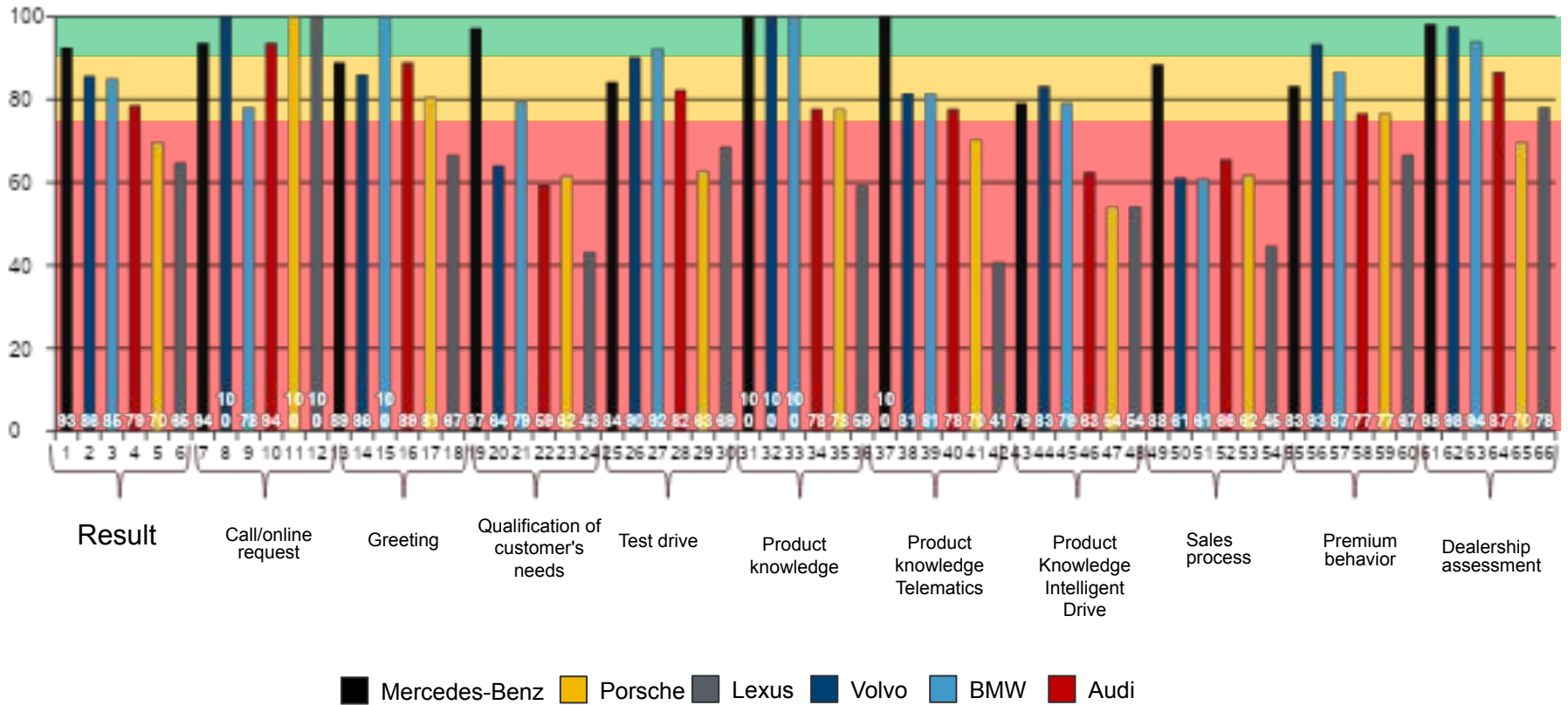
Overall rating by brands



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	100	100
Was the test-drive appointment form working correctly (no "freeze", system error, etc.)	100	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	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		


















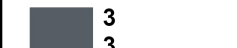






Detailed results by category

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	 100	 100	 100	 78	 78	 59
SC gave information about different engine types	 100	 100	 100	 67	 67	 50
SC based the arguments of the preferred choice of the engine on the client's needs	 100	 100	 100	 83	 83	 33
Overall impression from "Product knowledge "	 100	 100	 100	 80	 80	 73


















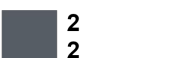
Detailed results by category

Product knowledge Telematics

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	 10	 8 1	 8 1	 7 8	 7 0	 4 1
SC told about possibility to connect the phone with Bluetooth/SAP	 10	 8 3	 8 3	 8 3	 6 7	 3 3
SC showed different ways to listen to the music in the car	 10	 6 7	 6 7	 6 7	 6 7	 1 7
Overall impression from "Product knowledge Telematics "	 10	 8 7	 8 7	 8 0	 7 3	 5 3

Detailed results by category

Product Knowledge Intelligent Drive

Questions	Mercedes-Benz	Volvo	BMW	Audi	Porsche	Lexus
Overall category score	 7 9	 8 3	 7 9	 6 3	 54	 5 4
Overall impression from "Product Knowledge Intelligent Drive"	 9 3	 9 3	 9 3	 8 0	 67	 7 3
SC told about Intelligent Drive in easy way	 5 6	 6 7	 5 6	 3 3	 33	 2 2

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		93	73	93	78	67
Overall satisfaction with purchasing process		93	93	87	60	67
Satisfaction with friendly attitude of SA		100	93	100	78	67
Satisfaction with competence of SA		100	100	93	80	73
Satisfaction with provision of information on different versions and modifications		100	100	93	67	73
Satisfaction with information on the required model provided in the printed form		100	100	73	67	80
Satisfaction with provision of information on different payment		100	100	73	47	87
Satisfaction with explanation of car specifications		100	100	73	47	93
Satisfaction with ability of the dealership to deal with difficult situations		100	100	80	67	93
Satisfaction with the showroom	93	100	100	93	78	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