



Retail strategy & sales organization transformation for a commercial trucks company



Fortos supported one of the world's leading Automotive companies to transform their European retail structure by implementing an integrated dual brand dealer and workshop network. With the new dual brand network, the number of service points increased and at the same time significant S&A cost reductions were achieved.

Customer Challenge

The customer is one of the world's leading commercial truck companies with several brands in the European market. Before the retail network transformation was initiated the company had separate dealer and workshop networks and organizations across Europe, representing the different brands. However, the separate dealer network and organizations had led to high S&A costs and profitability challenges, due to duplication of networks for the different brands in several countries.

A network integration strategy was considered as the only viable option to reduce S&A cost and regain profitability. A retail strategy and sales organization transformation program was launched, where Fortos was asked to drive the transformation from strategic review to full implementation.

Customer Solution

Together with the customer Fortos set up a program where a retail network brand integration strategy was developed and 2-year transformation plan was designed and implemented.

In the project, back-office functions (non-customer facing) at the different brands were analyzed to identify efficiency potential through cross-brand synergies. In most cases, the back-office functions were merged cross-brands to realize the S&A reduction.

An analysis was also carried out for which markets it was financially feasible to keep a dual brand network. Where financially feasible, it was decided to keep a dual retail network, but for the other markets the dealer and workshop network was integrated, to realized synergies and cost savings.





Customer Value

Fortos supported the customer from retail network strategy development, all the way to full implementation and realized results, bottom line. As an effect of the program, several benefits were achieved:

- Close down of +15 unprofitable dealers and workshops
- Merged brand market organizations from several organizations, to one organization, which increased efficiency in HQ organization
- S&A cost reductions with +15 %
- Total number of dealers and workshops decreased with more than 30 % and at the same time the number of service points increased for both brands with ~+20 %, enabled by a dual brand retail network
- Improved profitability

Customer & Fortos Collaboration

A success factor for the program was Fortos involvement throughout the program; from the retail network strategy phase all the way to full implementation. Fortos supported the initial strategy phase with a few consultants, working on strategic analysis and network profitability analysis, mapping out the future retail strategy. In the transformation phase, Fortos effort was increased, supporting the customer with 5-10 consultants throughout the implementation. During the transformation phase the customer could benefit from Fortos Business Transformation approach and deep knowledge from transformation programs.

Throughout the program Fortos worked side-by-side with the customer in integrated project teams, which secured a seamless cooperation and full focus on the transformation activities.

Want to know more?

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About Fortos

Transformation is our heritage. Fortos has a long history as one of the most valuable advisors to leading multinational organizations in the Automotive industry. We support our customers to achieve successful transformations through our deep understanding of their business, our world-class transformation competence and long term commitment to deliver sustainable client value. Learn more about us at Fortos.se

