

Deeley Harley-Davidson Retailer Strategic Planning

DEELEY
HARLEY-DAVIDSON.
CANADA

CLIENT

Deeley Harley-Davidson® Canada is the exclusive Canadian distributor of Harley-Davidson® motorcycles, Genuine Motor Parts and Accessories, and MotorClothes® apparel, which are provided through a national network of authorized Harley-Davidson® Retailers.

CHALLENGE

Despite having evolved from their humble beginnings as a simple distributor of Harley-Davidson® products in Canada into a best in class distributor, Deeley Harley-Davidson (Deeley) realized that in order to continue to grow their business in Canada, they needed to develop a more sophisticated business model with a strong marketing and sales focus. One of the main challenges they encountered was ensuring that their Retailers were aligned, organized and able to execute against their new strategy. TMG International Inc. developed a Retailer Strategic Planning (RSP) program to lead Deeley's Retailers through an accelerated process to develop business plans that address their local issues and opportunities.

APPROACH

Deeley selected 3 Retailers to pilot the program. TMG's consultants worked directly with the Retailer Principal/Owner, their management team and Deeley's Retailer Development group to facilitate the development of a Strategic Business Plan over the course of one week. Shaun Rude, General Manager, Harley Davidson Grand Prairie commented *"Their ability to analyze our business and the ground that they were able to cover in such a short time was nothing short of amazing. The RSP was the complete package; it touched all areas of the business, not just one specific area, and it didn't leave any stone unturned."* The accelerated business planning process consisted of the following activities:

Orientation Session – TMG met with the Retailer Principal and the local management team to explain the RSP process, and to review their current situation, business goals, and any specific issues they were facing.

Data Analysis and Assessment – TMG did a thorough review and analysis of data obtained from the Retailer and the Deeley Retailer Development and Marketing teams. TMG was able to distill this high level market and customer insight data to be actionable at the Retailer level.

Highlights

CHALLENGE

Develop a program to lead Deeley Retailers through an accelerated business planning process

KEY INSIGHTS

- The RSP process effectively demonstrated how to conduct business planning in a retail environment
- Financial planning at the Retailer level could be improved by using more empirical data and best practices
- Using a 3rd party facilitator ensured that issues were addressed honestly and objectively

IMPACT

- Tighter alignment between the Retailers and Deeley Head Office plans
- Deeley better able to support the Retailers with relevant programs and training
- Overall improvement in Customer Satisfaction
- Higher levels of employee engagement and focus
- Role clarity and better management team alignment & effectiveness
- Increased revenue and improved margin performance
- Improved marketing effectiveness

CASE STUDY

Facilitated On-site Workshop –TMG facilitated a 3 day, in-depth business planning session with the Retailer management team, during which they developed a comprehensive strategic business plan including key objectives, strategies, tactics and success metrics.

Ongoing Follow Up & Coaching – 30, 60 and 90 day follow-ups were done to identify if execution of the plan was on track. TMG provided coaching and advice as appropriate, to ensure that the plan was successfully executed or modified based on early results.

KEY INSIGHTS

During the RSP pilot, the following key insights were identified:

- The guided, hands-on nature of the RSP process served as an effective demonstration of how to conduct business planning in a retail environment
- There was opportunity to add more discipline and rigor to the development of financial plans at the Retailer level, by using more empirical data and best practices.
- Using a 3rd party to facilitate the planning process ensured that business issues were addressed honestly and objectively while protecting intra-company relationships

SOLUTION

Following the success of the Retail Sales Planning Pilot, the program was rolled out to leading Retailers across the country over a period of several years. TMG was also brought in to help with a number of other strategic initiatives and projects at the Corporate level. Buzz Green, Sr. Vice President & General Manager of Deeley Harley-Davidson Canada commented, *“TMG has been a great partner. With their breadth and depth of experience and their objectivity, they consistently delivered, helping us uncover new strategic insights, and overseeing the development of new processes and disciplines.”*

In addition to the creation of Retailer-specific business plans, TMG developed and implemented Retailer customer experience strategies and marketing plans, all of which contained actionable tactics to improve business performance.

IMPACT

As a result of TMG’s accelerated “Plan in a Box” approach, the Retailers were able to develop comprehensive, strategic business plans in a very short period of time. Chris Fox, General Manager, Fox Harley Davidson, Owen Sound stated *“This was the first time we really did anything strategic; taking the time to work ‘on’ the business instead of ‘in’ the business. I’m certain that if we hadn’t gone through the RSP process we wouldn’t be here today.”*

The execution of these plans resulted in significant improvements at the Retailer level including:

- Overall improvement in customer satisfaction
- Role clarity and better management team alignment & effectiveness
- Higher levels of employee engagement and focus
- Increased revenue and improved margin performance
- Improved marketing effectiveness

As a result of the RSP process, Deeley became better informed of the individual Retailer’s goals and plans which enabled them to:

- Refine Deeley programs to better support Retailer business objectives
- Better support the Retailer with the most appropriate training, and District Manager support
- Achieve tighter alignment of the Retailer business plans with the Deeley business plan

ABOUT TMG

TMG International Inc. is a consulting firm focused on business strategy, marketing, and sales planning. TMG delivers realistic, actionable, customer-focused strategies tied to strong execution, consistently leaving clients more aligned, committed and enabled. TMG is comprised of seasoned business executives with diverse industry backgrounds and years of “in the trenches” experience. For more information on TMG visit tmginternationalinc.com.