

CASE STUDY – END OF LIFE DE-FLEET/REFURBISHMENT

Commissioned

June 2011

Client

A prominent UK Commercial Vehicle Rental Company



Nature of Consultancy

Vehicle Refurbishment and Sales Channel Management

Our client is a well established commercial vehicle rental specialist. It historically de-fleets 2500 cars, light and HGVs annually. Recent strong business growth will quickly result in this figure increasing to nearly 5000 units in 2012.

Existing practice involved using local body repairers to refurbish vehicles with no documented vehicle standard. Accordingly this resulted in

- Variable standards of sales vehicles
- Differing refurbishment costs
- No sales channel selection prior to refurbishment
- Sales team selling blind
- Slow process times creating high vehicle off road (VOR) figures

Our advice was four fold:-

1. Create documented vehicle return standards aligned to trade expectations
2. Create a measured IT platform to track VOR and refurbishment cost KPIs
3. Develop a workflow process where sales channel decisions and refurbishment decisions are made in conjunction with each other
4. Develop trading relationships with strategic fleet refurbishment centres.

This represented a huge culture change for our client requiring a gradual staged change.

A measure platform has created an environment where clarity of performance makes the promotion of change easier.

This is an ongoing high profile issue for our client.