

**SME Development Fund**  
**Final Report of Approved Project**

Project Title : Quality Upgrading Program for Automobile Retailing  
(Reference No.) : Sector  
(D09 003 009)

---

Period covered : From 01/04/2010 to 30/09/2010  
(dd/mm/yy) (dd/mm/yy)

## 1. Project Details

Please mark with "\*" if any of the following project details is different from that in the project proposal appended to the project agreement.

### Project Reference and Title

Quality Upgrading Program for Automobile Retailing Sector

### Project Summary (in not more than 150 words)

This project mainly consists of three key stages.

- (i) compile the Best Practice 5 cases and establish a Quality Service Model to address the preferred code of practices, key performance elements and the standards for the automobile retailing companies;
- (ii) develop and conduct a series of training and sharing activities of Service Quality Development and Enhancement Program to disseminate the Quality Service Model and Best Practices so as to enhance the service culture and professional standard of the automobile retailing companies;
- (iii) develop comprehensive communication tools such as Customer Tips, video clips and web-based information portal for dissemination and promotion of the deliverables to both the retailers and customers with the ultimate objective to uplift the service quality of the automobile retailing sector.

### Project Objective(s) (in not more than 80 words)

To enhance the service quality of the automobile retailing sector through research and development of Quality Service Model, and compilation of the Best Practices;

To promote quality improvement through training and development of the retailers and education to the customers in the automobile retailing sector.

### Recipient/Collaborating/Implementation Organisation

Recipient Organisation : Right Hand Drive Motors Association (Hong Kong) Limited

Collaborating Organisation(s) : Nil

Implementation Agent(s) : Hong Kong Productivity Council

### Key Personnel

	<u>Name</u>	<u>Company/Organisation</u>	<u>Tel No. &amp; Fax No.</u>
Project Co-ordinator	<u>Mr. Danny Wong</u>	<u>Right Hand Drive Motors Association (Hong Kong) Limited</u>	<u>2383 8787 2787 6039</u>
Deputy Project Co-ordinator	<u>NA</u>	<u>NA</u>	<u>NA</u>

### Project Period

	<u>Commencement Date</u> (day/month/year)	<u>Completion Date</u> (day/month/year)	<u>Project Duration</u> (No. of months)
As stated in project agreement	<u>1/4/2010</u>	<u>30/9/2010</u>	<u>6 months</u>
Revised (if applicable)	<u>NA</u>	<u>NA</u>	<u>NA</u>

## Methodology Employed

### **(i) Compile the Best Practices and Establish Quality Service Model**

Form Steering Committee with the major function of setting strategic objectives, overseeing the development and implementation of quality improvement initiatives in the sector.

Establish the Quality Service Model through desktop study, stakeholder interviews and design work. The content will include but not limited to:

- ♦ quality performance elements;
- ♦ performance standards for the automobile retailing companies;
- ♦ self assessment on quality performance;
- ♦ implementation of quality improvements.

Make reference to the followings in the development of the Quality Service Model:

- ♦ experience from the service sector-specific quality schemes
- ♦ applicable elements from the international standards
- ♦ Best Practices in local market and other service recognition schemes

Coordinate with the associations to identify about 10 outstanding companies and compile 5 practical cases of their Best Practices on critical retailing processes through facilitation meetings, on-site observations and customer feedback review.

### **(ii) Develop and Conduct Service Quality Development and Enhancement Program (a series of training and development activities)**

Develop a series of training and development program activities to:

- effectively promote the awareness of quality;
- enhance the professional standard of the automobile retailing companies;
- disseminate the Best Practices and quality performance elements.

The program activities consist of seminars and workshops for different levels of personnel in the automobile retailing companies; they are (a) Senior Executives and Owners; (b) Supervisors; and (c) Frontline Staff.

- (a) Two two-hour seminars for total up to 200 senior executives and owners of the automobile retailing companies to share the Quality Service Model and Best Practices, understand the latest service trend and customer expectations in the market.
- (b) Four one-day workshops for total up to 120 supervisors of the automobile retailing companies to implement the Quality Service Model, share the Best Practices, and gain the supervisory, performance management and complaint handling skills.
- (c) Eight half-day workshops for total up to 240 frontline staff of the automobile retailing companies to share the Best Practices, uplift their service skills and professional knowledge.

### **(iii) Develop Comprehensive Communication Tools to Disseminate the Best Practices to the Market**

Develop and print 500 copies of Customer Tips to educate the customers in selecting the right retailers, the steps and the essential issues on purchasing a quality automobile, with the aims to promote their preference on quality retailers.

Develop and print up to 1,000 copies of Quality Automobile Retailing Booklet to document and elaborate the Quality Service Model and Best Practices, so as to promote sharing and learning of the project deliverables.

Produce the video clips to document the key highlights of Service Quality Development and Enhancement Program deliverables.

Develop web-information portal to disseminate and update relevant information including the video clips of training and seminar key contents and other project deliverables.

Promote the project activities and deliverables via newspaper advertisement and printed pamphlets/cards.

## 2. Summary of Project Results

### Project Deliverables

Please list out the targeted project deliverables as stated in the project proposal appended to the project agreement and provide details of actual result achieved, including beneficiaries, for each of them.

- a. Customized Quality Service Model consisting of the key performance elements and standards for quality automobile retailing companies;
- b. Best Practice cases (5 cases) on critical retailing processes;
- c. A series of customized Service Quality Development and Enhancement Program activities (2 two-hour seminars for senior executives and owners, 4 one-day workshops for supervisors and 8 half-day workshops for frontline staff) for disseminating the Best Practices and Quality Service Model so as to enhance the service skills and professional standard of the automobile retailing companies;
- d. Develop and print Booklet of Customer Tips (500 copies) to educate the customers their consumer rights and the key steps and issues on purchasing a quality automobile;
- e. Develop and print Booklet of Quality Automobile Retailing (1,000 copies) to document and disseminate the Best Practices and Quality Service Model;
- f. Web-base information portal for dissemination, updating and continued sharing of the project deliverables including video clips.

---

### Actual Benefits to SMEs

Please indicate *in clear, specific, tangible and quantifiable terms* the benefits of the project and its contribution to enhancing the competitiveness of Hong Kong's SMEs in general or SMEs in specific sectors, in not more than 400 words.

- (i) Established a set of customized Quality Service Model consisting of the quality performance elements and the performance standards for the automobile retailing companies. The automobile retailers could take reference of the key performance of the Quality Service Model to review and evaluate their service quality. The automobile retailers were able to identify their strengths and weaknesses for better allocation of resource, such as spending effort on reinforce their strengths as well as improve their weakness. The ultimate goal is uplifting the service quality.
- (ii) Complied 5 Best Practices on critical retailing processes. The automobile retailers could benchmark their service quality and take reference of the best practices to further enhance their service.
- (iii) A series of training seminars/workshops were delivered in July to September. All the training courses are well received by the automobile retailer sector.

Two two-hour seminars were held for the senior executives and owners of automobile retailing companies. They could understand the market trend in the car industry and customer expectation. A Quality Service Model was introduced to assist the participants to identify the key success factors in the car retailing industry. They could also learn how to equip themselves in providing excellence customer experience for their clients.

Four one-day workshops were held for the supervisors of the automobile retailing companies to learn the supervisor skills and motivation skills. The participants were able to identify the signal of employees who need to motivate and learn how to motivate

difference types of employees after taking the courses. All these skills are essential for a leader lead a team effectively so as to cultivate team spirit and pursue service excellence.

Eight half-day workshops were held for frontline staff of the automobile retailing companies to enhance their communication skills and customer service skills. Participants could learn the key communications barriers and acquire the knowledge and skills to communicate with others more effective.

660 persons had attended the training seminars and workshops. According to the course evaluation summary, all of the participants agreed the training seminars/workshop were useful for them. Most (98%) of the participants agreed the training workshops could assist the companies to increase their competitiveness in the market. 99% of the participants were satisfied with the training programs.

- (iv) There were 500 copies of Customer Tips Booklet were developed and distributed to the customers to educate their consumer rights and the key steps and issues on purchasing a quality automobile. The development of Customer Tips Booklet could promote customers' awareness and demand on quality service and therefore would be helpful to drive the commitment and improvement of the retailing sector.
- (v) There were 1,000 copies of Quality Automobile Retailing Booklet were distributed to the automobile retailing companies. Out of the 1,000 copies, 500 copies were additional printing in response to the demand from the sector and enhanced promotion effect. The booklets were convenient and effective for those preferring traditional and formal means of communication. It helped to facilitate keeping, reading, duplicating and transferring of precise information at ease among the peer individuals.
- (vi) Web portal was established to disseminate and update relevant information including the video clips of training and seminar key contents. It provided round-the-clock means for updating and sharing of the information. With the popularity of internet, it enabled the companies to search project's existing and previous information and video clips, and thus extends the long-lasting effect of the deliverables. At customer side, it would enable customer easy search on tips and intelligence. The web-portal will serve multiple roles of information sharing, education and marketing.

### Milestones (in chronological order)

# Please indicate if the milestone is completed (C), deferred (D) or not achieved (N). If it is deferred, please indicate the revised completion date. For those milestones which are deferred or not achieved, please also provide the reasons under item 2.4.

	<u>Milestone</u> (as set out in the project proposal appended to the project agreement)	<u>Original target completion date</u>	<u>Revised target completion date</u> (if applicable)	<u>Status</u> (C/D/N) #
1.	Establish Quality Service Model and compile the Best Practice cases	31/5/2010		C
2.	Develop and conduct Service Quality Development and Enhancement Program	31/7/2010		C
3.	Develop Comprehensive Communication Tools to Disseminate the Deliverables to the Market	30/9/2010		C

### Marketing/Dissemination Activities (in chronological order)

Please provide details of all completed and on-going promotional and/or dissemination activities for each of the project deliverables. Such activities may include advertisements, seminars, workshops, etc.

<u>Date/ Period</u>	<u>Description</u>	<u>No. of beneficiaries</u> (Please specify whether they are SMEs or not)
09/07/2010	Promote the training programs by advertising on Caz buyer Issue 345 (Appendix 1)	Public
15/07/2010- 30/9/2010	Promote the training programs and the project deliverable in the website of Car 28 ( <a href="http://www.28car.com/">http://www.28car.com/</a> ) (Appendix 2)	Public
16/07/2010	Promote the training programs by advertising on Caz buyer Issue 346 (Appendix 3)	Public
17/07/2010	Promote the training programs by advertising on Apple Daily on 17 July 2010 (Appendix 4)	Public
19/07/2010	Promote the training programs via HKPC News Flash Issue 114 (Appendix 5)	Public
22/07/2010	優質服務發展及提昇課程 - 推行篇: 轉危為機 (WSB2-1)	18 participants
23/07/2010	優質服務發展及提昇課程 - 優化篇: 靈巧溝通與銷售 (WSC1)	13 participants
02/08/2010	Around 25,000 e-direct mails were sent to promote the training programs	Public
04/08/2010	Distributed the pamphlets of training programs in the seminar (Appendix 6)	
04/08/2010	優質服務發展及提昇研討會 (WSA1)	92 participants
04/08/2010	優質服務發展及提昇課程 - 推行篇: 督導有方 (WSB1-1)	32 participants
04/08/2010	優質服務發展及提昇課程 - 推行篇: 督導有方 (WSB1-2)	33 participants
05/08/2010	優質服務發展及提昇課程 - 推行篇: 轉危為機 (WSB2-2)	26 participants
10/08/2010	優質服務發展及提昇課程 - 優化篇: 靈巧溝通與銷售 (WSC2)	27 participants
11/08/2010	Promote the training programs via SUCCESS' E-newsletter ( <a href="http://mail.success.tid.gov.hk/module/source/misc/mod_success_e_news/template/enews/enews132/enews_eng_web.html">http://mail.success.tid.gov.hk/module/source/misc/mod_success_e_news/template/enews/enews132/enews_eng_web.html</a> ) (Appendix 7)	Public
24/08/2010	優質服務發展及提昇課程 - 優化篇: 靈巧溝通與銷售 (WSC3)	27 participants
24/08/2010	Promote the training programs by advertising on Sing Pao on 24 August 2010 (Appendix 8)	Public
26/08/2010	優質服務發展及提昇課程 - 推行篇: 轉危為機 (WSB2-3)	32 participants
27/08/2010	優質服務發展及提昇課程 - 優化篇: 靈巧溝通與銷售	20 participants

	(WSC4)	
31/08/2010	優質服務發展及提昇課程 - 優化篇: 靈巧溝通與銷售 (WSC5)	27 participants
01/09/2010	Distributed the pamphlets of training programs in the seminar (Appendix 6)	
01/09/2010	優質服務發展及提昇研討會 (WSA2)	98 participants
01/09/2010	優質服務發展及提昇課程 - 推行篇: 督導有方 (WSB1-3)	46 participants
01/09/2010	優質服務發展及提昇課程 - 推行篇: 督導有方 (WSB1-4)	47 participants
02/09/2010	優質服務發展及提昇課程 - 優化篇: 靈巧溝通與銷售 (WSC6)	28 participants
03/09/2010	優質服務發展及提昇課程 - 優化篇: 靈巧溝通與銷售 (WSC7)	30 participants
08/09/2010	優質服務發展及提昇課程 - 優化篇: 靈巧溝通與銷售 (WSC8)	25 participants
09/09/2010	優質服務發展及提昇課程 - 推行篇: 轉危為機 (WSB2-4)	39 participants
1/9/2010-ongoing	Web site ( <a href="http://202.155.228.7/car">http://202.155.228.7/car</a> ) (Appendix 9)	Public
30/09/2010-ongoing	Distribute the booklet of Customer Tips and Quality Automobile Retailing to automobile retailing companies (Appendix 10)	SMEs
	Total no. of beneficiaries - no. of participants from SMEs	: 660 participants (about 70% from SMEs)
	no. of companies which are <u>not</u> SMEs	: About 30% participants are not from SMEs

### Future Plan for Promoting the Project Deliverables

We will continue promoting and sharing the project deliverables via the web site of Quality Upgrading Program for Automobile Retailing Sector.