



## Business Impact

99% overall satisfaction rate for training content

Sales volume increased 131% over six years

Most successful product launch in Porsche China history

# CASE STUDY

## Driving Better Performance for Porsche Sales

### Situation | Elevating the product launch training experience at Porsche China.

Porsche China recognizes that their sales force is the key to selling high-end cars. A car is one of the biggest purchases a consumer will make in their lifetime. While buying online is an option, research from Deloitte's 2018 Global Automotive Consumer Study suggests that 82%<sup>1</sup> of shoppers say they need to see a vehicle before they buy it. This way, they can truly ascertain the personality of a car—the features they like, the way it drives, and its overall feel. What's even more interesting is that 80%<sup>2</sup> of consumers say they prefer interacting with real people when buying a car so they can ask certain questions and acquire more information. As a result, Porsche China knew that they needed product training that performs as well as their vehicles.

- Porsche China wanted an approach that would **engage learners** in a more experiential and meaningful way, an approach that would **perform** as well as their vehicles.

### The Challenge | Develop sales training to match the thrill of the Porsche 911 driving experience.

The role of a car dealer is vitally important to a vehicle's success. Car dealers act as a hub of knowledge and guidance, and customers rely on their intelligence when making decisions. In fact, 57%<sup>3</sup> of consumers rate customer experience as either a somewhat or very important factor in choosing whether to buy a vehicle.

When Porsche China decided to launch their new 911 model, they wanted to ensure that their employees could knowledgeably and confidently sell this car to customers, providing an exceptional customer experience. As a leading car manufacturer, they recognized that they needed to create a wholly immersive and effective learner journey. And as their retail network had begun to grow exponentially, they needed a fresh training approach.

Several years of repetitive classroom instructor-led training (ILT) was limiting participant engagement and impact. Porsche China wanted an approach that would engage the learners in a more experiential and meaningful way. So they challenged GP Strategies® to design, develop, and deliver a transformative experience for their sales force.

## GP Strategies Solution | Blend multiple interactive modalities to make learning stick.

Working with Porsche China Training Academy, GP Strategies co-created the New Porsche 911 Launch Training: an enhanced learning experience that incorporated soft skills training for the retail network, from pre-launch activities through launch training and post-launch actions. To lessen the impact on their day-to-day work activities, and to minimize workforce disruption, GP Strategies ran 2-day training sessions for 112 dealers, each with 50–60 staff members.

Traditionally, it takes around 6 months for a new Porsche model to get into the marketplace. During this time, dealers receive various communications and tasks to learn about the new product. To ensure learners were continually learning and developing their skills during this time, GP Strategies developed a series of interactive learning experiences using familiar technologies.

### WeChat

WeChat is mobile calling, video calling, and chat technology that learners can use to access information about the Porsche 911. WeChat enables learners to read news and fact sheets, play games, and acquire knowledge about the 911 model. Competitions were an integral element of WeChat's capabilities during this initiative. Participants could answer various questions about the car and "level up" on the leaderboard. Once their level of knowledge was determined, the system would then match them to another user with a similar skillset. A competition would then ensue between the two users. Who could answer questions more accurately? Who did it in a faster time? Whoever earned the highest score would once again level up, and the same process would occur again. This enhanced user engagement by giving learners something to work toward and by awarding them with points on the leader board.

Learners would then participate in a weekly Champion Battle in which members of Porsche China Training Academy were virtually present to accept the challenges from the winner of that week. They would then compete against each other. This innovative, game-like process helped users consolidate their knowledge about Porsche vehicles and the history behind them, making the learning journey engaging, fun, and exciting. A total of 1,046 participants—a 94.98% attendance rate—used this learning tool and made the program a great success.

The following pictures are from the participants' WeChat elements.



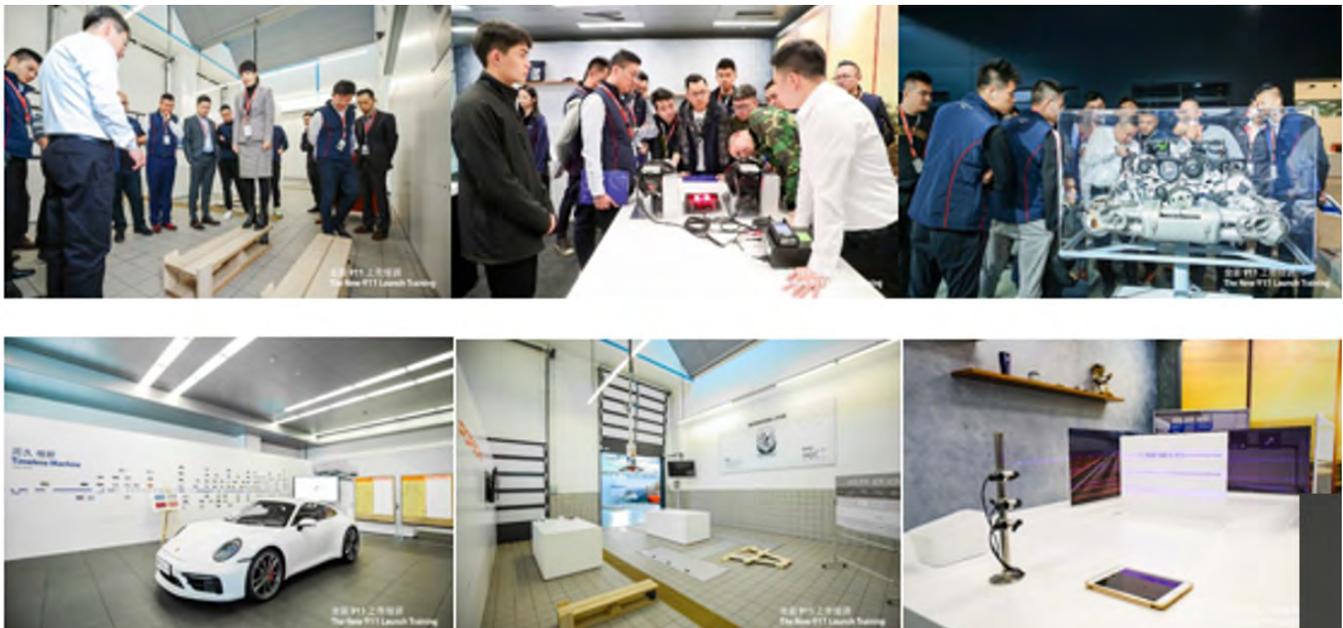
## Escape Room

To integrate soft skills into the New Porsche 911 Launch Training, GP Strategies designed three separate escape rooms that urged people to work together as a team and communicate in order to reach a shared, unified goal.

The storyline was set in a new Sports Car Gallery that had been established. The three investors (our trainers) who founded the gallery were looking for an eligible director to run things. The candidates for this role who had passed previous interviews and assessments now had to pass the final application process.

Each candidate was placed in a specific escape room: either the Sports Car Design Lab, the Garage, or the Golf Villa. In each of the rooms, the investor and their helper (the training assistants) assisted candidates (participants) so that they could pass certain challenges. They would watch videos, solve mathematical calculations, and figure out how to escape the room. The entire experience, from start to finish, was custom designed by GP Strategies specifically for the Porsche 911. This was an extremely impressive experience for each participant, as they were fully immersed within the situation. They could then immediately apply this experience and the challenges they faced in real-life scenarios.

The following photos are taken from an actual Escape Room experience.



## Video

Another modality participants could take advantage of was video. In the pre-learning period, GP Strategies produced walk-around video demonstrations and two recorded and one live virtual classroom training (VCT) sessions. Four months before the New Porsche 911 onsite launch training began, each video was broadcasted to the dealer network every month.

The first asset presented was a 20-minute walk-around video. This helped students to understand the product information and its highlights in advance of the car arriving in the showrooms. This would assist them in responding to customer advance orders.

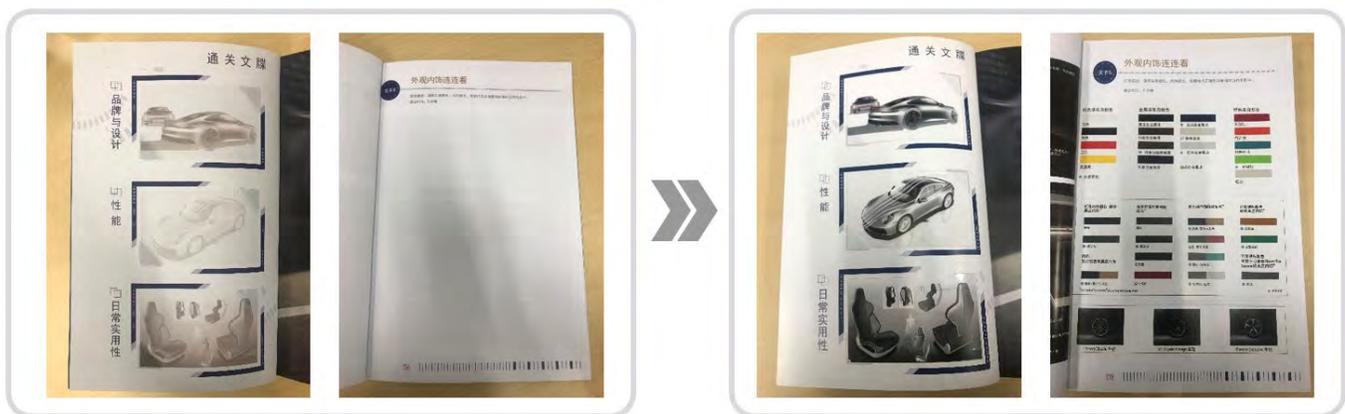
The second video was a recorded VCT, again around 20 minutes long. This outlined the top 10 highlights of the new 911 product. The third was another recorded VCT, which provided a summary of Porsche China's main competitors' product information and features. Finally, the fourth video was a live 40-minute VCT. This focused on providing information about their competitors' comparisons.

## Q&A Platform

Through the entire New Porsche 911 Launch Training process, participants experienced immersive training, digital learning, and customer-oriented scenarios. Once back in the retail space, learners would undoubtedly have additional questions. To nurture and support their growth after the training, GP Strategies set up a Q&A channel through WeChat for learners' post-training needs. They could use this platform if their customers came to them with questions they didn't know the answer to or if they wanted clarification on a particular topic. Live virtual classroom sessions took place on a weekly basis where participants could input their questions onto the platform. For those who could not attend the original product launch training sessions, this was the perfect opportunity to receive support and get up-to-date knowledge on topical questions.

## Interactive Workbook

Learners were provided with an interactive workbook that they had to complete. During workshops, participants had to solve challenges based on descriptions that were printed in the workbook. Once the learners passed the challenges, the trainer would review all their knowledge. After all challenges and reviews were complete, the trainers would provide a Certified Pass Card to participants, which they could then insert into their pages to demonstrate their achievements. The interactive workbooks left a lasting impression on the participants and were an extremely advantageous tool for knowledge retention.



## Business Impact | Results: The most successful product launch training ever in Porsche China history.

After the New Porsche 911 Launch Training was complete, a survey was posted on the WeChat platform for participants to fill in. This gave the team the opportunity to receive honest feedback and guidance on how they can improve training in the future. The survey results indicated that the New Porsche 911 Launch Training was the most successful training ever in Porsche China history. The overall satisfaction rate for training content was 99.69%. Furthermore, three categories were given a total satisfaction of 100% (Scored 8–10 marks). This initiative has been recognized as a record-breaking achievement in Porsche history in terms of Porsche Launch Trainings.

The escape room modality was the first time GP Strategies had applied such an experience to product launch training, and the team received high recognition from the client and praise from the participants. Feedback demonstrated that this modality helped participants develop excellent communication, teamwork, adaptability, conflict resolution, and problem-solving skills—all relevant and necessary skills for their role.

The immersive training and interactive workbook left a lasting impression on the participants, with product knowledge and post-workshop skills transferred through engaging content and activities. The New Porsche 911 Launch Training gained high visibility and a good reputation on social media too.

The innovative WeChat platform that hosted competitions and Q&As provided learners with product knowledge about the 911 model so they could talk about Porsche's vehicles confidently and sell them successfully to customers. With 1,046 people participating in the WeChat activities, this rich, online learning experience was proven to stimulate enthusiasm, winning the praise of everyone involved.

Post-training figures were also impressive and indicative of the program's success.

Overall, the New Porsche 911 Launch Training provided participants with the skills, knowledge, and confidence needed to speak about the new model. The entire learning journey was immersive, engaging, and highly successful.

Between 2013, when the product training was first launched with support by GP Strategies, and 2019, Porsche sales volumes rose over 131% from 37,425 to 86,752 in China. GP Strategies has built strong, lasting connections and relationships with teams and departments across Porsche China, which look set to intensify as the two companies continue to work together to provide valuable, effective learning in the future.

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<sup>1</sup>2018 Deloitte Global Automotive Consumer Study, Module 2: Advanced Technology Update & Customer Experience. Primary Insights: Germany. March 2018. [https://www2.deloitte.com/content/dam/Deloitte/de/Documents/consumer-industrial-products/2018\\_GACS\\_Data\\_Deck\\_Germany.pdf](https://www2.deloitte.com/content/dam/Deloitte/de/Documents/consumer-industrial-products/2018_GACS_Data_Deck_Germany.pdf).

<sup>2</sup>2018 Deloitte Global Automotive Consumer Study.

<sup>3</sup>2018 Deloitte Global Automotive Consumer Study.

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## About GP Strategies

GP Strategies is a leading workforce transformation partner—one of the few truly dedicated global providers in the marketplace providing custom solutions. We believe our transformation focus, when paired with deep listening, a customer-centric approach, and innovative expertise, enables our clients to routinely achieve superior business and operational results from our evidence-driven and technology agnostic recommendations.

Whether your business success requires a change in employee performance and mindsets, learning technologies, or critical processes, GP Strategies is the transformation partner you can trust.

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