



## Case Study

# Integration of Learning and Application for a Luxury Automotive Retailer

### Situation

Our client, a European luxury automotive manufacturer operating in China, needed to transform its retail network to reflect its brand position within the luxury automobile market. The company needed to revolutionize their retail network by establishing a standardized dealer operation policy, presented in a format that could be easily learned, conveniently accessed and readily applied. The client's traditional method of instruction was simply to use a Dealer Operating Manual (DOM), a guidebook combining the company's existing manual with local policy and practices. Learners were instructed to apply the DOM to the work environment.

### Solution

Raytheon Professional Services (RPS) developed a new DOM that incorporated the customer's buying experience along with the dealership's needs, a competitor analysis and industry benchmarking. RPS created this comprehensive guidebook to facilitate knowledge acquisition as well as its successful application to the workplace.

An online version of the training was developed, applying the "70-20-10" learning principle which states that 70 percent of learning takes place at work. In addition to the traditional guidebook format of "tell and do," this virtual version included built-in learning media to instruct on processes and engage the learner with real-life work scenarios. The learning experience included providing a satisfying experience for the retail customer. Each "micro-Learning" can simultaneously cover: Standard Policy, Customer Satisfaction Scenario, Available Tools, and the Correct Process, providing a more integrated training for the learner.

### Business Results

Less time spent in the formal classroom has resulted in the reduction of corporate training costs.

By integrating learning with on-the-job tasks, the learners engage more readily, internalize information faster, and enjoy "just-in-time" training application to real-life situations.

Customer satisfaction is now an increased priority for employees, with workers understanding and actively applying principles to meet the customer's needs.

RPS' integrated learning system quickly developed best-in-class dealership practices which became standard operating procedure, creating a dealer network culture that reinforces our client's luxury automobile brand.

Reusable training continues to bring savings for the client with less training cost and time usage, allowing the dealerships to readily train new hires.

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