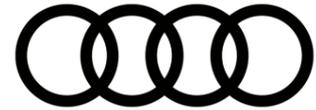


MANCHESTER
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The University of Manchester
Alliance Manchester Business School



Audi LEAD Programme: Future-proofing the Audi UK dealership network

A case study by:

Audi UK

Alliance Manchester Business School (University of Manchester)

Original Thinking Applied

Executive Summary

The Audi Group is among the world's leading producers of premium cars. Like other automotive manufacturers, the company operates in an increasingly complex, volatile and dynamic environment, characterised by increasing global competition, shifts in environmental attitudes, rapid technological disruption and changing customer needs.

To maintain this market position against this backdrop of change, Audi recognised the need to develop the leadership capabilities of its frontline leaders – its dealership 'Heads of Business' and 'Aspiring Leaders'. They recognised that, ultimately, it is their people and future leader populations who face the challenge of continually adapting to change and delivering sustainable long term growth.

In-line with this recognition, Audi UK partnered with Alliance Manchester Business School (AMBS) to design and deliver an innovative 'Leadership Excellence and Development Programme' targeted at 350 Heads of Business and Aspiring Leaders from across the Audi UK dealer network. The programme aimed to: equip these managers with 'best in class' leadership capabilities; improve the capability of the business to adapt to change, and ultimately; support the long-term sustainable growth of the Audi dealership network.

To meet these aims AMBS and Audi developed a highly customised, truly innovative modular blended learning programme, incorporating some of the latest thinking in leadership development and management science. Delivered in 9 cycles, between October 2018 and June 2020, the programme was structured around 3 intensive residential workshops and incorporated a range of practical web and work based applied learning methodologies across a 6 to 9 month learning journey.

The programme proved hugely successful. Qualitative and quantitative indicators reveal that the programme performed above Financial Times customised 'top 20 provider' quality benchmarks, delivered a positive impact on individual leadership capability, and produced tangible business impact and improvement. This business impact includes direct sales revenue gains of over £2 million in the first year from 'applied business projects' that were designed and implemented on the programme.

Together we succeeded in developing a truly innovative and unique programme which has proved to be genuinely impactful at both the individual, group and business level. We believe that the programme represents a best practice benchmark in leadership development in the automotive industry & beyond.

