



Online-Appendix zu

„Implementation of strategic change by franchisees: A sensemaking perspective“

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1. Further Proof of Evidence

First-order concept	Citation	Source
Design of initiative	Of course we would like to influence that processes.	Interview
	We got clear instructions by (franchisor) (country). We just opened the wallet and paid. They told us everything. How it should be done.	Interview
	I think they have given us the way to do it, and we do it that way. It is not very flexible.	Archival document
Launch communication	The first thing a dealer thinks is: costs, costs, costs.	Interview
	It seemed SO much at the same time. At once. And I think the ideas are good. But I think they are trying to implement it too fast and have not really thought it through.	Interview
Interpretations of new structure	Now we put everything in a structured way, that we can measure and follow-up. And secure that, no matter what customer it is, they will always get the same experience of a car when we deliver it.	Interview
	The idea is good and I also like it. It gives a premium feeling to the whole thing and we have to be better about new ways of selling cars.	Interview
	We have a long way to go. But we are moving in the right direction. But it is not something you do over night. Just to change the whole situation.	Interview
	The concepts are well developed. But then the challenge is to implement it at the daily work we do here with every customer.	Interview
	Creation of a premium customer journey.	Archival documents
	Enhance customer facing dealer environment and experience.	Archival documents
	The showroom appearance is consistent at all visited dealerships.	On-site observations

First-order concept	Citation	Source
Installation and training	And then we have educations for new sales guys and we have education for special products so we can improve. That part is (franchisor) that is taking care of educations but the daily training is here in the shop.	Interview
	Ensure that trainings and coachings within the dealership are integrated and aligned.	Archival documents
	The installation is for the most part completed.	On-site observations
Interaction with other dealers	I have not exchanged experience with any other dealers.	Interview
Interaction with franchisor	But they listen to us, we tell them what we need, we try to do better, they help us. That's ok. But I am not sure if it makes any change.	Interview
	We are talking every week, we are saying all these things to them and they know the difficulties but they say, you have to do it this way.	Interview
	We tell the difficulties, but I am not sure if it goes to the right place. I think the (country) importer doesn't say anything to (headquarter).	Interview
Interaction within dealer	No, we are discussing internally about the results.	Interview
	We have been talking about it every week with the salesmen.	Interview
Implementation difficulties	Our problem with that in (country) is actually that we do not have SA3 at the moment and never had it actually. So that is really something that we lack of systems, sales systems actually, to help the salesmen in all that process.	Interview
	Because, if we had a good CRM system, every time we did this, it could pop-up "Do not forget to call this guy... Do not forget this..." But we do not have any CRM program at all. We only have a program where we sell or we build a car with the offer.	Interview
	Provide dealer support of required	Archival Documents
	IT Tools do not seem to be completely in use.	On-Site

First-order concept	Citation	Source
Problem solving	Here in (place) we have some problems with the test drives. So now we had training and discussion on test drives, how we could improve the process. That was initiated by (franchisor). So, they are helping out when it is needed.	Interview
	Everything comes from (headquarter). Then it comes to Nordic, who coordinates something. Then, it comes to (country), who coordinates something. And then it comes to us. That is one step too much.	Interview
	They do not have all the knowledge to solve the small problems. They just like "you have to buy this kind of computer, that kind of thing, that and that." So, we did all of that. And when you are putting it together, it does not work. They do not know why it does not work. They are looking everywhere and they are always saying, "We will get back, we will get back".	Interview

2. Research Protocol

A	Overview of the case study project	Comment
A1	Research question / project objectives	
	How does sensemaking take place at franchisees during franchisor-initiated change?	Chapter 1,2
A2	Theoretical framework	
	Literature Review on sensemaking and franchise systems	Chapter 2
A3	Role of protocol in guiding the case study	
	Documentation of case study proceeding	Chapter 3
B	Field procedures	Comment
B1	Place of sites, organizational role of interviewees	
	Aarhus, Denmark 2 Interviewees: Filial Director and Sales Manager	Meeting scheduled
	Lyngby, Denmark, 2 Interviewees: Marketing and Sales Director	Meeting scheduled
	Malmö, Sweden Interviewee: Sales Manager	Meeting scheduled
	Lahti, Finland Interviewee: Sales Manager	Meeting scheduled
	Joensuu, Finland 2 Interviewees: Sales Manager and Salesman	Meeting scheduled
B2	Data collection plan (individual and overall schedules)	
	Overall time schedule 15.04. - 30.05.	
	Aarhus, Denmark, 07/05/2015, 11 am	completed
	Lyngby, Denmark, 24/04/2015, 3pm	completed
	Malmö, Sweden, 05/05/2015, 10.30 am	completed
	Lahti, Finland, 28/05/2015, 2pm	completed
	Joensuu, Finland, 29/05/2015, 11 am	completed
B3	Expected preparation prior to site visits	
	Illustrative Letter of Introduction	sent on 01/03/15
	Letter of agreements - data protection	printed, signed
	Train/flight reservations	scheduled
	Borrow Voice recorder from CBS library	ok

C	Case study questions
C1	Basic Information
	Could you briefly state how many outlets belong to (Dealer)?
	How many employees are approximately working in all of these outlets?
C2	Sensemaking
	How were you initially informed about (change initiative)?
	What was your first impression about (change initiative)?
	How did you perceive (change initiative) compared to other central initiatives?
	What concepts do you relate to (change initiative)?
	Which concepts of (change initiative) do you implement at the dealerships?
	Did (change initiative) lead to significant changes at your dealership?
	How far are you with the implementation of (change initiative)?
	How did you know how (change initiative) should be implemented?
	Were there any aspects of (change initiative) that you did not understand at first?
	With whom did you mainly interact when you had open issues?
	How do you interact with the NSC/Region?
	Did you give feedback on your experiences with (change initiative) to someone outside the dealership?
	Did you talk to other dealers about (change initiative)?
	How do you perceive your role in (change initiative)?
	Did you have the feeling of being able to influence (change initiative)?
	What are the chances and challenges of (change initiative) that you experienced?
	Did you have any initiatives planned or implemented in the context of sales strategy prior to (change initiative)?
	Were these strategies mainly initiated by the (franchisor) or by the dealer?
C3	Role conflicts
	How were your employees informed about (change initiative)?
	What are the expectations of the employees to the management of the dealership when it comes to (change initiative)?
	What are the expectations of the central organization?
	How do you cope with these different expectations?

3. Contact Summary Form

A	Interview
Site	Anon.
Contact Date	Anon.
Today's Date	Anon.
Written by	Theresa Gebauer
B	Main issues that struck me in this contact
	<p>The main issues the respondents wanted to mention are efficiency, communication and innovativeness.</p> <p>1. Efficiency: Many of the centrally developed concepts, which are included in their Retail Standards, are not perceived as efficient. According to the respondents, the employees' lack of retail experience is the main source.</p> <p>2. Communication: They describe the communication as being unidirectional. The NSC/Region tells them what to do but not how. It is on them figuring out the implementation. They do not perceive their feedback treated as relevant. The irrelevance of the (country) market, based on the relatively low sales volume, is regarded as one possible source.</p> <p>3. Innovativeness: They seem to appreciate the ideas developed by their own management. Innovativeness is described as one of the main strategic goals. Their own management and their ideas are described as being innovative whereas the franchisor is described as being old fashioned. The change initiative was mentioned as a step towards the right direction.</p>
C	Summary of information I got (or failed to get) on each target question I had for this contact
Question	Information
How many outlets and employees belong to the dealer?	Anon.
Which concepts of the change initiative are implemented at the dealer?	Product Genius (incl. Customer Treatment training), Mobile Customizer, EPoS
How far is the implementation?	Still in progress. Due to infrastructure problem that hinders the use of Mobile Customizer, they do not know when the implementation will be completed.
How were you initially informed about the change initiative?	Sales Meeting in (Headquarters); Presentation by Region representative and external consultant at dealership.
What was your first impression about the change initiative?	Very positive. Seen as an approach of being more innovative. IT Tools and Standardization mentioned; The central implementation targets were not seen as realistic (Presentation at dealership). So, the strategic vision seems to be perceived very positively, but the implementation approach not as realistic.
Did you have initiated any strategies yourself?	Yes, the CEO of (dealer) is described as being very innovative. He tries out a lot of new ideas. When he implements them he also tries to include them in the new Retail Standards.
Could you describe the changes the initiative entailed at your dealership?	Standardization of sales processes is often mentioned. Especially when it comes to the hand-over and the follow-up. Further, the modernization through the use of IT Tools.
What are the chances of the change initiative?	The standardization is regarded as positive. In addition, the Product Genius community is seen as an efficient way of clarifying open questions.

What are the challenges of the change initiative?	The implementation is a challenge. The dealer did not get detailed information but had to figure out the implementation on his own. Budget and infrastructure problems postpone the implementation of Mobile Customizer, which is an important element of the change initiative.
Are you able to influence the change initiative?	No. The respondents said that they did not have the possibility to influence the design of the change initiative. They do not have the impression that their feedback is perceived as relevant. The same applies for the Retail Standards, which includes parts of the change initiative. The dealer knows he has to do it, and he figures out an efficient way to implement it on his own. He is not reflecting or complaining, as he knows that being part of the franchise system implies that he is obliged to implement certain things. Although many aspects, especially when it comes to the Retail Standards, are not regarded as being efficient. The dealer tries to influence the Retail Standards when he introduces his own new ideas to representatives of the Headquarter or region.
How do you handle open questions?	Open questions are dealt with within the dealer or in exchange with other dealers. The respondents do not have the impression that the NSC/Region can answer open questions.
How do you communicate with the NSC/Region?	The respondents talk about a "one-way" communication. The NSC/Region tells them what to do and they do it. They describe their relation as positive. They see the main source of the inefficient tasks they have to fulfill in the employees lack of retail experience.
How do you communicate with other dealers?	They communicate unofficially with the other dealer in (country) to exchange experiences. The main goal of that communication is to avoid doing similar mistakes again. The relation to the other dealer is described as very positive.
How did you inform your employees and how did they react?	They informed their employees in a regular meeting. They reacted differently. The communication with the employees seems to be one-sided as well. They want their employees to act according to their strategy. They do not seem to make common sense with their employees but rather within the management.
How do you cope with different expectations?	At first, one respondent described it rather as a fact they have "to manage". In later parts of the interview, they both talked rather positive about their role being in between as they seem to believe in the corporate strategy and the change initiative
D	Anything else that struck me as salient, interesting, illuminating or important in this contact?
	Although the respondent criticized a lot, they did it in a constructive way, offering solutions, identifying sources. In addition, they spoke very unemotional. As their role naturally entails certain disadvantages. Both respondents were very open and friendly.
E	What new (or remaining) target questions do I have in mind considering the next interview session?
What does concepts does the change initiative include for you?	
What are the most significant changes at your dealership due to the change initiative?	
How do you perceive the change initiative compared to other central initiatives?	
How did you find out how you were supposed to implement the change initiative?	
Where there any aspects of the change initiative that you did not understand at first?	
With whom do you clarify open questions?	
What are the expectations of your employees to the management of the dealership when is comes to the change initiative?	

A	Interview
Site	Anon.
Contact Date	Anon.
Today's Date	Anon.
Written by	Theresa Gebauer
B	Main issues or themes that struck me in this contact
	<p>The main issues that the respondent wanted to mention:</p> <p>1. Implementation difficulties/Communication: He often says that (franchisor) "has not thought it through". (Franchisor) is "naive" when developing new standards for the dealer, thinking that it can be fast and easily implemented. But, there are problems in the implementation arising that cannot be solved by (franchisor).</p> <p>2. Increasing pressure: A significant amount of the interview, the respondent talked about the increasing pressure on the sales persons due to Mystery Shopping. This seems to bother him a lot.</p>
C	Summary of information I got (or failed to get) on each target question I had for this contact
Question	Information
How many outlets and employees belong to this dealer?	Anon.
How were you initially informed about the change initiative?	During the introduction of (car series) on Portugal in 2010, the Region Manager introduced the change initiative.
What was your first impression about the change initiative?	The ideas were perceived as positive but the implementation was regarded too much at a time. Not realistic (they did not think it through).
How did you perceive the change initiative compared to other central initiatives?	It is seen as a big step towards the right direction.
What concepts of the change initiative do you implement at the dealer?	He talks about Mobile Customizer, EPoS, Product Genius and Mystery Shopping.
Did the change initiative lead to significant changes at you dealer?	Yes. He describes it as a new way to organize the sales process and the premium appearance of a car dealership.
How far are you with the implementation of the change initiative?	They have some unsolved issues, but if they are solved they plan to complete the implementation as soon as possible.
How did you know how the change initiative should be implemented?	5-6 people from the region came to the dealer to explain in detail how the implementation should proceed.
Were there any aspects of the change initiative that you did not understand at first?	He is not describing it in detail, just stating that it was not clear to him at the beginning.
With whom did you mainly interact when you had open issues?	Inside the dealer they had one person consolidating open issues for the change initiative. Outside the dealership they discussed open issues with the Region. Although, he describes the information he gets from the Region as positive, he is claiming that the problem solving and the return on open questions is not functioning very well.
Did you talk to other dealers about the change initiative?	The dealer did not have so much exchange with other dealers. They talked a little bit, but that does not seem to be the communication process they used in solving their problems.

How do you perceive your role in the change initiative?	He seems to perceive his role as the executor of the Retail Standards.
Did you have the feeling of being able to influence the change initiative?	As he is implementing the Retail Standards, he thinks that he is going to influence the implementation. But he is not talking about the development.
What are the chances and challenges of the change initiative that you experienced?	<p>Problems:</p> <p>General: There are still some unsolved open issues. And the aimed implementation speed is too high.</p> <p>Infrastructure: He claims that the lack of a good CRM system, leads to disadvantages in following the newly set guidelines (e.g. follow-up). The new standards only lead to a premium customer experience, when things work 100%.</p> <p>EPOS: The use of the workstations was not thought through.</p> <p>Mobile Customizer: As the VPP does not work yet, they cannot use the iPad.</p> <p>Product Genius: Ambitious people, who fit the profile of a PG, aim to become a sales person. There is a risk of losing them too soon.</p> <p>Mystery Shopping: The pressure of Mystery Shopping leads to unnatural behavior of the salesmen as they are scared of failing. He thinks that this led to a decrease in sales.</p> <p>Chances:</p> <p>General: It is valued as a good idea. The new premium appearance is rated positive.</p> <p>Mobile Customizer: The use of the Mobile Customizer in configuring the car is perceived as positive.</p>
Did you yourself have any initiatives planned or implemented prior to the change initiative?	He talks about changes in his team to enhance the corporate sales. But in general, the dealer does not invent much as the Retail Standards are already perceived as too much. So, there is no room for more.
How were your employees informed about the change initiative and how did they react?	He does say how they introduced the change initiative to the employees, but they tell their employees that this is what "they have to do due to the Retail Standards". They seem to have regular meetings about the change initiative, especially Mystery Shopping, reminding them about the standards which need to be fulfilled. The employees really like the new furniture and the Product Genius, as they let him do jobs they do not want to do themselves. But they are scared of the Mystery Shopping.
What are the expectations of the employees to the management when it comes to the change initiative?	No information on that.
D	Anything else that struck me as salient, interesting, illuminating or important in this contact?
	It seems to me that the management does not show their employees all the positive effects of the change initiative. In their communication they rather talk about things that need to be done. They exchange a lot with their employees but not in a "constructive" way, rather emphasizing the pressure.
E	What new (or remaining) target questions do I have in mind considering the next interview session?
What exactly was not clear for you?	
What are the expectations of the employees to the management when it comes to the Retail Standards/ the change initiative?	

A	Interview
Site	Anon.
Contact Date	Anon.
Today's Date	Anon.
Written by	Theresa Gebauer
B	Main issues or themes that struck me in this contact
	<p>Innovativeness/Ambitions: The dealer himself tries to optimize his performance by going beyond the Retail Standards, implementing his own ideas. But if he does so, always checking if (franchisor) agrees with the new ideas.</p> <p>Employees training: They seem to work very intense with the employees, giving them a lot of training at their dealership.</p> <p>Positive perception of the change initiative: Due to the new dealership, the dealer did not seem to have big problems in installing the hardware. Further, he perceives not only the standardized sales processes, but also the Mystery Shopping as very helpful. There are no employees complaints mentioned.</p>
C	Summary of information I got (or failed to get) on each target question I had for this contact
Question	Information
How many outlets and employees belong to this dealer?	Anon.
How were you initially informed about the change initiative	The Region informed the dealer in 2013.
What was your first impression about the change initiative?	The ideas were perceive as very positive, especially the customer handling. But, the investment is regarded as very high. But rather for existing dealership which are refurbished or renovated. This dealership was newly built, so they had to make the investments anyway.
How did you perceive the change initiative compared to other central initiatives?	Not mentioned.
What concepts of the change initiative do you implement at the dealer?	Product Genius, Mystery Shopping, EPoS, (Customer Treatment), Mobile Customizer
Did the change initiative lead to significant changes at you dealer?	Salesmen processes Customer Treatment
How far are you with the implementation of the change initiative?	The big picture is completed. The respondent talks about continuous improvement for further optimization.
How did you know how the change initiative should be implemented?	Management received big manuals with detailed instructions, no training, but follow-up by the NSC. Employees, salesmen and Product Genius, were trained.
Were there any aspects of the change initiative that you did not understand at first?	It was "quiet" clear to him.

With whom did you mainly interact when you had open issues?	Mainly within the dealer and the NSC. They do not interact with the Region. If the NSC cannot answer the dealers questions, the NSC takes it to Nordics.
Did you talk to other dealers about the change initiative?	They seem to interact a little with other dealers but not to solve open issues. Just informally.
How do you perceive your role in the change initiative?	Not mentioned.
Did you have the feeling of being able to influence the change initiative?	The (franchisor) Standards are described as very strict.
What are the chances and challenges of the change initiative that you experienced?	<p>Chances: General: Competitive advantage Customer Treatment: Competitive advantage, unique customer experience Mystery Shopping: Higher transparency, competitive advantage, positive pressure. Product Genius: Increased customer service, product expertise, increased efficiency, better need-analysis</p> <p>Problems: General: Complicated to combine all different things. Product Genius: Job perspectives do not match their ambitions</p>
Did you yourself have any initiatives planned or implemented prior to the change initiative?	The dealer seems to be very innovative and ambitious. First, they further optimize (franchisor) Standards with their own training. Second, they implement own projects at their dealership, which seems to be easier at (brand) Used Cars and (brand) where the regulations are less strict.
How were your employees informed about the change initiative and how did they react?	The employees were informed about the change initiative in a regular sales meeting. They seem to like it. Especially the Product Genius who gives them more time for follow-up.
What are the expectations of the employees to the management when it comes to the change initiative?	The respondent does not talk about the expectations of the salesmen but of the Product Genius, who want to have bigger responsibilities.
How do you cope with different expectations?	The management shows their employees the advantages that the change initiative brings to them.
E	What new (or remaining) target questions do I have in mind considering the next interview session?
What are the expectations of the employees to the management when it comes to the Retail Standards/the change initiative?	
How would you describe the use of the Mobile Customizer and the new furniture?	

A	Interview
Site	Anon.
Contact Date	Anon.
Today's Date	Anon.
Written by	Theresa Gebauer
B	Main issues or themes that struck me in this contact
	<p>The main issues the respondents wanted to mention:</p> <p>1. Dealer's own strategy: As the dealer manages diverse brand, he has his own sales strategy incl. Mystery Shopping with fits the market circumstances. The (franchisor) employees have to harmonize this with the strategy of the premium brand (brand).</p> <p>2. Feasibility of the change initiative: The ideas of the change initiative are rated as very positive. The challenge seems to be the integration in daily working routines (e.g. the frequent use of mobile tools).</p>
C	Summary of information I got (or failed to get) on each target question I had for this contact
Question	Information
How many outlets and employees belong to (dealer)?	Anon.
How were you initially informed about the change initiative?	An external consultant introduced the change initiative during a kick-off meeting at a dealership end of 2013.
What was your first impression about the change initiative?	It was a nice picture that lacked of concrete steps.
What concepts do you relate to the change initiative?	The respondents link all sales process optimizations to the change initiative.
How far are you with the implementation of the change initiative?	EPoS, Mobile Customizer and Mystery Shopping is fully implemented. The Product Genius has been introduced but the implementation is not yet decided.
Did the change initiative lead to significant changes at your dealership?	The respondent has not worked for (franchisor) before, so it is difficult for him to evaluate on changes. He mentions the showroom and the customer treatment.
Were there any aspects of the change initiative that you did not understand at first?	At the beginning the implementation of the change initiative was not clear to him.
How did you know how the change initiative should be implemented?	They had training sessions and information material.
With whom did you mainly interact when you had open issues?	With the sales area manager of the change initiative.
How do you interact with the NSC/Region?	They interact on a regular basis. They talk on the phone every week and the sales area manager visits the dealership once a month.
Did you talk to other dealers about the change initiative?	Informally on trainings.

Did you have the feeling of being able to influence the change initiative?	No, they were told how to implement the project.
What are the chances and challenges of the change initiative that you experienced?	<p>General: The ideas are good and lead to positive results in the long run, but it takes long to obtain a business case.</p> <p>EPoS: The new showroom impresses the customer. The installation of the new furniture was rather easy.</p> <p>Mobile Customizer: The use of the Mobile Customizer in the sales process is seen as positive. The problem is that it is not harmonized with other configuration systems the salesmen use so the car has to be built several times. Further, the use of the Mobile Customizer by the salesmen needs to be increased.</p> <p>Product Genius: The idea is good and the acceptance among employees high. However, the profitability is questioned, as there are not enough customers at the dealership to justify a separate employee working as Product Genius.</p> <p>Mystery Shopping: The recommendations of (franchisor) are valued.</p>
Did you have any initiatives planned or implemented in the context of sales strategy prior to the change initiative?	Yes, the dealer has its own sales strategy including Mystery Shopping with fits the market circumstances and is applicable to all brands. Further, the (franchisor) dealers have ideas their own such as the sales managers switching their working places to gain insights in different dealerships.
What are the expectations of the employees to the management of the dealership when it comes to the change initiative?	For the employees it is important that new concepts are easily adaptable.
Do you have problems dealing with different expectations?	Yes, the (franchisor) dealers have to harmonize the Retail Standards of (franchisor) with the sales strategy of its dealer.
D	Anything else that struck me as salient, interesting, illuminating or important in this contact?
	I had to pose many questions during the interview as the interviewee gave rather short answers. He did not seem to be able to distinguish the change initiative from other Retail Standards.
E	What new (or remaining) target questions do I have in mind considering the next interview session?
None.	

A	Interview
Site	Anon.
Contact Date	Anon.
Today's Date	Anon.
Written by	Theresa Gebauer
B	Main issues or themes that struck me in this contact
	The main topics the respondent mentioned were: 1. NSCs lack of retail know-how 2. Retail Standards lack of considering market circumstances
C	Summary of information I got (or failed to get) on each target question I had for this contact
Question	Information
How many outlets and employees belong to (dealer)?	Anon.
How were you initially informed about the change initiative?	An external consultant introduced the change initiative with a PPT presentation last year.
What was your first impression about the change initiative?	At first, the concepts of the change initiative were not clear to the respondents, as the external consultant was still inexperienced.
What do you relate to the change initiative?	It is described as a new way of thinking about retail. Further, the programs, and tablets.
How far are you with the implementation of the change initiative	Mobile Customizer, EPoS and Mystery Shopping are implemented. The implementation of Product Genius is to be clarified.
Did the change initiative lead to significant changes at your dealership?	The dealer himself had already a standardized sales process. The change initiative meant the adaption to a premium sales process. Further, the customer treatment is more extensive and detail oriented.
Were there any aspects of the change initiative that you did not understand at first?	Yes, at first the respondents did not know what the change initiative entailed for them.
How did you know how the change initiative should be implemented?	They had training sessions with an external consultant.
With whom did you mainly interact when you had open issues?	Mainly within the dealership as the NSC and the consultant were not capable of solving problems.
How do you interact with the NSC/Region?	The relation is described as very positive whereas the NSCs retail knowledge is poorly rated.

Did you talk to other dealers about the change initiative?	Not mentioned.
Did you have the feeling of being able to influence the change initiative?	No, they were told how to implement the change initiative. They try to use the amount of flexibility they have when interacting with the customer on the daily basis.
What are the chances and challenges of the change initiative that you experienced?	General: The customer treatment is regarded as very positive. Mobile Customizer: Generally perceived as positive. They don't want to be forced to use it, but to stay flexible in handling the customer. It is seen as a tool mainly for dealerships with a Product Genius. They criticize that the iPad is not harmonized with SA3 and their CRM system as they have to rebuild the car when switching to another application. Mystery Shopping: The scoring system is seen as problematic. Needs adaptation before being included in the bonus system.
Did you have any initiatives planned or implemented in the context of sales strategy prior to the change initiative?	The dealer has its own strategies and targets, but most of it is not in conflict with the (franchisor) guidelines.
What are the expectations of the employees to the management of the dealership when it comes to the change initiative?	Not mentioned.
Do you have problems dealing with different expectations?	Not mentioned.
D	Anything else that struck me as salient, interesting, illuminating or important in this contact?
	The sales volume of the dealership is very low. (Brand) itself is not a very profitable brand for the dealer due to high investments and low sales volume.
E	What new (or remaining) target questions do I have in mind considering the next interview session?
None.	

4. Cross-Case Analyses

Concepts	Perception and evaluation of the change initiative						
		Dealer 1	Dealer 2	Dealer 3	Dealer 4	Dealer 5	Summary
	How they got first informed?	Sales meeting at Headquarters Presentation of Region representative and consultant at dealership	By Region representatives.	Introduction through Region Manager during presentation of (car series) in Portugal	Introduction through presentation by external consultant.	Introduction through presentation by external consultant.	Different: Introduction in (country) and (country) by Region representatives. Introduction in (country) by external consultant.
	Where they gathered information on implementation	Figure out on their own ? With manuals?	Management: With the use of detailed manuals Employees: Through trainings	Detailed on-site instruction (5-6 persons in 1,5 days)	Training sessions by external consultant.	Training sessions by external consultant.	Different: Management level of (country) dealers had to figure out the implementation on their own (with manuals). (Country) and (country) Sales Managers had an onside instruction.
	Implementation status	Not sure when implementation is completed due to infrastructure problems not solved by NSC/Region yet.	Completed	Not sure when implementation is completed due to infrastructure problems not solved by NSC/Region yet.	Completed. Implementation of Product Genius open.	Completed. Implementation of Product Genius open.	Similar: All have officially completed the implementation of the change initiative. Different: The (country) and the (country) dealers with the new buildings had no problems installing the hardware where as the other Danish and the Swedish dealers still have unsolved problems which hinders the completion of the implementation.
	General	Changes: Standardization of sales processes + Modernization, innovative (but not seen as first movers) - Low feasibility - High investments vs. Low impact	Change: Standardization of sales processes, Customer Experience + Competitive advantage - High investment (neg. in existing building) - High complexity	Change: Standardization of sales processes, Customer Experience + Overall good - Feasibility - Implementation progress - Infrastructure (CRM system)	Change: Showroom appearance, system innovations. + Positive impact on Mystery Shopping and sales - Implementation in daily routines	Change: New way of thinking about retail. Tools and customer treatment. + Modernization + Competitive advantage + Good response of customers - High investment - Low flexibility to respond to individual customers	Similar: The overall perception of the change initiative is positive. The goals of the change initiative are also equally described. Different: Three dealers described the implementation of the change initiative as not well feasible and the expectations as not realistic.
	Mobile Customizer	Status: Not in use + Modernization - Insufficient infrastructure		Status: Not in use + Modernization - Insufficient infrastructure	Status: Used, but not often + Good way to sell a car - Not harmonized with other configuration systems	Status: Used + Competitive advantage + Support of sales process - Not harmonized with other configuration systems - mandatory use of tools	Similar: The use is regarded as very positive. However, two dealers cannot use it yet due to infrastructure problems. Further, it is not harmonized with other configuration systems.
	EPoS	Acceptance for building changes - High investment vs. Low impact	Acceptance for building changes	+ Acceptance of employees - Feasibility	+ Nice and standardized showroom appearance		Similar: Dealers seem open for modernization of hardware. The investment is high for all dealers relative to the sales volume per dealership. Different: One dealer regards again the implementation of not well feasible. Another dealer questions the relation of high costs and rather low impact.
	Product Genius	Status: Still trained, not on the floor + Efficiency: Saves time for salesmen - moderate acceptance at employees	Status: trained and on the floor Staffing: young and ambitious, challenging job + Customer service + Product expertise + Efficiency + Need analysis - PG ambitions	Status: trained and on the floor Staffing: young and ambitious, "sales persons assistant" + Acceptance of employees - Feasibility (No. of PGs) - PG ambitions	Status: Not yet implemented + Acceptance of employees - Low number of customer doesn't justify an additional employee. Not profitable	Status: Not yet implemented. - Too few employees for a Product Genius	Similar: Staffing of Product Genius The ambitions of the PG is a problem. Different: Implementation status, acceptance of salesmen. Again, the feasibility is rated differently. The described advantages. The profitability.
	Mystery Shopping	Briefly mentioned.	Importance: Dealer Bonus + Transparency + Competitive advantage + Positive pressure + Acceptance of employees	Importance: Dealer Bonus Status: Bad performance on last MYS - Negative pressure	Dealer has his own Mystery Shopping Mystery Shopping results not included in Dealer Bonus Access of results via portal + Good recommendations	Mystery Shopping results not included in Dealer Bonus. - Low flexibility in scoring system - Bias in scoring system	Different: Mystery Shopping mentioned as important due to impact on Dealer Bonus in (country) and in (country) Results not part of Dealer Bonus in (country). Different: Mystery Shopping is differently rated. One dealer perceives it as a very useful tool to gain a competitive advantage whereas another dealer sees it as a potential reason for a decrease in sales. Also, the usefulness of the recommendations is rated differently.

Perception and communication of partners

	Dealer 1	Dealer 2	Dealer 3	Dealer 4	Dealer 5	Summary
Dealer Size	Anon.	Anon.	Anon.	Anon.	Anon.	<p>Similar: Dealers have approx. same number of outlets. However, the figures are not reliable since it is not totally clear if the same brands are considered, sales/service outlets are described.</p> <p>Different: Sales volume per outlet significantly lower in Finland. Also number of employees different.</p>
Market Situation	Anon.	Anon.	Anon.	Anon.	Anon.	<p>Similar: Danish and Finnish dealers have the same sales volume.</p> <p>Different: Sales Volume in Sweden is 4 times higher due to lower prices and bigger population. Finnish dealerships small, dealers sell also other brands.</p>
Within Dealer	<p>Management highly innovative and ambitious</p> <p>Most communication within dealer</p> <p>Idea brainstorming on management level</p> <p>Hierachical</p> <p>Role conflicts: Management believes in the change initiative and tries to motivate employees. They do it their own and (franchisor) way. Being a (franchisor) dealer naturally comes along with constrains.</p>	<p>Management highly innovative and ambitious</p> <p>Most communication within dealer</p> <p>Idea brainstorming with management and employees</p> <p>Showing employees advantages of the change initiative, regular trainings</p> <p>Role conflict: Explain and motivate their employees a lot so they see the positive side of the standards.</p>	<p>No room for promoting own projects</p> <p>Most communication within dealer</p> <p>Problem discussion with management and employees.</p> <p>Telling the employees what needs to be done, regular meetings</p> <p>Role conflict: Tells the employees about the demands of (franchisor) and that it leads to certain rules they have to follow.</p>	<p>Dealer has ist own sales strategy for all brands.</p> <p>Most communication within dealer.</p> <p>Discussion of new ideas in small teams.</p> <p>Role conflict: Sales Managers need to align this strategy with (franchisor) guidelines.</p>	<p>Dealer has ist own sales strategy for all brands.</p> <p>Most communication within dealer.</p> <p>Discussion of new ideas in small teams.</p> <p>Management described as positive, giving employees freedom an trust.</p> <p>Role conflict: Sales Managers need to align this strategy with (franchisor) guidelines.</p>	<p>Similar: The discussion on the change initiative is mainly happening in dealership. Employees were informed in regulat meetings.</p> <p>Different: Idea developing and problem discussion happen either more on management level or also with employees.</p> <p>Different: (Country) dealers are developing more concepts their own. (Country) dealers perceive the different expectations of (franchisor) and their employees more positive.</p>
Other Dealers	No official, planned interaction, "friendly" relation.	No official, planned interaction, little "competitive" relation.	Not much exchange with other dealers.	Exchange of experience with other dealerships, which belong to the same dealer.	Not much exchange with other dealers.	<p>Similar: Other dealers are not main interaction partners. No planned exchange of experience. Rather informally.</p>
NSC	<p>Critique on lacking retail know-how.</p> <p>Bad problem solving.</p> <p>Targets without guidance.</p> <p>Inefficient communication, direct communication with Region preferred.</p>	<p>Good problem solving.</p> <p>Exchange of Experience.</p> <p>On some areas, direct communication with NSC preferred.</p>	Not distinction between NSC and Region.	<p>Relation described as very positive.</p> <p>Good communication process and problem solving.</p> <p>Good recommendations.</p>	<p>Relation described as very positive.</p> <p>Communication process is clear.</p> <p>Lacking retail know-how.</p> <p>Problems are solved by dealer as NSC/consultant don't have enough knowledge.</p>	<p>Similar: The relation is always described as very positive.</p> <p>Similar: (Country) dealers would pretere to have more direct communication with Region to increase efficiency. The lack of retail experience is mentioned by 2 dealers.</p> <p>Different: The ability to solve problems is rated differently. Further, one dealer says that the communication with the NSC is unidirectional where as the other dealer perceives as an exchange.</p>
Region	<p>Good relation.</p> <p>One-way communication.</p> <p>Lack of retail know-how.</p> <p>Dealer-feedback not relevant.</p> <p>Inefficient communication, direct communication with Region preferred.</p>	No communication.	<p>Good relation and high respect for Regional Manager.</p> <p>Important exchange partner when problems occur.</p> <p>Bad problem resolution, low response rate.</p> <p>Low feasibility of standards.</p>	<p>Only communication on taxes.</p> <p>Not further mentioned.</p>	<p>Only communication on taxes.</p> <p>Not further mentioned.</p>	<p>Similar: The relation to the Region is described very positively. The problem solving is rated badly.</p> <p>Different: The amount of interaction is different.</p> <p>Different: (Country) dealer perceives the feedback he gives the Region as not relevant whereas the (Country) dealer sees the Region as an important sparrings partner.</p>
Headquarter	<p>Guideline/rule setter</p> <p>No influence on HQ standards</p> <p>No retail know-how</p>	<p>Guideline/rule setter</p> <p>Innovations stay local</p>	<p>Describes as "naive".</p> <p>Too focused on numbers.</p> <p>Has not kept promise of CRM system.</p> <p>"They put high demands on hus but they do not live up to their own demands."</p>	<p>No communication.</p> <p>No influence on Retail Standards.</p>	<p>No communication.</p> <p>No influence on Retail Standards.</p>	<p>Similar: The Headquarter is regarded als rule setter. No direct communication/relation with headquarter. Own projects have no influence on centrally developed concepts.</p> <p>The headquarters retail know-how is not well rated (not mentioned in all interviews).</p>

Exchange partners

5. Category System

