

# Chapter 1

## Performance Mapping and Gap Analysis: A Sustainable Evidence-Based Process for Driving Real Results

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### **EXECUTIVE SUMMARY**

*When the learning and development manager of a financial services firm wanted to improve organizational performance, she stated, “I want to understand what the best performers do, and make the rest more like the best.” By studying high-performing salespeople, the organization discovered behaviors and practices that such performers did that made them more successful than their colleagues. Using a structured performance mapping process, the team documented the unconscious competence of in-role experts. A gap analysis of all performers objectively identified, quantified, and prioritized curriculum and performance support needs. This case study follows the journey of an organization that adopted this evidence-based process and now executes the gap analysis every third year to ensure continued relevance amid organizational and industry changes. The approach has yielded a highly regarded curriculum, the elimination of development costs for unneeded courseware, a reduction in training time, and changes in hiring profiles.*

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## **ORGANIZATION BACKGROUND**

When most consumers think of the automobile business, they likely think of manufacturing facilities and dealerships. There is another group of vibrant players in this industry: the financing arms of the automobile manufacturers. By law, “captive” finance companies like Ford Credit, Toyota Financial Services, and VW Credit, Inc. are registered as independent companies, yet they maintain a symbiotic relationship with the manufacturer. The finance companies service the manufacturer’s two important customer bases: the consumers of the manufacturer’s products (buyers and lessees) and its dealerships who sell and service those products.

For dealers, financing plays an important role in providing capital for facility expansion, purchase of vehicles for their lot and equipment for the service department, and funding for consumers. A well-funded dealer is good for the captive as well as for the manufacturer. For consumers, financing enables them to purchase the vehicle of their dreams at a payment they can afford.

Automotive financing is big business. While these captive finance companies may have an edge due to their connection with the manufacturer, they compete every day with banks and other lenders for the lucrative dealer and consumer financing business. The captives strive daily to get a bigger share of each dealer’s financing wallet. A good relationship with a dealer can lead to the dealer sending more new and used consumer contracts to the captive. Thus, the quality of the finance company’s workforce plays an important role in achieving the business goals of both the manufacturer (to profitably sell more vehicles) and the finance company itself (to profitably provide financing to more dealerships and more consumers).

Volkswagen Group (Volkswagen AG), headquartered in Wolfsburg, Germany, and manufacturer of Audi, Bentley, Bugatti, Lamborghini, and Volkswagen among a number of other automotive products, achieved its target to be the largest global automaker in 2017 and 2018. Its “TOGETHER 2025” strategy presents a target of becoming a “world-leading provider of sustainable mobility” while simultaneously being a “role model when it comes to the environment.”

VW Credit, Inc. (VCI), the financing arm of Volkswagen Group of America (VWGoA) headquartered in Herndon, Virginia, plays a key role in supporting this charge. VCI knows that capable and committed employees are crucial to achieving the company’s continued growth and customer satisfaction success.

VCI Academy is the company’s internal training organization, providing learning and professional development to employees across the company, from credit analysts and collection agents to the business development staff that calls on dealerships to gain dealer commitment to make VCI their financier of choice. VCI also provide training to their dealers’ finance and insurance managers, a key role within each

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