

Since the introduction of the Blue Oval program, have your customer satisfaction index scores improved?

#### CERTIFIED DEALERS

##### OVERALL

- 48% Yes
- 52% No

##### BY SALES VOLUME

###### Less than 151

- 27% Yes
- 73% No

###### 151-400

- 42% Yes
- 58% No

###### 401-750

- 54% Yes
- 46% No

###### 751-1500

- 61% Yes
- 39% No

###### More than 1500

- 77% Yes
- 23% No

#### NON-CERTIFIED DEALERS

##### OVERALL

- 53% Yes
- 47% No

##### BY SALES VOLUME

###### Less than 151

- 36% Yes
- 64% No

###### 151-400

- 48% Yes
- 52% No

###### 401-750

- 56% Yes
- 44% No

###### 751-1500

- 63% Yes
- 38% No

###### More than 1500

- 80% Yes
- 20% No

What is your best single suggestion to Ford for it to improve the Ford/dealer relationship?

#### CERTIFIED

- Improve product quality
- Show confidence in dealers
- Cancel Blue Oval
- Stop trying to control dealers
- Drop monetary incentive

#### NON-CERTIFIED

- Improve product quality
- Show confidence in dealers
- Cancel Blue Oval\*
- Ford should not meddle in retail business
- Drop monetary incentive\*\*
- Change CS certification (guidelines)\*\*

\*, \*\*Tied

#### A TIME FOR HEALING

Ford did not want the results of this survey released. The reasons are obvious.

The dealers' most frequent negative comments: OEM intrusion into retail business, two-tier pricing, Ford's attempt to control dealers, unfair, cancel Blue Oval, etc., truly represent the great majority of dealers' attitude towards Blue Oval.

It is time to accept the fact that Ford can never regain dealer trust if it persists in continuing this Program. It is time to do as it says and get back to basics of building desirable, quality products. It is time to stop trying to micro-manage retailing.

A genuine desire to improve customer satisfaction can be achieved without this bureaucratic, burdensome and very divisive Program.

It is time to scrap Blue Oval!



# NEWSLETTER

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## NADA BLUE OVAL PROGRAM SURVEY RESULTS RELEASED

In late August 2001, the NADA Industry Relations Support Systems conducted a survey of the Ford dealer body pertaining to the Blue Oval Program. Although the results of the survey were tallied and released to the Ford Dealer Council in October 2001, it was the controversial decision of the NADA not to release the results to the very individuals who completed these surveys – the Ford dealer body. It is our understanding the decision was made at Ford's request.

However, through the persistence of the Ford Dealers Alliance, as well as a group of tenacious Ford dealers throughout the country, the results were finally released to those dealers by the Ford Dealer Council and were recently posted on an independent site on the Internet. For those of you who were not privy to that release, the Alliance is providing in this newsletter the results of the NADA Survey for your review. It is important to note that the written responses appear in the descending order of frequency. The most frequent response appears first and so forth.

As we previously stated, this survey was conducted in late August 2001. Please note that this is after the Blue Oval Program had been substantially modified and this is after dealers had received ten months worth of Blue Oval payments.

**1,479 responses were received. This was a 37% Response Rate. By Sales Volume, the responses were:**

- 23% Less than 150
- 30% 151 to 400
- 17% 401 to 750
- 17% 751 to 1500
- 13% More than 1500

#### Dealer Response Rate by Region

- 36% Atlanta
- 36% Boston
- 37% California
- 42% Chicago
- 35% Cincinnati
- 44% Denver
- 39% Detroit
- 41% Kansas City
- 31% Memphis
- 36% New York
- 40% Northwest
- 32% Orlando
- 41% Philadelphia
- 35% Pittsburgh
- 34% Southwest
- 36% Twin Cities
- 34% Washington D.C.

### Are you Blue Oval Certified?

#### OVERALL

- 93% Yes
- 7% No

#### BY SALES VOLUME

##### Less than 151

- 95% Yes
- 5% No

##### 151-400

- 92% Yes
- 8% No

##### 401-750

- 88% Yes
- 12% No

##### 751-1500

- 93% Yes
- 7% No

##### More than 1500

- 97% Yes
- 3% No

### What is your current opinion of the Blue Oval program?

#### CERTIFIED

- OEM intrusion in retail business
- Emphasizes need for improvement
- Two-tier pricing
- Ford's attempt to control dealers
- Presently doable—no confidence in Ford and the future

#### NON-CERTIFIED

- Ford's attempt to control dealers
- Unfair
- Two-tier pricing
- Elimination of small dealers\*
- Negative impact on dealer manufacturer communications\*
- Product quality source of problem\*
- Questionable certification procedures\*
- Misc. negative comments\*

\*Tied

### Has the monetary compensation influenced your overall opinion of the Blue Oval program?

#### CERTIFIED DEALERS

##### OVERALL

- 37% Yes
- 63% No

##### BY SALES VOLUME

###### Less than 151

- 31% Yes
- 69% No

###### 151-400

- 30% Yes
- 70% No

###### 401-750

- 36% Yes
- 64% No

###### 751-1500

- 45% Yes
- 55% No

###### More than 1500

- 57% Yes
- 43% No

#### NON-CERTIFIED DEALERS

##### OVERALL

- 43% Yes
- 57% No

##### BY SALES VOLUME

###### Less than 151

- 53% Yes
- 47% No

###### 151-400

- 41% Yes
- 59% No

###### 401-750

- 32% Yes
- 68% No

###### 751-1500

- 63% Yes
- 38% No

###### More than 1500

- 17% Yes
- 83% No

### Has your opinion changed since the introduction of the Blue Oval program?

#### CERTIFIED DEALERS

##### OVERALL

- 18% Yes
- 82% No

##### BY SALES VOLUME

###### Less than 151

- 16% Yes
- 84% No

###### 151-400

- 17% Yes
- 83% No

###### 401-750

- 21% Yes
- 79% No

###### 751-1500

- 17% Yes
- 83% No

###### More than 1500

- 22% Yes
- 78% No

#### NON-CERTIFIED DEALERS

##### OVERALL

- 9% Yes
- 91% No

##### BY SALES VOLUME

###### Less than 151

- 6% Yes
- 94% No

###### 151-400

- 6% Yes
- 94% No

###### 401-750

- 19% Yes
- 91% No

###### 751-1500

- 6% Yes
- 94% No

###### More than 1500

- 0% Yes
- 100% No

### How has the monetary compensation influenced your overall opinion?

#### CERTIFIED

- Motivates dealers; improves bottom line
- Blue Oval is mandatory for survival
- Gives dealer back his own money
- Costly program for dealers
- Good program

#### NON-CERTIFIED

- Costly program for dealers
- Two-tiered pricing system\*
- Gives dealer back his own money\*
- Money does not help CSI
- Does not foster dealer-manufacturer relationship
- Ford using monetary incentive to control dealers

\*Tied

### Voice of the Dealer

- Can't afford to be Blue Oval if we are to remain a competitive Ford dealer.
- Blue Oval program is a burdensome, misguided attempt by Ford to exercise undue control over franchise dealers.
- Good for customers and Ford Motor Co. May or may not be good for dealers.
- Basically unnecessary, but it has some good points.

### Voice of the Dealer

- Stop making unilateral decisions. At least make an effort to be honest with dealers. Build a better product.
- They give us back our own money.
- Drop Blue Oval and get back to build quality vehicles.
- Return to Henry Ford's great idea. Ford builds cars, franchise dealers sell them!