California Harley-Davidson/Buell

California Harley-Davidson/Buell (CHDB) is a 30-year old independent motorcycle dealership located outside Los Angeles, California. CHDB covers all the needs of motorcycle enthusiasts from parts to service to collectibles. The dealership has a 35,000-square-foot facility and more than 50 employees.

Situation

For years, president/general manager Mark Ruffalo has told his employees that what CHDB really sells is fun. Success is dependent on employees embodying the Harley-Davidson brand by having fun at work and with their customers—which contributes to employee retention and customer satisfaction. But at CHDB, the staff wasn't working well across departments, employees weren't sure how much fun was allowed and management was struggling to convey its message.

Objectives

1. Make CHDB an enjoyable place to work and shop.
2. Improve customer satisfaction.
3. Improve employee retention.
4. Increase employee satisfaction.

FISH! Approach

After a presentation by ChartHouse Learning at the national Harley-Davidson Dealer Operations training event, Ruffalo knew The FISH! Philosophy was what his dealership needed. To introduce FISH!, management closed the dealership for a day and took all employees off-site. The day was spent learning the four practices of The FISH! Philosophy and discussing how to use it to improve their work and customer relationships.

Fresh FISH! Experience

- Every employee completing FISH! training receives a framed "Fishploma" for their desk. New hires are introduced to FISH! when they begin working at CHDB.
- Customers who fill out a satisfaction survey spin a wheel for a chance at a prize valued at up to $400. Employees give each other tickets to recognize "fishy" behavior and employees whose tickets are drawn spin the wheel.
- Management throws impromptu root beer float and sno-cone parties to celebrate an accomplishment or to recognize people working extra hard.
- The dealership is decorated with several hundred fish-related items, including several 3' x 5' signs that hang from the ceiling.
- The dealership has a cookout every Saturday from April through September for customers and employees. Many customers return just to hang out with the staff.
- To strengthen relationships, the CHDB service manager takes his team out to breakfast once a week. Each week he invites a guest from a different department to join them.

> "FISH! has become a key part of how we do business and we'll never go back. Our profits are up, our customer satisfaction has improved and we're having a lot of fun. FISH! has a lot to do with all those things. The return on investment has been tenfold over just the impact on our bottom line."
>
> -Mark Ruffalo, *President/General Manager*

Results

- Employee retention rates improved by almost 15 percent after introducing FISH!
- The dealership saw a substantial profit increase after implementing FISH!
- Before FISH!, CHDB ranked 120 out of 660 Harley dealerships on 30-day customer purchase experience surveys. And after, they ranked 8 out of 660.
- Before FISH!, CHDB ranked 481 out of 660 Harley dealerships based on 18-month customer ownership experience surveys. After implementing FISH!, they ranked 91 out of 660.
- Employees ranked how much fun they had at work on a scale of 1 to 5 with 5 being most fun. The average response was 4.15. In the same survey, 100 of respondents said FISH! was somewhat or very relevant to their work.

Dealer News, a key industry publication, named CHDB one of the top 100 power sports dealers in North America. CHDB's use of The FISH! Philosophy was a part of their application for this recognition. They were only one of two Harley-Davidson dealerships in the state of California to receive this honor.

Questions?
Ready to experience your own FISH! success?

Visit our website at fishphilosophy.com,
or call 800.695.4534 to speak to a FISH! representative.