

Customer First.

Aftersales Playbook.



Customer First
Plan

Aftersales
Playbook



The Ultimate
Driving Machine®

The Shift in Perspective.



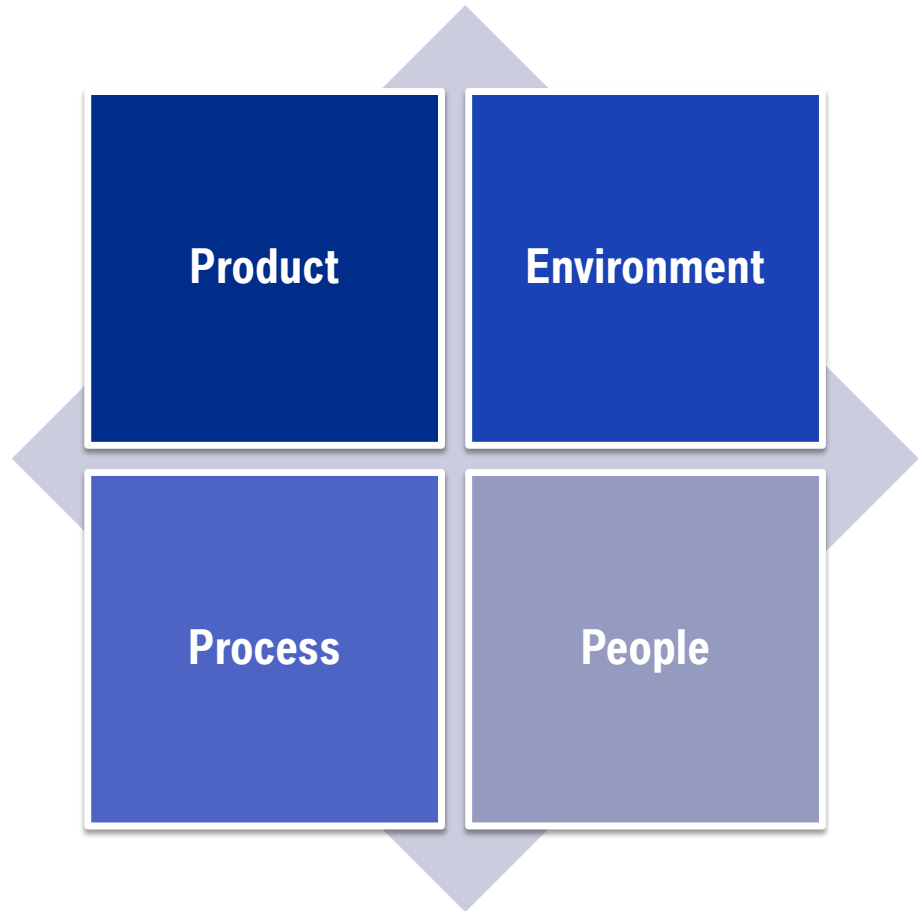
“If you want something you’ve never had, you must be willing to do something you’ve never done.”

—Thomas Jefferson, American Founding Father

The Premium Customer Experience.

A Multi-Dimensional Landscape.

Premium customer experience is defined by how consistently we maximize the potential of our environment, process and people. This multi-dimensional landscape is what supports our premium product, which is already well-established in the modern consumer's perception of our brand. It is in this way that Future Retail can effectively "future proof" our dealers.

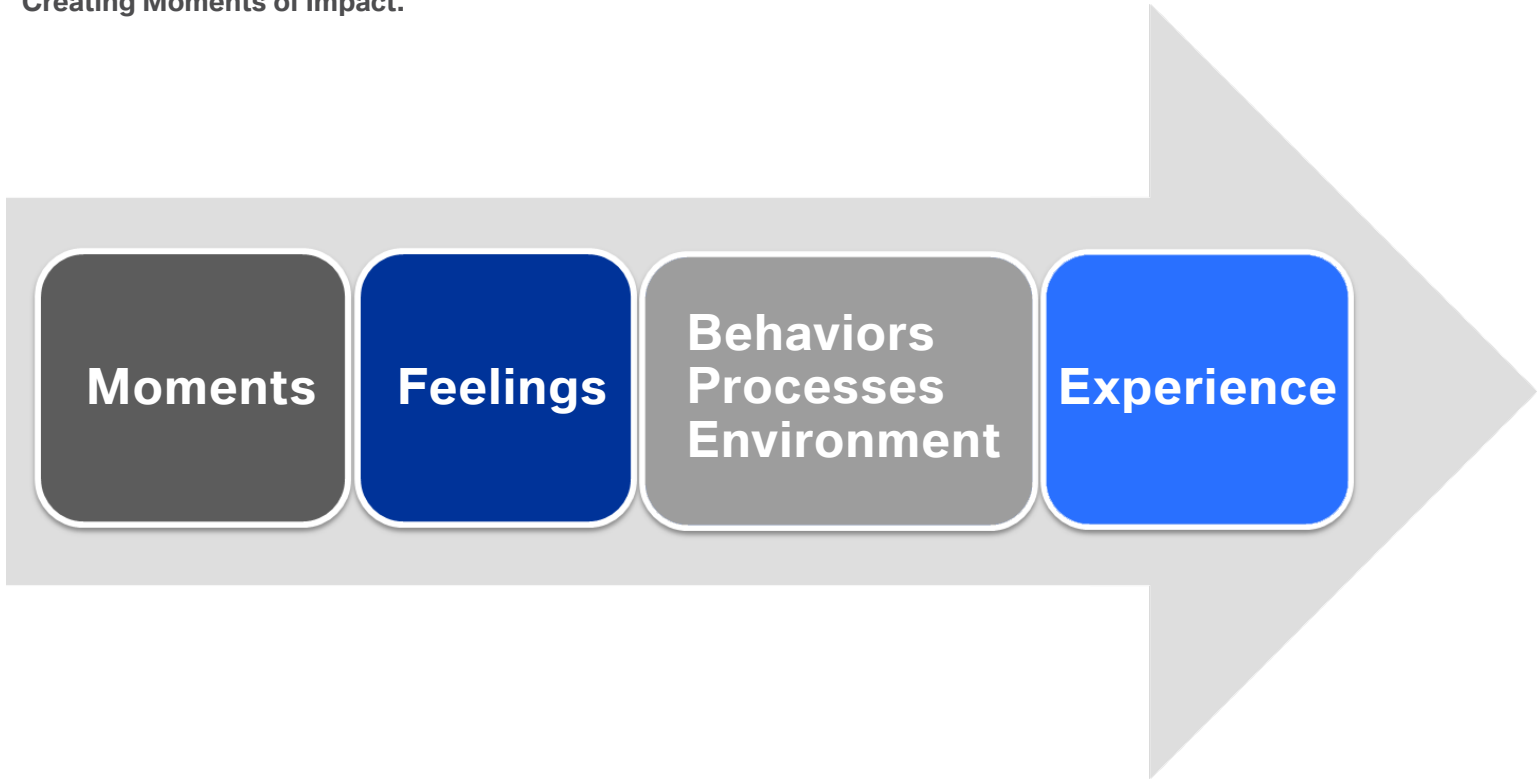


“The more you understand your customers, the clearer things become and the easier it is to determine what it is you should be doing.”

—John Russell, President of Harley Davidson

The Premium Customer Experience.

Creating Moments of Impact.



“The confidence that individuals have in their beliefs depends mostly on the quality of the story they can tell about what they see.”

—Daniel Kahneman, *Thinking, Fast and Slow*

The Perception of Experience.

Creating Moments of Impact.

Studies suggest that final experiences (whether positive or negative) are the experiences we most remember. When considering the different ways we interact with our customers online, on the phone or in person, we are building a series of moments that shape our customer's perception and the way they remember their experience. For every customer interaction, there is an opportunity to create a moment of memorable experience—a moment of impact. Our teams are influencing their perception every step of the way—through our behavior, the ease with which they are able to do business with us and through the dealership environment as a whole.

Every element plays a role in how we make our customers feel, which is why it is crucial to establish and enforce very clear standards of service. The Modern Luxury Moments define these standards—the actions, behaviors, processes and environmental elements that allow us to create consistency in delivering a premium experience. With this framework in place, we are poised to successfully deliver moments of impact and create final experiences that are worth talking about and worth remembering.



“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

—Maya Angelou, American Poet



Provide a Warm Welcome

1

Teams promote the 10/5 Rule; make eye contact, smile and deliver a premium greeting. Proper telephone etiquette means answering phones within three rings and asking permission before placing customers on hold/transferring calls.



Explain Products with Passion

2

Advance planning ensures appointments start on time. Perform the walk-around with the customer, escort her/him to the loaner car, advisor desk or customer lounge. Teams share knowledge and passion for products and services.



Deliver the Ultimate Product Experience

3

Leverage quality control; ensure cars are fixed right the first time, every time. Update customers with repair status and completion times by using their preferred method of contact. Ensure customers are engaged while waiting.



Close with Confidence

4

Verbally confirm customer needs and available time frames. Showing consideration of time effectively builds trust and confidence! Provide consultative service; review and explain ROs, and process payments within three minutes or less.



Handover in Style

5

Engage the elements of surprise and delight—think water bottles, treats, cards in the cup holder. Ensure every vehicle is returned in showroom condition. Escort customers to their car and offer to assist with personal belongings.



Manage Customer Challenges

6

Seize every opportunity to proactively inquire about each customer's service experience before s/he leaves the dealership. Ensure staff members can confidently and consistently apply the elements of E.A.T. when fielding customer complaints.



Strengthen the Relationship

7

Follow up within 24 hours of service appointments. Confirm satisfaction w/ repair and overall experience. Extend invitations to events. Champion the lifestyle/parts boutique; ensure displays are stocked and ready for the customer.



Offer a Fond Farewell

8

Premium service prevails when we say, "thank you!" for the business, for your customer's loyalty and/or for the opportunity to be of service. Demonstrate helpfulness, wish customers well and extend an invitation to return.



Gaining A Competitive Advantage.

Commitment is Key.

Just as poet Maya Angelou says, our customers may not remember everything we say or do, but there is one thing customers never forget and that is how we make them feel. Establishing premium standards for team behavior, efficient processes and environmental elements empowers us to consistently deliver premium experiences for our customers. Failing to define these standards and deliver on them consistently means mediocrity at best.

In order to successfully infuse each moment with the feelings we seek to create, we must all work consistently and in concert with one another. Everyone must be committed to delivering the premium behaviors outlined in the Modern Luxury Moments, to following BMW dealership-specific processes and to implementing the new EPoS design standards. This is Future Retail, and this is how we win!

Time.

Brand Standards Improve Performance.

Modern consumers expect, as supported by research and feedback, an aftersales experience that is fast, convenient, efficient and reliable. BMW and dealership brand standards provide the framework we need to improve performance and stay focused on taking care of our customer's most prized possession—their time! The Customer Pledge is our promise to make time spent at the dealership meaningful, educational, relaxing and fun.

Leverage this: Use the Customer Pledge (shown on the next page and highlighted throughout the Playbook) to ensure alignment with your processes and daily routines.



The Customer Pledge.



Your time is valuable and we will always respect it.



We will always offer you a test drive and help you find the BMW that fits your needs.



Features and functions will be explained in the time frame and manner you prefer.



We endeavor to service your BMW right the first time, every time.



Your new BMW will be delivered in showroom condition, and after each service, it will be washed and vacuumed.



We will greet you promptly and welcome you into our warm, inviting and comfortable environment.



We will keep you informed of vehicle delivery or service delays.



Alternate transportation will be provided when appropriate.



We will clearly explain all service requirements and charges.



You will be contacted promptly in the method you prefer after each inquiry or visit.

Utilizing EPoS Elements.

A Look At What Customers Value.

Modern consumers expect an aftersales environment that reflects the premium nature of our products. Customers value spending time in an atmosphere that is stylish, comfortable, clean and organized—one that extends from the service drive and advisor workstations, to the restrooms and customer lounge. Because we are focused on enhancing our customer's time, providing a place to recharge devices or unwind while enjoying a healthy refreshment or snack is critical to their overall experience. Sensory elements like music and scent also play a critical role.

The strategy behind the new EPoS standards (found in any recently renovated dealership) supports what we know our customers expect from a modern luxury retail environment. Regardless of the status of your dealership's renovation, aligning your environment with what our customers value the most is a winning strategy!



The Ultimate Customer Experience.

Winning Strategies.

In the following chapters of this Playbook, you will find service standards and strategies for the behaviors, processes and environmental elements that are tied to each of the Modern Luxury Moments—strategies that are proven to help you deliver the ultimate customer experience. These standards were developed from reviewing the last three years of research, customer feedback and dealer insight. At the end of each chapter, you will find links to additional resources as well as opportunities and challenges to add new elements to your dealership’s Customer First Plan. By leveraging all the elements of Future Retail, you are “future proofing” your success. Good luck, and have fun!



“By utilizing all the elements of Future Retail in a consistent and precise manner our customers are enjoying not only the ultimate driving machine, but also the ultimate customer experience.”

—Peter Miles, Executive Vice President at BMW of North America

Modern Luxury Moments. Provide a Warm Welcome.



A Feeling to Remember.

Provide a Warm Welcome.

“Whether in person or on the phone, I always feel welcomed and appreciated. I was greeted the moment I entered the dealership; the environment was warm and inviting. The staff made a great impression—like doing business with BMW is where I need to be.”

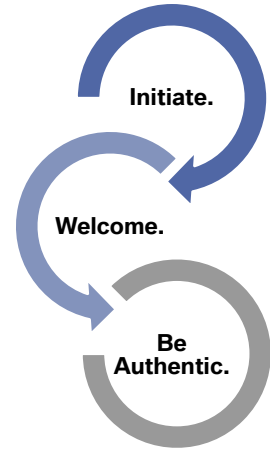
Premium Behavior Essentials.

Provide a Warm Welcome.

Initiate all customer interactions by practicing the 10-5 Rule: make eye contact, smile and verbalize a warm welcome. Thank the customers for coming to the dealership.

Welcome customers the moment they enter the service drive and/or park their vehicle. Demonstrate a polished presence, refined body language and a positive attitude.

Be authentic. Use a warm tone of voice, premium verbiage and smile!



People.

Greeting Customers.

- The service drive is staffed with a greeter, porters and other service support staff who are actively engaged with welcoming customers and processing incoming appointments immediately upon arrival.
- All team members (including technicians) practice the 10-5 Rule, make eye contact, smile, verbalize a warm welcome and thank customers for choosing the dealership to have their BMW serviced/repaired.
- Avoid using monotonous greetings. Instead of, “Hello how are you?” or “How can I help you?”, say, “Good morning and welcome!”
- Team members use a warm, authentic tone of voice and exude a positive, enthusiastic attitude.
- Team members appropriately introduce themselves and ask for the customer's name; the name is used as often as possible throughout the visit, and teams refrain from referring to customers by their vehicle type/color.
- Advisors and other support staff plan ahead and prepare for scheduled customer appointments; paperwork is prepared ahead of time whenever possible.
- Service greeters and support staff are aware of the workshop's capacity to manage walk-ins and are trained to handle walk-ins fluidly; teams are aware of the workshop's daily capacity and appropriately direct customers to a service advisor.

People.

A Polished Presence.

- Staff is uniformly dressed, clothes are free of wrinkles or stains, and teams are wearing a visible nametag.
- Advisors and other support staff stand up when greeting customers and come out from behind desks when closing an interaction and/or directing customers elsewhere.
- Team members use an open hand when gesturing (no pointing!) and walk at least three steps with the customer if/when providing directions.
- When handing over a customer to another team member, a proper closing is delivered. (see Offer a Fond Farewell)
- A focus on demonstrating refined body language is visible throughout the service drive; no hands in pockets, no arms folded, no leaning and no chewing gum!

Process.

Telephone Etiquette // Appointments.



- Reservation areas are calm, devoid of distractions, excessive noise or frequent interruptions.
- Phone system and technology are user-friendly, up-to-date and connected to relevant dealership systems.
- Answer phones within three rings; use a warm and enthusiastic greeting; smile as you speak.
- Ensure a live person answers the phone (no auto-responders).
- Recognize customers (e.g., pull them up in the system) by phone number rather than VIN (whenever possible).
- Use specific word scripts to guide needs analysis and conversations; make every attempt to build rapport and relationship.
- Initiate the appointment-setting process by offering scheduling alternatives (e.g., phone, Internet, My BMW, etc.) and always aim to provide an appointment for the customer on her/his desired day and time.
- Offer at least two alternatives if the preferred date is not available.
- Inquire about the customer's mobility needs, and proactively offer every customer (complimentary) alternate transportation.
- Review and communicate the need to bring any required documents; encourage customers to arrive prepared and on time.
- Offer and send appointment reminders via the customer's preferred method of contact; double-check this information with the customer after each new reservation.
- Always ask permission before transferring a customer to another team member or voice mail, or before placing a caller on hold.
- Log 100% of phone calls; monitor and track missed calls.
- Call customers back within a designated and reasonable timeframe.
- Proactively fulfill customer calls for TeleService.

Process.

Internet // Website.



- Dealership website is up-to-date and user-friendly; a “meet our team” or similar page exists with contact information for each person listed.
- Keep social media sites up-to-date; ensure they reflect the goals, objective, culture and tone of the dealership.
- Promote the availability of online scheduling (via web and/or app) through dealership marketing activities.
- Create an exclusive BMW online community (e.g., where exclusive offers for events are provided to members).
- Respond to Internet leads and/or emails within 15 minutes.
- Employ formal language when composing emails; ensure communications are grammatically correct, relevant, to the-point and free of errors; deliver attachments via PDF, and ensure they do not exceed 3MB in size.
- Keep customer data updated in the appropriate CRM system, and ensure/review correct forms of data entry to maintain consistency (e.g., caps/punctuation).
- Transfer relevant appointment information to advisor once the scheduling/reservation process is complete.

Optimal Environments.

Dealership Exterior.

- Provide clear and visible signage to get to the dealership for service, sales and customer parking areas; ensure an appropriate number of spaces for parking.
- Exterior lighting functions properly; walkways are illuminated at dusk.
- Entryways and service drive are well-maintained and free of trash, debris or dirt.
- Garden and landscaping is clean, well-maintained and free of debris; all plants are healthy.
- Designated smoking areas include a proper receptacle for cigarette butts; ensure staff does not use customer smoking areas.
- External trash receptacles are well-maintained and regularly emptied.



Optimal Environments.

Lounge // Restrooms // Recreation.

- A variety of seating and workplace choices exist in/around the customer lounge.
- Provide entertainment options via large TVs or tablets.
- TVs are set to a general news channel or stream current movies; volume is turned down low or set to off with closed captioning.
- WiFi is readily available without the need for additional login or password requirements.
- Provide cards with access and password information to all guests utilizing the waiting lounge.
- Offer a variety of fresh, locally-sourced, healthy and high-end snacks (e.g. fresh/dried fruit, yogurts, almonds, trail mix, pretzels, chocolate, gummy bears or low fat popcorn).
- Offer a selection of hot and cold premium beverages and provide the appropriate food and beverage accoutrements (e.g., napkins, cups, plates, etc.).
- Ensure all snacks and foods are accompanied with the appropriate accoutrements (e.g., napkins, cups, spoons, etc.). Set-up should be organized and clean at all times.
- Ensure the lounge area is comfortable and clean, smells fresh, temperature is set to a comfortable level and ensure relaxing background music plays at an appropriate level.
- Provide a sampling of reading materials (e.g., BMW/dealership magazines, newspapers and lifestyle magazines), keep materials organized throughout the day and regularly discard older editions. Newspapers must be for the current day, and magazines should be for the current month.
- Stock a variety of chargers in the lounge or reception desk area.
- Restrooms are clean, counters are wiped dry, area smells fresh and restrooms are well-stocked with the appropriate supplies and amenities.
- All fixtures are in proper working condition.
- Provide a child-friendly area that is clean and safe; offer a selection of age-appropriate educational and fun activities either live or via tablet.

Winning Strategies.

Try This.

CREATE A FEELING OF BEING KNOWN.

When customers arrive on the service drive, they are immediately greeted and checked in. The greeter then alerts the service advisor via a discreet radio system. The service advisor then greets the customer by name, creating the impression that they were expected and already known.

INCREASE STAFFING DURING BOTTLENECK HOURS.

Schedule extra staff to support the service drive in the morning during rush hour. The increased staffing communicates to the customer that their time is valuable, and their experience is important.

ENSURE YOUR CUSTOMERS ARE AWARE THEY CAN ACCESS WIFI.

Offer each customer who is going to wait for their vehicle to be serviced a small card indicating the WiFi connection and password information.

INVEST IN YOUR SIGNATURE SCENT.

Centers utilize Scentair signature scents to ensure a memorable and lasting impression.

DID YOU KNOW?

BMW customers believe the friendliness and courtesy of staff is critical to the reservation and arrival process. Are you auditing the people answering your phones to ensure a great interaction?

“You can learn a lot about a person and a place within the first ten seconds of meeting them or it. It’s amazing so many people and places leave this impression to chance.”

—SGEi

**Modern Luxury Moments.
Explain Products with Passion.**



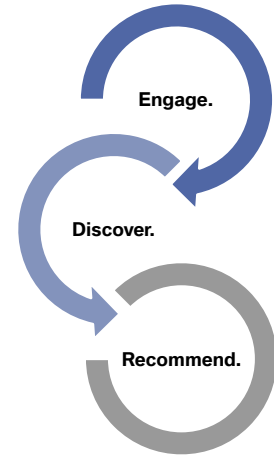
A Feeling to Remember.

Explain Products with Passion.

“Every time I visit the dealership, it’s always an engaging experience. I appreciate that they get to know me and understand what is important to me. I have a good feel for the products and features that best connect to my unique lifestyle and needs. I am impressed with the insight and knowledge of my advisors and their willingness to educate me. Their passion is contagious! I understand what sets BMW apart from other brands.”

Premium Behavior Essentials.

Explain Products with Passion.



Engage customers in meaningful conversation (observe, ask, listen); personalize the interaction.

Discover who and what is most important to the customer; be sure to learn the customer's name (and proper pronunciation) and use it throughout the interaction.

Recommend products, services, options, packages and accessories based on individual lifestyle and needs.

Process.

On the Drive.



- Plan ahead for scheduled service appointments.
- Create a daily print out of all service appointments; review relevant customer details (e.g., vehicle type, history, important information about previous visits, customer name when possible, etc.) prior to customer arrival.
- Start the appointment on time.
- Check open technical campaigns, workshop capacity, availability of parts and external services.
- Prepare warranty/goodwill claims, when applicable.
- Determine cross-selling potential (e.g., winter and holiday check).
- Confirm alternate transportation requirements with customers prior to their service visit.
- Perform the vehicle walk-around with the customer.
- Use tablets to facilitate processing.
- A shop foreman or designated technician performs test drives with customers to fully understand or replicate repair issues.

Process.

Advisor Consultations.



- Perform consultation at the vehicle to facilitate quick and efficient processing; always take into account the effects that weather or disabilities may have on the customer's comfort.
- Stay focused on the customer's needs; be consultative.
- Clearly explain all service and pricing elements; never recommend work that does not add value to the customer.
- Communicate benefits of products, services and relevant dealership programs/promotions; be able to clarify the value proposition and/or differentiators of competitor's products.
- Present additional repairs only after the customer's primary issue has been addressed.
- Provide a realistic completion date/time.
- Educate the customer about different communication methods available for vehicle status updates or completion notifications.
- Promote electronic methods of communication and confirm the customer's preferred method of contact with each new service appointment.
- Commit to a time for the customer's first status update.
- Ensure cost and time estimates are reflected on the RO; validate pricing and discounts.
- Agree on a payment method and offer/promote pre-payment (Active Delivery).
- Escort "waiting customers" to the lounge; suggest notable restaurants, cafés or shopping in the area; arrange for transport when needed.
- Offer coupons, gift cards or discounts when appropriate.

Process.

Loaner Vehicles.



- Ensure loaner vehicles are staged and ready for the customer; process paperwork in advance of the customer's arrival.
- Arrange for a BMW loaner vehicle of the same class or higher.
- Escort the customer to the loaner vehicle (or loaner desk), assist in the transfer of belongings; demonstrate helpfulness.
- Take the appropriate time to confirm familiarity with the vehicle; educate the customer about features and functions.
- Make every attempt to teach the customer something new that will add value to the driving experience.
- Loaner vehicle processing takes five minutes or less.
- Perform the premium behaviors of the closing moment. (Offer a Fond Farewell)

Optimal Environments.

Service Drive & Advisor Workstations.

- The general flow of the drive is efficient, organized and calm.
- Service appointments are processed in eight minutes or less.
- Sound elements are monitored; announcements are made discreetly, and music plays at an appropriate volume in the background.
- Advisor workstations/offices have a clear view of drive and easy access.
- Areas are clean, well-organized and visibly free of food and beverages; trash receptacles are emptied throughout the day and environment smells fresh.
- Customer seating options are clean and comfortable.
- Service Bays are clean, well-organized and visibly free of trash, food or beverages.



“Customers don’t care how much you know until they feel how much you care.”

—Theodore Roosevelt

Winning Strategies.

Try This.

KEEP SERVICE STAFF IN THE LOOP.

Weekly updates are provided to service team members (verbally during service meetings and/or via email) regarding any current or ongoing sales or service campaign, BMW announcements, upcoming product releases, dealership specials or events. The staff stays well-informed of current affairs which empowers them to communicate with customers more thoroughly, confidently and passionately.

LEVERAGE TECHNOLOGY.

Service team members transfer the customer's Driver Profile via USB stick to the loaner car (and/or new vehicles). This makes a big impression with customers and they appreciate the time-savings.

DID YOU KNOW.

BMW Owners are dissatisfied when their loaner car is a downgrade. Always try to place a customer into a loaner car of equal or higher value.

**Modern Luxury Moments.
Deliver the Ultimate Product Experience.**



A Feeling to Remember.

Deliver the Ultimate Product Experience.

“I am excited by BMW’s products and my dealership experience! I was given just the right amount of attention and was able to test drive the car that interested me the most. I get it now! After experiencing the product, and receiving great insight into the various lifestyle accessories offered, I feel empowered to make the right decision.”

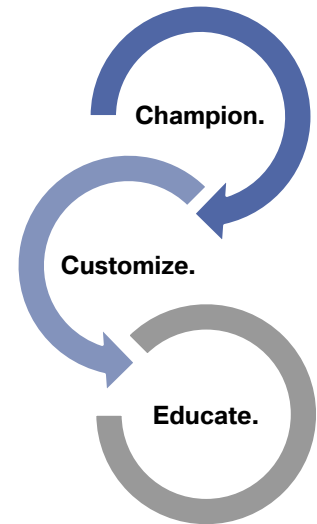
Premium Behavior Essentials.

Deliver the Ultimate Product Experience.

Be a champion for BMW products and services; communicate the benefits of BMW Certified Technicians, Vehicle Specialists and the BMW Genius program.

Customize the experience; leverage services, campaigns and possible upgrades during the service process to ensure a comprehensive aftersales experience.

Educate customers by sharing the value of options, upgrades, accessories and BMW parts including the benefits of BMW Certified Technicians and Vehicle Specialists.



Process.

Repairs and Vehicle Delivery.



- Fix it right! Services and repairs are completed correctly the first time, every time.
- Use floor mats, seat covers and steering wheel covers to protect the vehicle during service.
- Consistently perform a multi-point inspection, quality check and controls and test drive the vehicle after every service.
- Ensure all customer requests are addressed and completed.
- Reset all indicator lights.
- Remove all tools, covers and paperwork from the vehicle; and ensure cleanliness prior to sending the car for wash/detailing.
- Provide a timely and thorough wash and vacuum of the vehicle; ensure the vehicle is returned to the customer in showroom condition.
- Return vehicles with specific pre-settings in place (e.g., radio, seat, etc.), and check the “CBS” to save the customer a return visit.

Process.

Providing Status Updates.



- Deliver on the timeframe for the promised status update; contact the customer via the preferred method of communication.
- Check on waiting customers every hour; ensure customers are engaged while waiting.
- Immediately inform customers of delays and/or additional repairs.
- Obtain approval for any additional repair work before proceeding; whenever possible, obtain payment at this time.
- Set a pick up time for the customer's vehicle and offer a reminder; discuss alternatives like late pick up to help relieve bottleneck hours.
- Inform the customer of high pickup traffic (time specific to dealership).
- Strive to complete routine services in 60 minutes or less; for most repairs, the maximum time frame is four hours.

Optimal Environments.

Workshop & Advisor Areas.

- Ensure the workshop is well-maintained, organized and equipped with the necessary tools and technology to complete all reasonable repairs.
- Service Advisor workstations are clean, organized and well-maintained; areas are visibly free of beverages, snacks or trash.



“If it’s not about me, then it’s not for me!”

—SGEi

Winning Strategies.

Try This.

OFFER PICK UP AND DELIVERY SERVICE.

Offer pick up and delivery service for vehicles needing repair. Customers appreciate the assistance and the dealership's consideration of their time.

CREATE A WELL-APPOINTED LOUNGE AND HIRE A CONCIERGE.

Create a lounge that customers can truly relax in. Provide high-end beverages, snacks and concierge services. Most customers will opt to wait for repairs to be completed rather than arrange for a loaner vehicle. It's a win-win for everyone.

OFFER IN-HOUSE PREMIUM COFFEE SERVICES.

By adding a Starbucks Café at the dealership, customers are able to choose their own premium beverages or snacks and relax in a fun and familiar atmosphere. Customers love the Starbucks option, and the staff is empowered to buy coffee or offer gift cards when appropriate.

HIRE A CHEF.

A professional chef prepares breakfast and lunch snacks for service customers waiting for repairs. There's nothing better to make the time pass than a delicious and healthy, home-cooked meal! This bonus amenity gets people talking!

Winning Strategies.

Try This.

SET UP MANI STATIONS.

A manicurist sets up a manicure station on Saturdays. And it's not just the ladies in line for a paint job, men are lining up for a quick buff and file, too. After all, who doesn't love a little pampering?

MOBILE WORK STATIONS.

Make the most out of waiting time. Set up an iLounge with Mac computers available for customers to get some online shopping done, catch up with their favorite sports team or research weekend events. Who says waiting can't be fun?

COLOR-CODED FLAG SYSTEM.

Leverage the use of a color-coded flagging system to ensure completion of minor repairs in 60 minutes or less. Waiting customers are flagged with a particular color and service staff can track repair status at every step along the way.

DID YOU KNOW?

BMW Customers are more satisfied when they are kept informed by their Service Advisor of the status of their repairs. Whether in the lounge or outside of your Center, ensure you have a consistent system to communicate and follow up with your customers.

Modern Luxury Moments. Close with Confidence.



A Feeling to Remember.

Close with Confidence.

“I feel confident about doing business with BMW—my advisor was a great confidant and helped me arrive at the best service decision, reinforcing my faith in their business with every transaction. I am happy with my choices and would definitely recommend this dealership to my family and friends. I will highly rate my experience!”

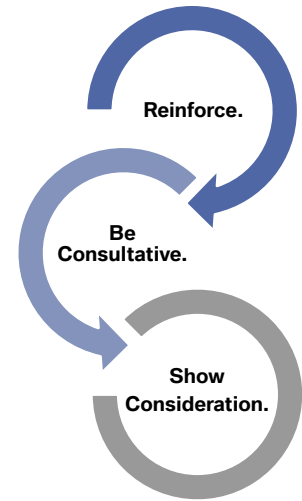
Premium Behavior Essentials.

Close with Confidence.

Reinforce customer decisions and choices; verbalize recognition and support for their choices with genuine and specific feedback; reinforce the value of products and services.

Be consultative during service and delivery process; clearly explain repairs, pricing, warranty coverage, and review next-steps for service; answer all questions with honesty and transparency.

Show consideration for the customer's time when scheduling pick up and/or follow up appointments; aim to process service appointments in eight minutes or less; ensure cars are ready when promised.



Process.

Consultations // Active Delivery // Time.



- Avoid being transactional; focus on creating an impactful experience, and reassure customers that they've made the right decisions.
- Service Advisor briefly restates the customer's original concerns and explains the work that was done on the vehicle.
- Ensure RO is reviewed in its entirety.
- Review the results of the multi-point inspection.
- Review additional recommended services, reinforce the value and confirm any declined services.
- Check for understanding; proactively ask the customer if s/he has any questions.
- Explain next steps, including the scheduling of the next appointment whenever possible.
- Process payments, generate electronic invoice/receipt, and offer to print a hard copy for the customer.
- Arrange for a pick up time, and confirm the timeframe needed and/or available to review final details with the customer.
- Inspect the vehicle prior to customer pick up to ensure accuracy and completeness and to reduce the possible need for comebacks related to improper repair.
- Complete the review and paperwork process within three to nine minutes.

Optimal Environments.

Comfortable & Stress-free.

- Service drive, advisor workstation and cashier areas are clean, well-organized and visibly free of food and beverages; trash receptacles are emptied throughout the day.
- Teams use ambiance and environment to create a feeling of being well cared for (e.g., the five senses, cleanliness, organization, coffee, music, etc).
- Sound elements are monitored; announcements, calls or other chatter (walkie-talkie activity) happens discreetly; music plays at an appropriate volume in the background.
- The temperature is set to an appropriate level; the environment smells fresh, and the overall ambiance is calm and harmonious.



“Service doesn’t just happen, it’s something that is mindfully delivered with a clear outcome in mind. That clear outcome is a satisfied customer.”

—SGEi

Winning Strategies.

Try This.

INSTALL CAMERAS TO MONITOR ADVISOR AREAS OR DRIVE.

This strategy is useful for increasing efficiencies and reducing customer wait times. As customers arrive at the cashier or at other areas of the service drive, team members are able to see which service advisor is available. Customers are directed accordingly and/or informed as soon as a specific advisor is available to meet.

VIDEO MESSAGING.

Service Advisors send their customers a short video message explaining the repairs and costs associated with the service when the customer is picking up their vehicle after hours. It is a great opportunity for the Service Advisor to send a personal thanks and touch.

DID YOU KNOW?

Customers are more satisfied when given the option of reviewing their invoice and repairs with their Service Advisor either in person or on the phone.

Modern Luxury Moments. Handover in Style.



A Feeling to Remember.

Handover in Style.

“I’ve been coming to the dealership for years and they still deliver that extra touch that keeps me coming back. They take time to explain all the features of my car and how I can benefit from using them—I learn something new every time. It’s always a worthwhile visit.”

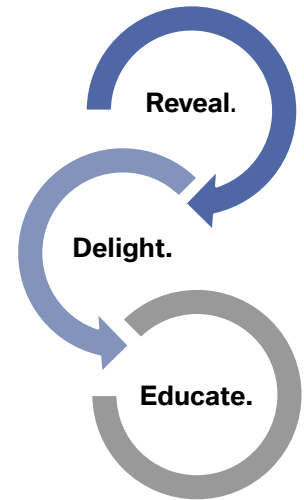
Premium Behavior Essentials.

Handover in Style.

Plan and prepare for a memorable **Reveal**. Ensure cars are ready for delivery in showroom condition; honor the timeframe available for the review process, make it personalized.

Leverage the elements of surprise and **Delight**. Supply a bottle of water or treats, deliver a customized gift or leave a BMW empowerment card in the cup holder.

Use the handover as an opportunity to **Educate** the customer about the car, any services completed or any recommended repairs; seize every opportunity to teach the customer something new.



Process.

Handovers // Memorable & Worthwhile.



- When handing a customer over to another team member, ensure proper introductions are made and that any relevant customer information is communicated.
- Use the customer's name throughout the interaction.
- Ensure cars are ready for delivery in showroom condition; cars are washed and vacuumed, and service work has been double-checked and quality controlled.
- Ensure customers are escorted all the way back to their car; never hand keys to customers and point to the location of their vehicle.
- Demonstrate helpfulness; assist the customer in transferring belongings, (e.g., offer to carry items, open doors, etc.).
- Leverage the elements of surprise and delight to make the moment meaningful; provide a complimentary bottle of water, care package, customized gift or treat.
- Seize every opportunity to teach the customer something new.
- Ensure a personal and active delivery of the vehicle is completed by the Service Advisor or other appropriate service support staff member.
- Leverage BMW empowerment tools.

Optimal Environments.

Pick up Areas.

- Vehicle delivery/pick up areas are clean, well-organized and allow for ample space to conduct presentations and/or explanations.
- Areas are well-illuminated throughout the day and night ensuring a safe arrival, pick up and departure process.
- Sensory elements are monitored (e.g., sound, scent, etc.), and the flow of the service drive is calm and comfortable.



“Sometimes you will never know the value of a moment until it becomes a memory.”

—Dr. Seuss

Winning Strategies.

Try This.

LITTLE GESTURES GO A LONG WAY.

Vehicle Care Specialists leave a small thank you card in the cup holder once the wash/detailing process is complete. Customers are always delighted to find this little note once they've driven away. It's a small, inexpensive gesture that only takes a second, but the impact it has on the final moment of the dealership experience is huge!

DID YOU KNOW?

Vehicles are often handed over by third party vendors or detailers who have not been guided in the handover process. All third party vendors and detailers should be trained in the art of "Handing Over in Style."

Modern Luxury Moments. Manage The Customer Challenges.



A Feeling to Remember.

Manage the Customer Challenges.

“I feel that everyone at the dealership cares about my needs and my experience. They do a great job of checking in with me, and whenever I provide feedback, they listen and are quick to respond. Not only do I feel like they value my insight and understand my needs, but I feel like I’ve got someone in my corner who is there to help whenever a challenge might arise.”

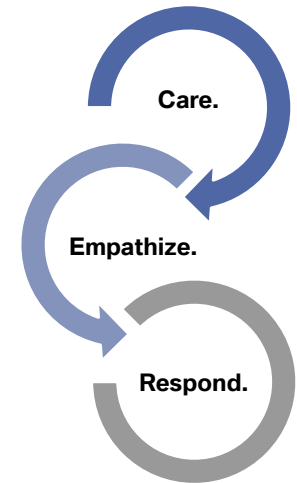
Premium Behavior Essentials.

Manage the Customer Challenges.

Show that you **Care** about the customer's experience by proactively checking in before s/he leaves the dealership. Own any challenges or issues that are brought to your attention.

Empathize by putting yourself in the customer's shoes. Normalize customer reactions by first empathizing before apologizing. Always thank the customer for taking the time to communicate the issue.

Respond by initiating resolution and/or by giving options. Engage the appropriate people to ensure the right solution. Confirm the customer's satisfaction, and complete any necessary follow up.



Process.

The Magic Formula.



- Embrace challenges when they come up; see them as opportunities to strengthen the relationship.
- Listen empathetically and do not interrupt; allow the customer an opportunity to communicate the whole issue.
- Use words like, “I understand” and “I would feel the same way.”
- Reassure the customer that her/his challenge, concern or frustration is valid; never deny the presence of a challenge if the customer is verbalizing one.
- Apologize only after you have thoroughly empathized with the customer; ensure the apology is well-timed and heart-felt.
- Let the customer know, “this is not the experience we aim to provide” if the dealership is at fault for something going wrong or for any disappointment.
- Thank the customer for bringing the issue or challenge to your attention.
- Verbalize your intentions to make the experience right; either provide the solution or give options to the customer; reassure the customer by letting her/him know that you can help.
- Use your experience, what the customer says and the dealership processes to deliver the best possible outcome for the customer.
- Engage team member or manager support whenever needed; follow up on the resolution and follow through all the way with any promised deliverable.
- Check back with the customer to ensure her/his satisfaction with the resolution.
- Document all challenges and important information in the customer files or appropriate CRM; flag the RO, and notify team members.
- Ensure the customer receives special attention upon her/his next visit.

Process.

Repair Issues // Breakdowns // Recalls.



- When an issue with a repair arises, acknowledge all customer feedback; apply empathize, apologize, thanks (E.A.T.) to every situation.
- In cases of an accident or breakdown, ensure the well-being of the customer; ensure the customer is unharmed and out of danger.
- Proceed with care; recognize that breakdowns are stressful and customers can be emotionally vulnerable.
- Obtain important information, assure the customer that help is on the way and offer to contact friends/family members to inform them of the accident or breakdown.
- Give customers an assessment or feedback whenever possible.
- Let the customer know you can help, and take immediate steps to fix the problem.
- Engage the shop foreman or dedicated technician to test drive the vehicle with the customer in order to better understand what remaining issues might exist.
- Arrange for transportation or loaner vehicle.
- When dealing with BMW recalls, explain the technical background of the recall, and review the actions that need to be taken.
- Reassure customers regarding any safety concerns; proceed with processing a reservation using the appropriate protocols.
- Have a plan for communicating service appointments to the sales team, and ensure someone checks in on the customer personally whenever possible.
- Always be willing to go the extra distance in turning around a customer's experience.
- Leverage the elements of surprise and delight; have a plan for delivering a small gift, complimentary top-off or the appropriate BMW empowerment tools.
- Contact the customer within 24 hours of pickup.
- Attempt to speak personally to the customer rather than using emails or leaving messages.
- Ensure 100% satisfaction with the customer's service experience.

Optimal Environments.

Comfort & Stress-free.

- Team members move customers to a private area to speak further about any challenge that might have arisen during her/his experience, when and if appropriate.
- Team members provide a calm, comfortable atmosphere devoid of interruptions and loud noises; team members verbally assure customers that their aim is to create a feeling of being well cared for.



“To handle yourself, use your head; to handle others, use your heart!”

—Eleanor Roosevelt

Winning Strategies.

Try This.

BUILD LOYALTY WITH BMW EMPOWERMENT TOOLS.

Technicians and service teams leave the “I am sorry” card in vehicles whenever there’s been a slight delay in service or vehicle delivery. Using BMW empowerment tools helps to dampen any negative effect of a poor service experience or delay. Customers appreciate the recognition and thoughtfulness; it shows that you’re trustworthy and are worthy of being forgiven.

DID YOU KNOW?

The number one reason customers leave your product and brand is an attitude of indifference from staff. If your staff do not care when a customer experiences a problem, then that customer will go elsewhere. Have you trained your staff on managing customer challenges quickly and quietly?

Modern Luxury Moments. Strengthen the Relationship.



A Feeling to Remember.

Strengthen the Relationship.

“There is no other brand that enhances the journey of vehicle ownership like BMW does. I feel appreciated as a customer—they stay in touch with me and find ways to impress me even when it is not expected. I feel connected and engaged—like a valued member of the BMW community, and I want my family, friends and colleagues to enjoy this experience too!”

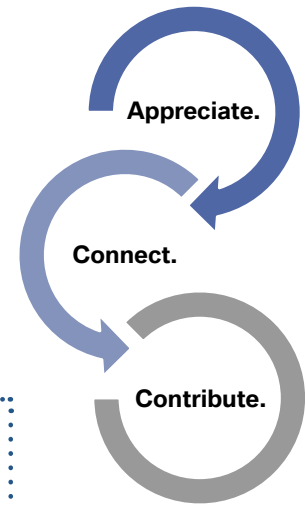
Premium Behavior Essentials.

Strengthen the Relationship.

Proactively show that you **Appreciate** the customers' business; use hand-written notes to acknowledge the customer has choices and to demonstrate thoughtfulness; use personal details documented at earlier phases.

Connect with customers a minimum of two times per year; make the contact relevant and meaningful; be community-focused; understand how events and social media contribute to the customer's unique interests, lifestyle needs and wants.

Ensure your dealership's social media activity and other relationship-building actions **Contribute** something meaningful to the customer's life (e.g., knowledge, inspiration, community, gratitude, fun, etc.); be part of the conversation.



Process.

Follow up.



- Service follow up calls take place within 24 hours of every appointment to ensure customer satisfaction with repair.
- A process is in place to manage the timing and completion of all callbacks.
- Follow up interactions are personalized; use the customer's name, and weave in any learned details to reinforce a feeling of being known.
- Monitor, manage and maintain your dealership's online reputation; ensure the perception of the dealership's brand is aligned with a premium brand experience.
- Appropriately to the feedback received during follow up calls or online monitoring, engage the strategies of "Manage Customer Challenges" in the handling of service recovery.
- Engage management in service follow up or recovery as needed.
- Solicit customers for additional needs; advise sales team of prospects when applicable.
- Reconfirm next steps or appointments for upcoming service and/or scheduled maintenance.
- Leverage BMW Empowerment tools, and send handwritten postcards.
- Stay connected; offer invitations to events and experiences.
- Log details of conversations in the appropriate CRM.
- Aftersales team members work together to find new and innovative ways to contribute knowledge about the vehicle's performance and technology; always personalizing and customizing customer interactions based on details learned throughout the customer's ownership journey.

Optimal Environments.

Lifestyle Boutique // Parts Area.

- Champion the lifestyle boutique, accessories and parts departments; be familiar with seasonal merchandise.
- Lifestyle/Boutique area is clean, organized and presents well; ensure ample space for comfortable viewing and access to items.
- Curate displays and stock merchandise; provide a robust selection of items.
- Leverage lighting options to enhance the retail displays of different items throughout the day.
- Retail area smells fresh, temperature is set to a comfortable level and relaxing music plays in the background.
- Ensure advisor parts, cashier and other desk areas are clean and well organized; no food or beverages are visible to the customer and trash cans are emptied regularly.

“The meaning of things lies not in the things themselves, but in our attitude towards them.”

—Antoine de Saint-Exupéry

Winning Strategies.

Try This.

THE ENORMOUS POWER OF THE HANDWRITTEN POSTCARD.

It is highly likely that a customer who receives a handwritten note will be so impressed that s/he will publicly write about it through an online review, social media or blog post. This type of public testimonial provides infinite residual returns. Years later, the post will still be in existence and generating traffic your way. Showing how much you appreciate your customer's business by sending a handwritten note is a relatively low-cost investment, but the returns are enormous. Especially when you consider that almost half of all purchase decisions are made because of word-of-mouth referral! And the beauty of a postcard? The space to write your message is relatively small, so you don't have to be Shakespeare to participate!

REDUCE THE SILO EFFECT.

Service staff can provide the sales team with updated information on customers whose leases are due to expire or who might be interested in purchasing a new car. Not only does sharing this information between departments increase the likelihood that the customer will be contacted, but it sends a message that we communicate with each other and that we care. A Client Advisor can then reach out to the customer, and the experience is a seamless affair!

DID YOU KNOW?

It is 10 times more expensive to find a new customer than to appreciate the one you already have. What are you doing to show your customers that they mean a lot to you and your Center?

Modern Luxury Moments. Offer a Fond Farewell.



A Feeling to Remember.

Offer a Fond Farewell.

“Right up to the last second, I feel appreciated and at home while at the dealership. My team there provides assistance beyond what I ever expect, which shows me how hard they all work to continue to earn my business. My experience at the dealership always leaves a lasting impression. I look forward to my next visit, and they seem to as well.”

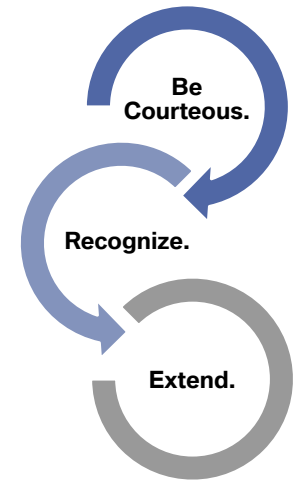
Premium Behavior Essentials.

Offer a Fond Farewell.

Proactively check for satisfaction before the customer experience draws to a close; **Be courteous** and helpful; escort customers to their car or take at least three steps, assist with belongings, open car doors, gesture with an open hand, etc.

Recognize that your customers have options; say, “Thank you!” for the business, for their time and loyalty and the opportunity to be of service; use their name as often as possible; instill a feeling of being acknowledged and known.

Extend the relationship beyond the service visit; invite customers to contact you for any needs; ensure they know your name; wish them well and let them know you’re looking forward to seeing them again soon.



Process.

Impactful Endings.



- The appropriate team members are visible in and around the parking lot, exterior dealership areas, at the main reception desk and in the Service Drive where customers regularly depart.
- Proactively check for satisfaction (e.g., “How has your experience been with us today?”), and ensure customers have no additional needs for assistance before drawing interactions to a close. (e.g., ask, “Have we taken care of everything for you today? Is there anything else I should know about?”)
- Team members use every opportunity to use the customer’s name during the farewell moment.
- All service team members (including Technicians and other non-customer facing staff) practice the 10/5 Rule with departing customers.
- Team members seated at or behind a desk consistently stand up to provide the appropriate farewell to customers; team members come out from behind desks when directing departing customers.
- Use an open hand when directing customers; take at least three steps and/or accompany them all the way to their vehicle whenever possible; teams demonstrate helpfulness by opening doors, carrying personal items and extending the appropriate courtesies.
- Acknowledge that your customer has choices, and verbalize your gratitude for their business and loyalty. Say, “thank you!”.
- Offer a well wish for the rest of the day or weekend.
- Demonstrate helpfulness right up until the customer drives away; open doors, assist with belongings, gesture with an open hand, take three steps, etc.
- Service teams work together in providing and articulating the appropriate ceremony around dealership gifts, care packages and other special offers.
- All team members are responsible for delivering a fond farewell to customers.

Optimal Environments.

Dealership Exterior & Exits.

- Provide clear and visible signage to exit and to access street directions.
- Exterior lighting functions properly; walkways and driveways are well-illuminated at dusk.
- Exit areas of the service drive are well-maintained and free of trash; a schedule exists for cleaning and special attention is paid to ensuring organization and cleanliness for end-of-the-day rushes.
- Garden and landscaping is clean, well-maintained and free of debris; all plants are healthy.
- Designated smoking areas include a proper receptacle for cigarette butts; ensure staff does not use customer smoking areas.
- External trash receptacles are well-maintained and regularly emptied.



“Customers remember how you treated them long after they have forgotten what you did for them.”

—SGEi

Winning Strategies.

Try This.

LEAVE THANK YOU CARDS IN THE CUPHOLDER.

Engage the element of surprise and delight in the farewell moment by using the “Thank you” cards. Have your car washing staff, porters or other service support staff sign one of these cards and place it in the cup holder of the vehicle. It’s an original and fun way to thank your customers for their time and their business! They will be delighted to discover this little gift, and surprises are always memorable. It’s an inexpensive and impactful way to make a lasting impression.

POLISH THE ROUNDEL.

As a final gesture before a customer pulls away, take out that handkerchief you keep stuffed in your pocket and give the vehicle’s roundel a final polish. It’s the ultimate touch that makes customers feel that you’re taking excellent care of both their vehicle and them! And it’s a powerful final gesture to make as you deliver a fond farewell.

DID YOU KNOW?

Customers want to know that you want to see them again. Always invite your customers to come back and that you are looking forward to connecting again.

Thank You.



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**Customer First
Plan**

Aftersales
Playbook



**The Ultimate
Driving Machine®**