

Case study BMW – Project “Experience Customer”

impuls![®]

...immer besser werden

Background:

BMW: Emotion and premium

The Munich car manufacturer BMW was able to increase sales between 2008 until 2012 from 1.4 to 1.8 million vehicles. The number of employees within the BMW-Group rose in about the same ratio – from 93.000 to 96.500. The bigger a company the more difficult it is to impart the spirit of a brand to all employees. Especially for a premium brand like BMW, customer proximity is very important. In the end, it is not just about selling technique but pure emotion!

Definition of the project:

More lifeblood needed

The BMW top management discovered a backlog in terms of customer orientation and identification with the own brand. Not enough lifeblood for the own brand, little customer orientation for the demanding self-image of BMW. It was necessary to turn each employee into a brand ambassador in the client's contact. A sense of passion, pride and motivation had to be created!



Solution:

Everything is possible with BMW

BMW assigned the training professionals of “impuls!” and their cooperation's partner “VitaminT” to develop a motivation program. “Everything is possible – solution-oriented vs problem-oriented!” was the motto. All BMW-employees shall assume the same responsibility: “Customers are always customers of us all; responsibility for the customer cannot be delegated or transferred!”



Realization:

Free trial and error for each employee

Germany wide approx. 6.500 employees from sales, garage and service were to be sensitized within 5 months. “impuls!” and “VitaminT” used their long term training and theater experience and assembled a team of 18 experienced trainers and “TrActors”. Together they developed a concept which was carried out over 240 times within 5 months. The employees were in small groups confronted with common customer situations including possible pitfalls. In the following trainings in small groups they had than the possibility to reflect, test and optimize their own behavior and to develop new ideas for an improved customer relationship.



Result:

Customer satisfaction was improved by 30%



- The number of dissatisfied customers decreased from 2010 compared to 2009 by 30%.
- Service improved by 2 points from the first half-year 2010 to the second half-year 2010; from 90 to 92 (scale 1:100).
- Sales improved by 0.5 points from the first half-year 2010 to the second half-year 2010; from 102 to 102.5 (scale 100:109).
- According the internal bench marking, this training is 18% over the average of all trainings (school grade 1.4).