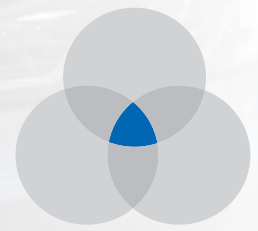




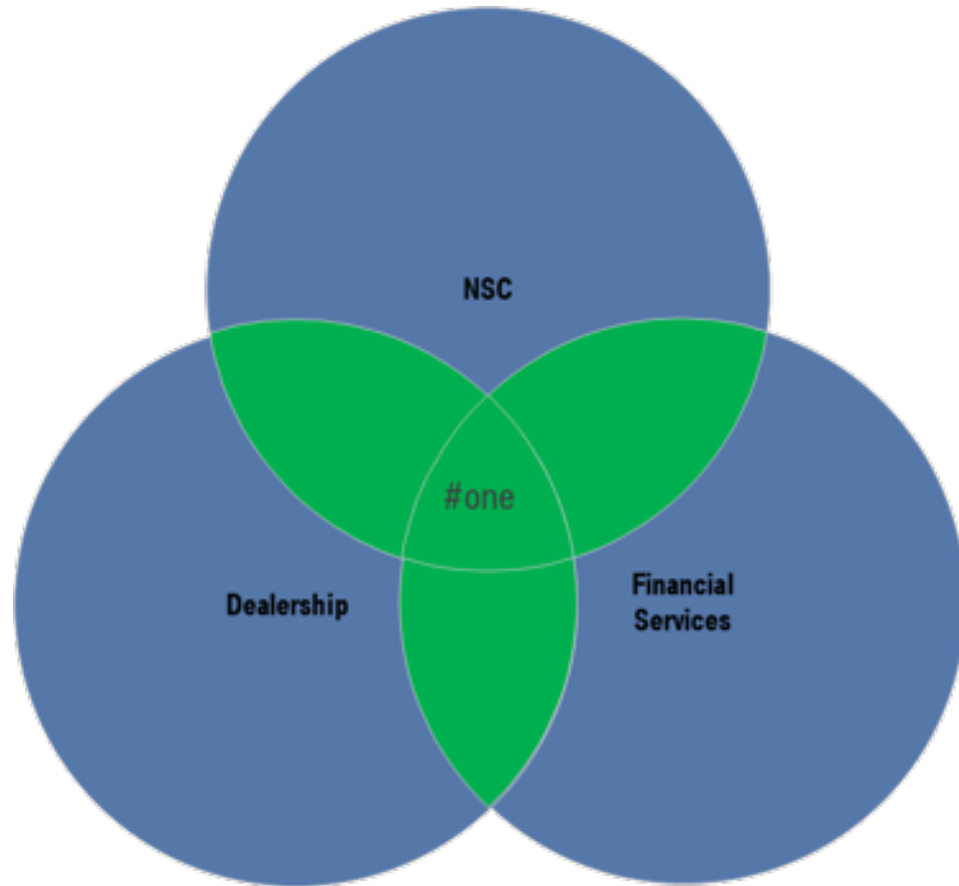
How to consistently create
Ambassador Moments

12 years in a row



ONE
BMW

“ONE BMW” STRATEGY



We are not nearly as customer centric as we might think!

Unfortunately, there are no quick fixes..

...only hard work!



THE VOICE OF THE
CUSTOMER IS ON
LINE TWO.

TAKE A MESSAGE.
I'M BUSY BEING
CUSTOMER-CENTRIC.



NET PROMOTOR "SCORE" OR "SYSTEM"

Are we part of the 72%?

“

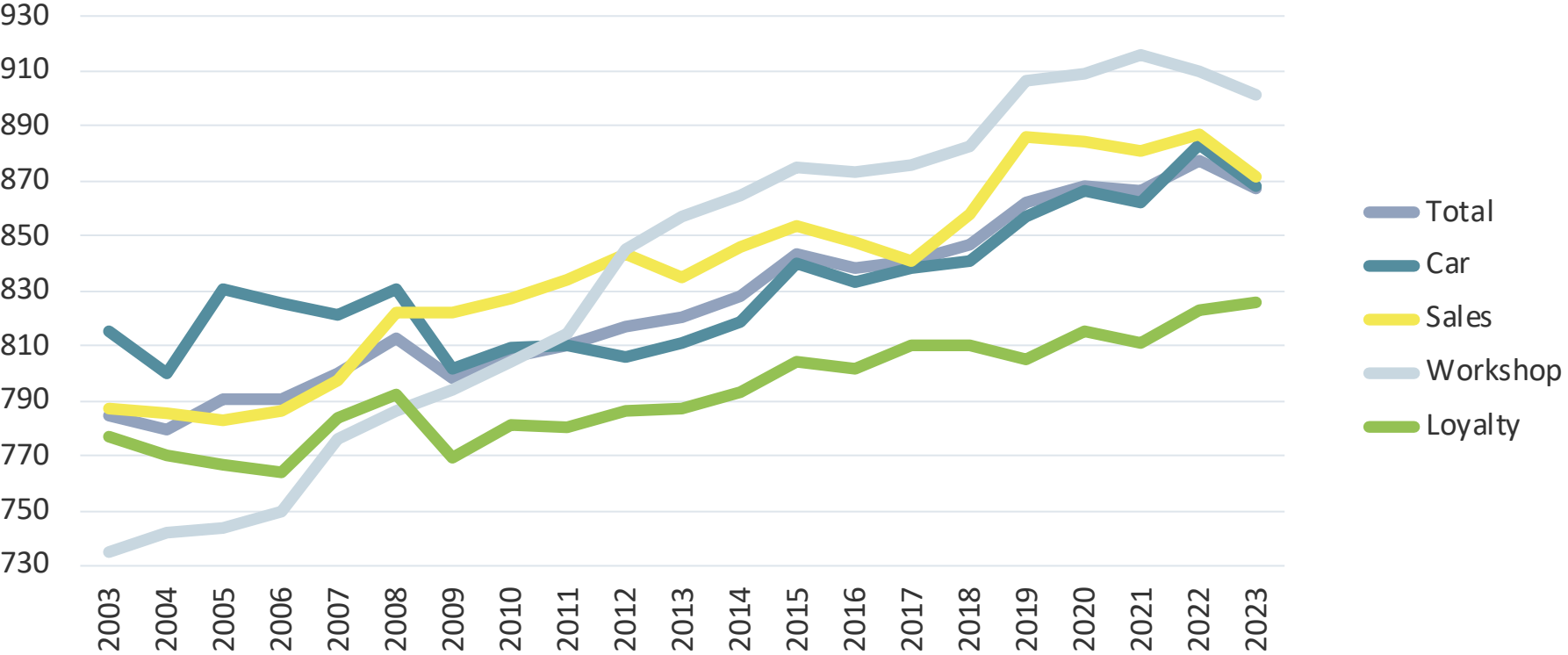
Companies abuse and misuse the [Net Promoter] system. They're making this cancerous decision to link Net Promotor Score to compensation at the frontline.

It's a waste of the customers time, it's a waste of the employees time. It diminishes the credibility of Net Promoter. It's just bad

Fred Reichheld, March 2022
(Founder of the Net Promoter System)

”

THE NEVER ENDING JOURNEY OF DOING BETTER – EXCEEDING EXPECTATIONS



BMW DENMARK

What have we done and achieved?

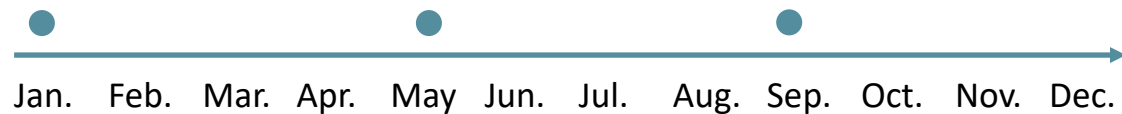
WHAT DO WE WORK WITH?

AUTOINDEX (SCANDINAVIANS LARGEST SURVEY) & OWN VOC/CSI STUDIES

National & local AutoIndex insight

- One National & two local dealer specific
- 209 questions
- Own national results + competition
- Trends own brand results + competition
- Basis for national/brand action plans

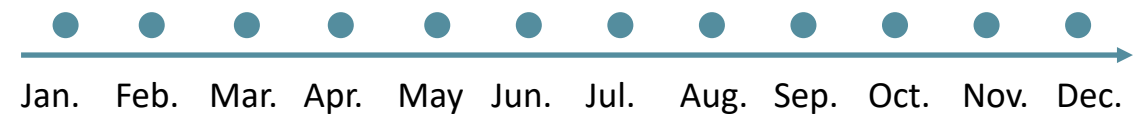
Once a year



Own VoC/CSI insight

- Always on/real-time
- 3-5 questions
- Own national results + dealer specific
- Trends for own brand results only
- Basis for dealer specific action plans

Ongoing



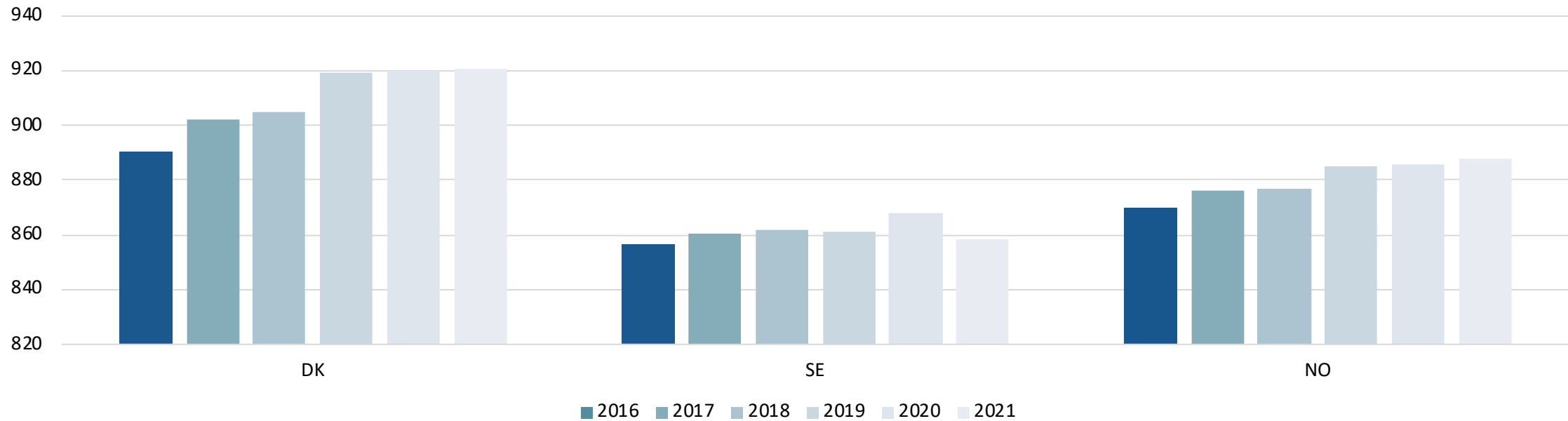
HISTORICAL AUTOINDEX RESULTS

BMW DK, BMW SE & BMW NO

Denmark 2016 vs. 2021
+3,5%

Sweden 2016 vs. 2021
+1,6%

Norway 2016 vs. 2021
+2,1%



AUTOINDEX 2023 – SE, NO & DK RESULTS



SE (24 makes)	Total	Car	Loyalty	Sales	Workshop
Ranking	5	3	4	6	11
Index	878	889	870	860	879
Best	-2,3%	-0,8%	-1,7%	-4,8%	-6,6%
Development	-0,4%	-1,0%	0,5%	0,9%	-1,5%
No.	6	8	4	4	17

NO (23 makes)	Total	Car	Loyalty	Sales	Workshop
Ranking	4	2	2	6	10
Index	886	895	869	884	885
Best	-5,3%	-3,8%	-2,7%	-7,8%	-8,3%
Development	-0,7%	-0,7%	1,7%	-1,4%	-2,1%
No.	9	6	4	19	19

DK (23 makes)	Total	Car	Loyalty	Sales	Workshop
Ranking	1	1	1	2	4
Index	919	927	917	901	925
Best	0,0%	0,0%	0,0%	-3,1%	-2,6%
Development	-0,2%	-0,8%	0,5%	-0,1%	0,4%
No.	3	3	12	4	5

THE PROCESS

It sounds simple... but it is not that easy.

HOW TO ENSURE CX SUCCES...



SHOW ME THE MONEY

58%

do not calculate the financial impact of their CX initiatives

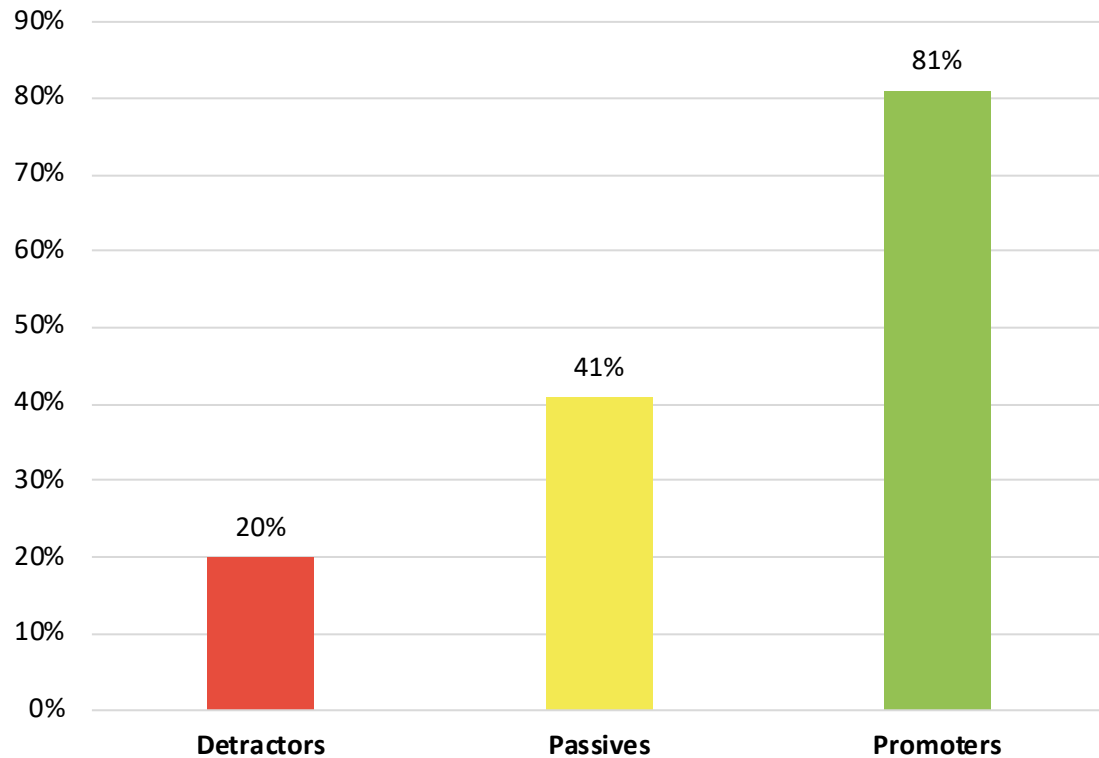
Source: CX Challenges DK+NO 2021, Loyalty Group



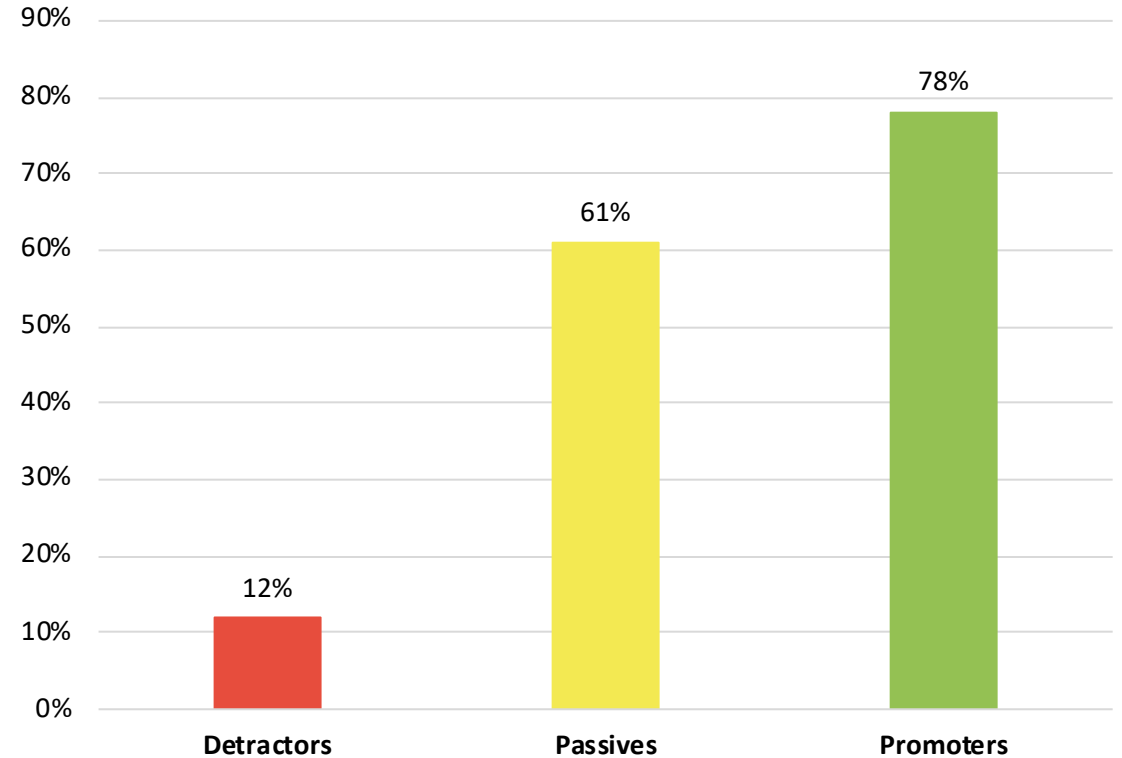
WILLINGNESS TO REPURCHASE (RETENTION RATE)

Higher satisfaction and willingness to recommend leads to a higher probability of repurchase.

Willingness to repurchase*



Benchmark (AutoIndex, 2020, all brands)



*The willingness to repurchase are based on answer 6 and 7 in the question "How sure is it that you will buy the same car brand again the next time you need to buy a new car?"

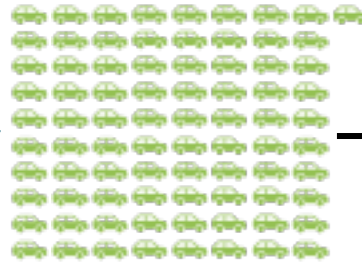
RETENTION EXAMPLE BASED ON NPS: 100 NEW BMW DK CUSTOMERS OVER TIME

The value of retention

100 People buy a new car. They are extremely satisfied with their purchase and therefore they are classified as promoters.



81 of the promoters buy another car after 3 years.

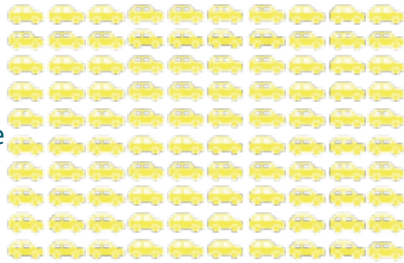


66 of the promoters buy another car after 3 years.



≈ **247**

100 People buy a new car. They are satisfied with their purchase and therefore they are classified as passives.



41 of the passives buy another car after 3 years.



17 of the passives buy another car after 3 years.



≈ **158**

100 People buy a new car. They are unsatisfied with their purchase and therefore they are classified as detractors.



20 of the detractors buy another car after 3 years.



4 of the passives but another car after 3 years.



≈ **124**

HOW TO ENSURE CX SUCCES...



LOYALTY: QUESTIONS



- **12. Satisfaction:** All-in-all, how satisfied are you with your current make of car?
- **13. Attractive:** All-in-all, how attractive do you consider your current car make in relation to other similar makes?
- **14. Buy again:** How sure are you that you would buy the same make again next time you buy a new car?
- **15. Recommend:** How sure are you that you would recommend your make of car to family and friends?

SALES: QUESTIONS



Marketing (prior to visit)

- **57. Ads and TV:** The dealer's (importer's) marketing on e.g. TV and in newspapers, magazines and so on
- **58. Website:** The dealer's (importer's) website

Showroom

- **59. Showroom:** Attractive and inviting premises (showroom)
- **60. Model range:** The selection of car models in the showroom was satisfying according to my needs

Salesperson

- **61. Greeting:** The salesperson's ability to greet you in a friendly and welcoming manner
- **62. Time spent:** The salesperson's willingness to spend time with you, even before you were ready to buy

Sales process

- **63. Identify needs:** The salesperson's ability to identify your needs in the process of buying a new car
- **64. Product knowledge:** The salesperson's general product knowledge and professionalism concerning cars
- **65. Weren't intrusive:** The salesperson weren't intrusive in his/hers sales approach towards me
- **66. Test drive offer:** The offer of test drives (flexibility and execution)
- **67. Finance/leasing intro:** The salesperson's presentation of financing and leasing options
- **68. Discount talk:** The atmosphere during discussions with the salesperson on a possible discount
- **69. Marketed vs. final price:** There was a good correlation between the marketed price and the final purchase price
- **70. Configure/specify online:** The dealer offers to configure/specify a car online²³

Delivery of the car

- **71. Delivery time:** Delivery time of the new car from the placement of your order to pickup at the dealer
- **72. On time delivery:** Compliance with the agreed delivery time of the new car
- **73. Car as agreed:** The delivered car met the agreement
- **74. Comm. openly/honestly:** My car brand communicate openly and honestly to me
- **75. Review of functions:** Review of the car's functions and equipment in store or by videos sent
- **76. Warranty intro:** Presentation of warranty terms on the car
- **77. Dealership intro:** Introduction to rest of the dealer's functions, so you know what to do in case of e.g. service, repairs and damage work
- **78. Correct flaws:** The dealer's willingness to correct any flaws or defects at the time of pickup
- **79. Inform. visit to delivery:** Well informed from first visit to delivery

After delivery

- **80. Follow up delivery:** The dealer's way of handling customers once the car was sold
- **81. Quickly get answers:** Post-delivery of my car I could quickly get answers to my questions

Overall loyalty

- **82. Trust in car dealer:** I trust my dealer
- **83. Overall satisfaction:** Total satisfaction with the entire sales process
- **84. Attractiveness:** The appeal of the dealer compared to others
- **85. Repurchase:** Will you buy a car at the same dealer next time you are going to buy a car?

WORKSHOP: QUESTIONS



Order

- **93. Booking easy:** It was quickly and easy to book the appointment at the workshop
- **94. Quick service:** Ability to provide immediate help for acute mechanical problems

Personel

- **95. Professionalism:** The professionalism of the workshop personnel
- **96. Listen/empathise:** Reception personnel's ability to listen and empathize with your situation
- **97. Service old cars:** Willingness to give top service regardless of the age of your car

Delivery

- **98. Delivery easy:** It was quickly and easy to drop off the car
- **99. Identify work:** The workshop's ability to identify the work needed to be done on my car
- **100. Replacement/transport:** The workshops willingness to provide a replacement car or other transport

Pick-up

- **101. Complete service:** The workshop's compliance with the agreed upon pick-up time
- **102. Pick up easy:** It was quickly and easy to pickup the car
- **103. Review of work:** The workshop's review of the work done on the car at the time of pick-up

- **104. Fixed right first time:** Everything you agreed that should be done has been completed when the car is returned from service
- **105. Agreed price:** The workshop's compliance with the agreed upon price in relation to your workshop visit
- **106. Advice future work:** The ability of the workshop to advise and guide you about future work that you should expect on your car

Costs

- **107. Spare part price:** Pricing of spare parts and accessories
- **108. Goodwill:** Flexibility for guarantee work, goodwill/fairness
- **109. Price/value:** The relationship between quality and price of the workshop's services

Overall loyalty

- **110. Trust in workshop:** I trust my workshop
- **111. Overall satisfaction:** Overall satisfaction with the workshop
- **112. Attractiveness:** The appeal of the workshop compared to others
- **113. Repurchase:** Will you use the same workshop next time you have a need for their services?

CAR: QUESTIONS



Properties

- **17. Design:** Appearance and design of bodywork
- **18. Sitting comfort:** Sitting comfort in your car
- **19. Capabilities:** Driving capabilities of your car
- **20. View from inside:** The view when you are sitting in your car
- **21. Safety:** Safety equipment and characteristics
- **22. Eco freindly:** Your car's environmental friendliness

Quality

- **23. Car quality:** Your car's quality – i.e. the car as a whole
- **24. Durability:** Your car's durability
- **25. User electronics:** Reliability of your car's "user" electronics
- **26. Car electronics:** Reliability of your car's "operational" electronics
- **27. Easy to use technical:** It is easy to use the car's technical functions while driving (air conditioning / media screen / phone)
- **28. Car app:** The car's app control for air conditioning, status, service needs, charging, etc
- **29. Rust:** Your car's rust-resistance

Costs

- **30. Depriiation:** Low depreciation/ good second-hand value
- **31. Fuel benchmark:** Your car's consumption compared to similar cars from other manufacturers (fuel/electric)
- **32. Range in Summer:** Range in number of kilometers per charge in summer
- **33. Range in Winter:** Range in number of kilometers per charge in winter
- **34. Running costs:** Other running costs (not depreciation), i.e. repairs, service etc.
- **35. Price/value:** The relationship between your car's quality and price

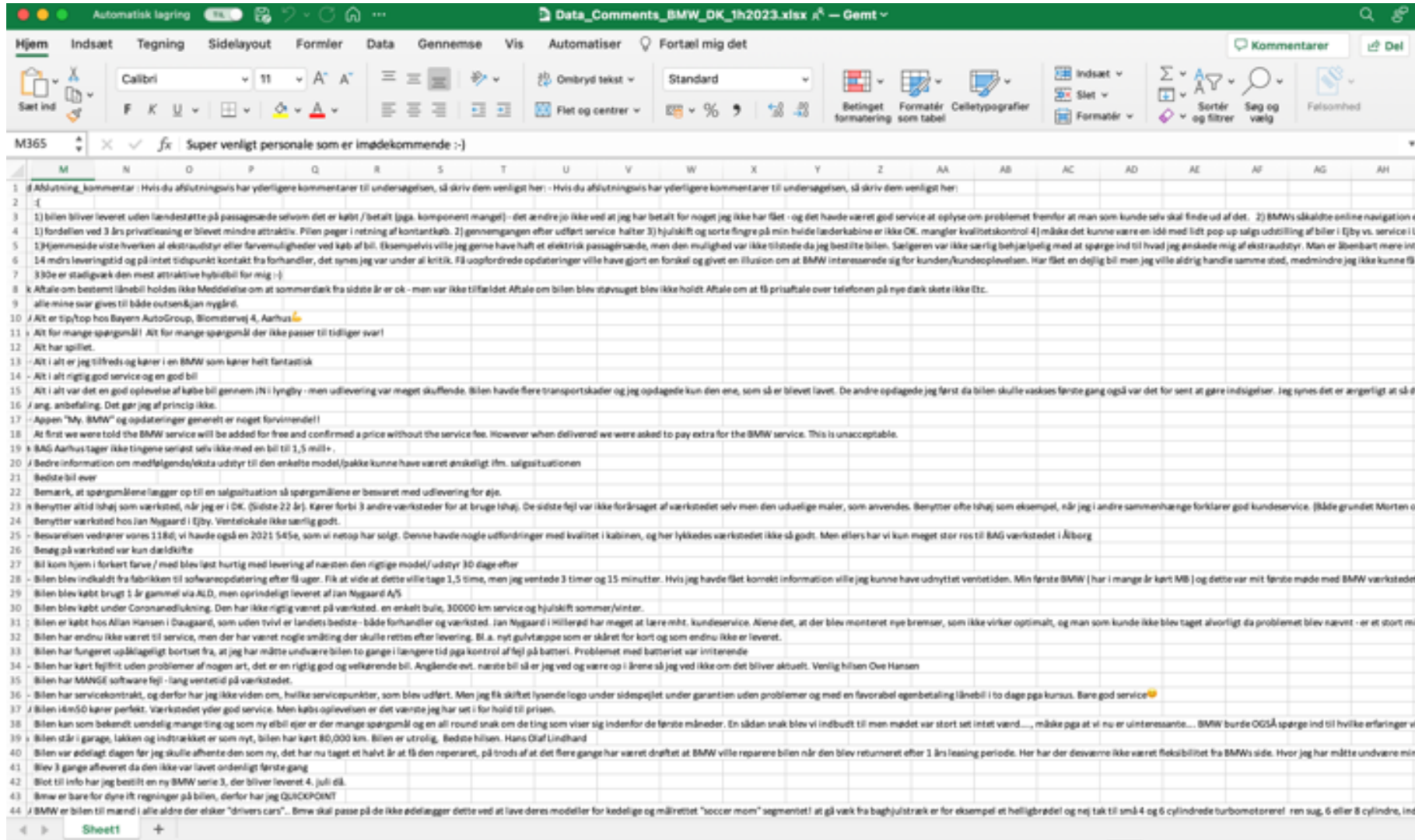
Image

- **36. Perception:** Perception amongst car-owners

Overall loyalty

- **37. Trust in car make:** I trust my car make
- **38. Overall satisfaction:** Total satisfaction with the car
- **39. Attractiveness:** The appeal of the car compared to others
- **40. Repurchase:** Would you buy the same make of car again, next time you buy a new car?

OPEN VERBATIMS – THIS IS WHERE THE GOLDEN NUGGETS ARE.



HOW TO ENSURE CX SUCCES...

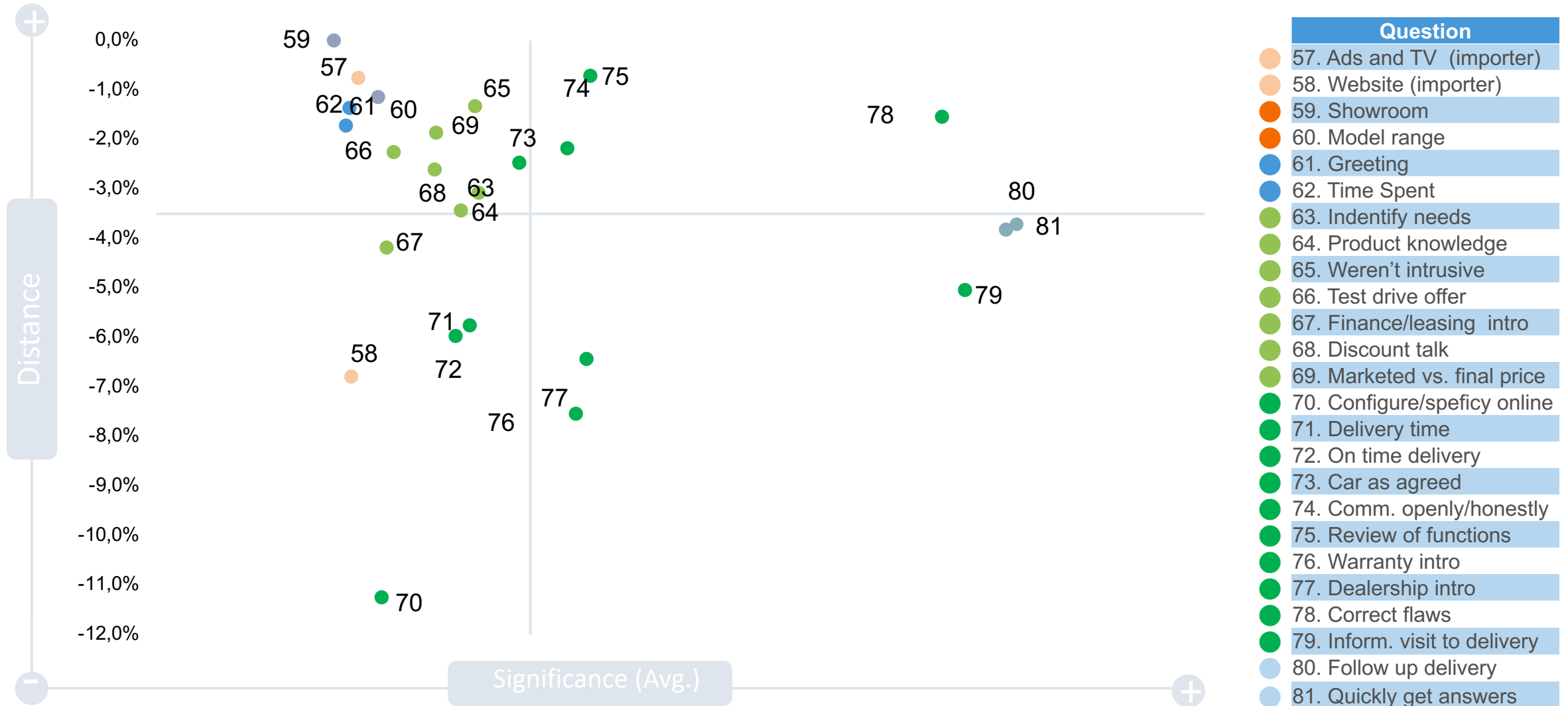


BENCHMARKS – COMPETITION/BEST IN CLASS

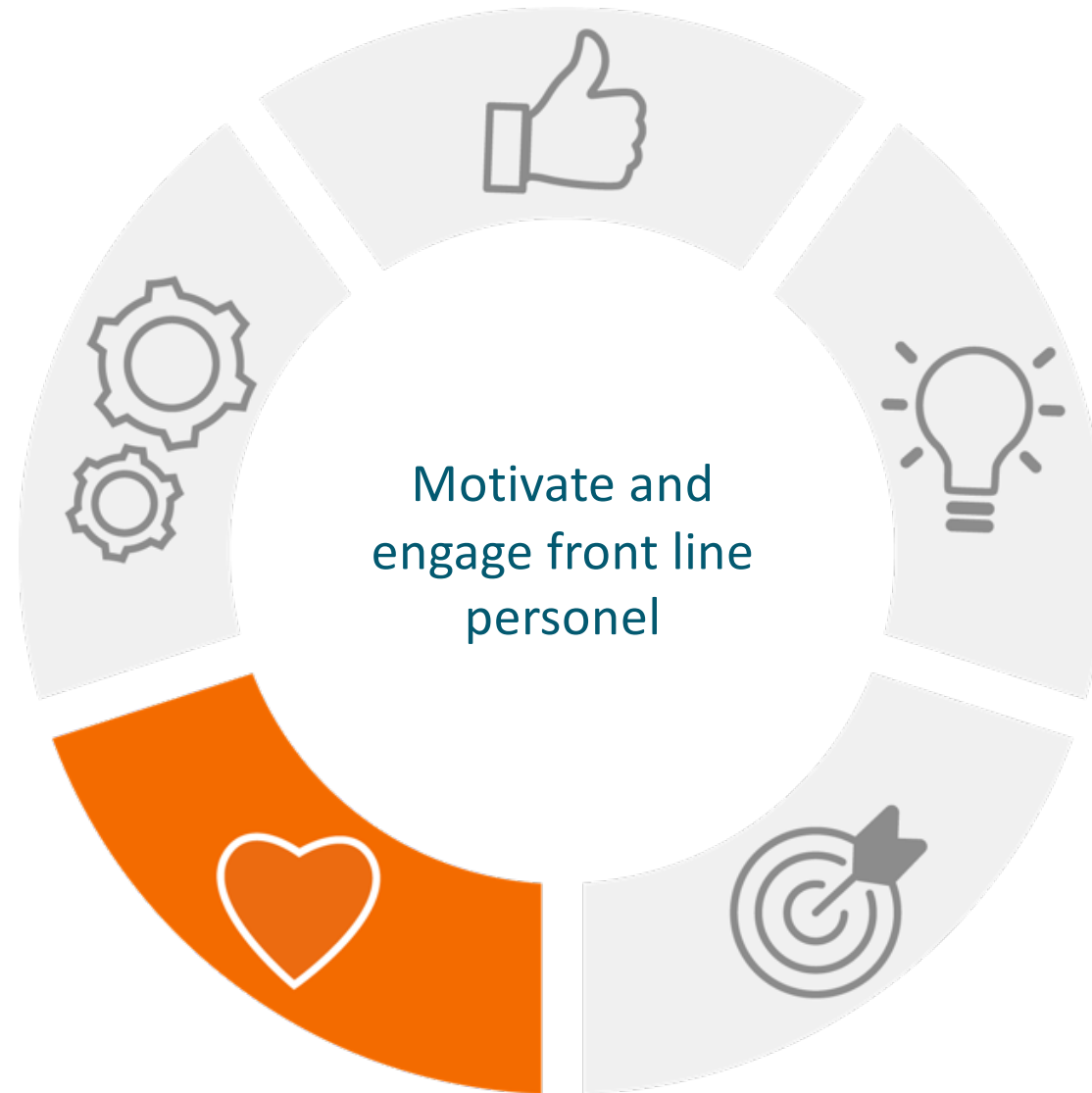


		BMW vs. Audi	BMW vs. Mercedes-Benz	BMW vs. Toyota	BMW vs. Volvo	BMW vs. Lexus (NO)	BMW vs. Best	Best 2023
	Sales - Total	4,2%	0,2%	-3,1%	1,6%	-5,8%	-3,1%	Toyota
Marketing	57. Ads and TV (importer)	1,8%	5,5%	-0,8%	9,2%	-1,3%	-0,8%	Toyota
	58. Website (importer)	-4,8%	-2,6%	-3,1%	-0,1%	-6,6%	-6,8%	Tesla
Showroom	59. Showroom	1,2%	2,6%	3,4%	4,5%	-3,3%	0,0%	BMW
	60. Model range	1,4%	0,9%	-1,2%	3,6%	-3,9%	-1,2%	Toyota
Salesperson	61. Greeting	3,7%	1,0%	-1,7%	1,1%	-5,3%	-1,7%	Toyota
	62. Time Spent	3,4%	1,9%	-1,3%	1,1%	-4,4%	-1,3%	Toyota
Sales process	63. Indentify needs	3,8%	1,1%	-3,4%	1,0%	-7,0%	-3,4%	Toyota
	64. Product knowledge	3,1%	-1,8%	-3,1%	1,0%	-5,5%	-3,1%	Toyota
	65. Weren't intrusive	2,3%	-0,6%	-1,3%	1,0%	-3,2%	-1,3%	Toyota
	66. Test drive offer	1,4%	-0,5%	-2,2%	-0,4%	-5,3%	-2,2%	Toyota
	67. Finance/leasing intro	3,9%	2,8%	-4,2%	2,6%	-8,3%	-4,2%	Toyota
	68. Discount talk	5,5%	-0,6%	-2,6%	0,3%	-8,0%	-2,6%	Toyota
	69. Marketed vs. final price	2,1%	-0,1%	-1,2%	1,8%	-5,0%	-1,9%	Tesla
Delivery of the car	70. Configure/speficy online	-3,7%	-2,1%	2,9%	-0,6%	-4,3%	-11,2%	Tesla
	71. Delivery time	8,7%	1,0%	-3,6%	4,1%	-5,6%	-6,0%	Mitsubishi
	72. On time delivery	5,7%	0,4%	-4,8%	0,7%	-5,2%	-5,8%	Mitsubishi
	73. Car as agreed	1,4%	-1,0%	-2,5%	0,6%	-1,9%	-2,5%	Toyota
	74. Comm. openly/honestly	5,8%	-0,8%	-2,2%	2,7%	-3,2%	-2,2%	Toyota
	75. Review of functions	5,0%	-0,7%	0,0%	0,7%	-2,3%	-0,7%	Mercedes-Benz
	76. Warranty intro	5,7%	1,1%	-7,5%	1,6%	-9,9%	-7,5%	Toyota
	77. Dealership intro	4,3%	0,1%	-6,4%	2,0%	-10,5%	-6,4%	Toyota
After delivery	78. Correct flaws	4,7%	-0,7%	-1,5%	0,7%	-5,3%	-1,5%	Toyota
	79. Inform. visit to delivery	4,9%	-0,8%	-5,0%	1,4%	-7,7%	-5,0%	Toyota
	80. Follow up delivery	6,4%	1,0%	-3,9%	1,7%	-7,4%	-3,9%	Toyota
	81. Quickly get answers	6,4%	0,7%	-3,7%	1,3%	-6,1%	-3,7%	Toyota
Overall loyalty	82. Trust in car dealer	4,9%	-0,4%	-4,5%	1,4%	-6,4%	-4,5%	Toyota
	83. Overall satisfaction	4,1%	-0,6%	-3,5%	0,0%	-5,6%	-3,5%	Toyota
	84. Attractiveness	4,2%	1,2%	-3,4%	2,8%	-5,9%	-3,4%	Toyota
	85. Repurchase	6,2%	0,9%	-4,4%	2,7%	-7,3%	-4,4%	Toyota

DRIVER ANALYSIS – WORK SMARTER, NOT HARDER!



HOW TO ENSURE CX SUCCES...



ENGAGE & ENLIGHTEN - KICK-OFF WORKSHOPS

IT'S ALL ABOUT PEOPLE









HOW TO ENSURE CX SUCCESS



PEOPLE, PROCESS & FOLLOW-UP ARE CRUCIAL FOR SUCCESS

65%

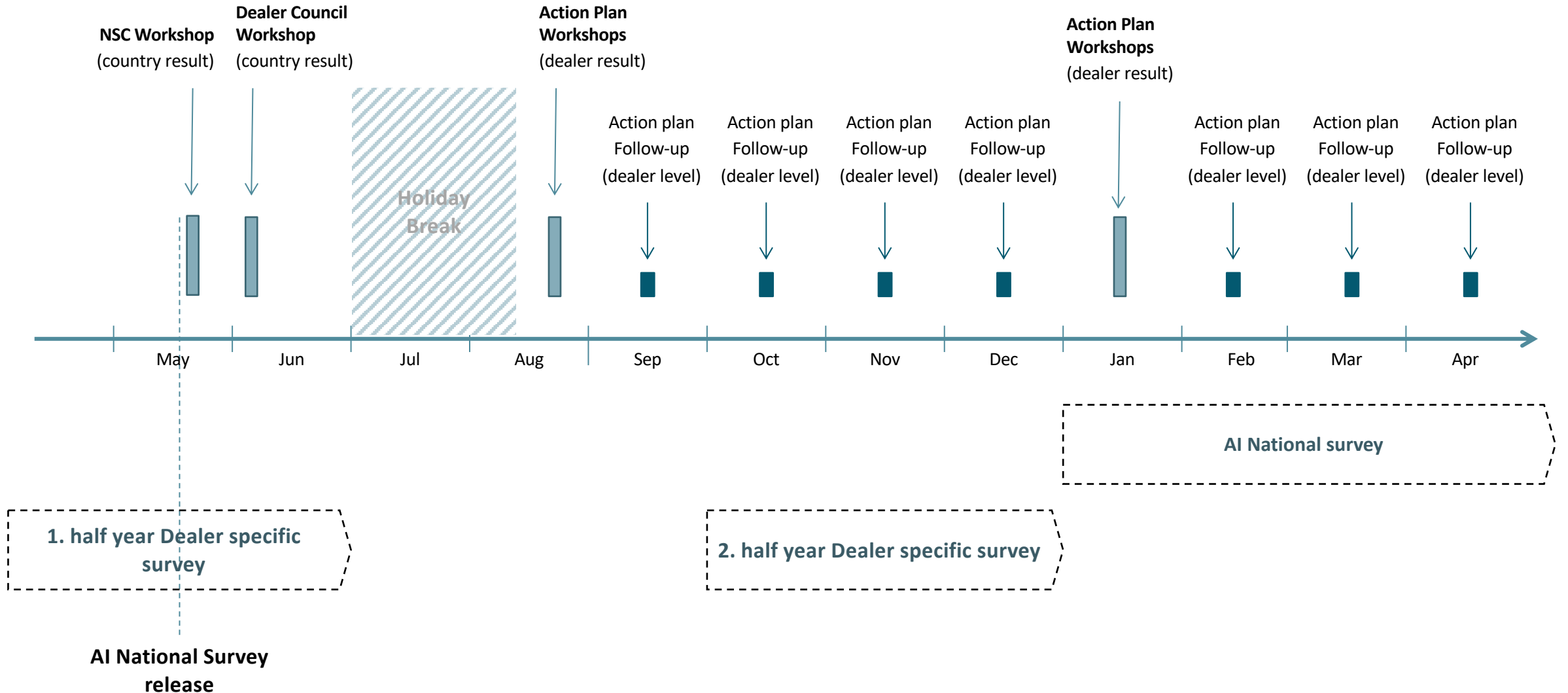
have not implemented a structured plan for working with CX

Source: CX Challenges DK+NO 2021, Loyalty Group



PROCESS & STRUCTURE – ONGOING MARKET INSIGHTS

Dealer engagement



CUSTOMER SATISFACTION KEY LEARNINGS

THE HIGH FIVE'S

1. Leadership buy-in - clear vision and shared goals at all levels.
2. Culture and mindset – one face to the customer.
3. Brake down “the silos” – don’t throw the monkey.
4. Prioritize communication and processes – call don’t text.
5. Follow-up strategy – consistency and repetition.

THANK YOU FOR YOUR ATTENTION.
ANY QUESTIONS?

