

A LUXURY SERVICE TRAINING

MODULE OVERVIEW (PROPOSAL)

PREPARED BY TUAN BUI FOR THACO BMW

JULY 2020, HANOI



**"LUXURY ATTITUDE IS A
NECESSITY RATHER THAN AN
INDULGENCE OR LAVISHNESS**

YOUR ATTITUDE, AND BEHAVIOUR WILL MARK THE DIFFERENCE HOW YOU AND YOUR LUXURY SERVICE WILL BE PERCEIVED AND POSITIONED IN PEOPLES' MINDS.

IN THIS DOCUMENT

TOPICS COVER IN THIS DOCUMENT

THE REQUIREMENTS

This is a summary of my understandings acquired from the conversation with the importer's coordinator.

PAGE **4**

THE BMW'S CAR SALESPERSON PROGRAMME

This is a summarized understanding of a development roadmap of a BMW car salesperson.

- PAGE **6**

MY UNDERSTANDING

This is a high-level understanding of the needs and opportunities that inspires a luxury training course.

- PAGE **9**

MY APPROACH

*A 5-day module to train Retail Professionals to discover and deliver Luxury Service.
Apply learning methodology to ensure visible behavioral change sustains.*

- PAGE **12**

THE REQUIREMENTS

**THIS IS A SUMMARY OF MY UNDERSTANDINGS
ACQUIRED FROM THE CONVERSATION WITH THE
IMPORTER'S COORDINATOR.**



THE REQUIREMENTS

The followings are my understandings acquired from the conversation with the importer's coordinator.

1. Prerequisites:

- 1.1. ~~The trainer of this so-called "Luxury Sales Training" must be a certified BMW trainer.~~ (Updated July 11, 2020 - This is no longer required)
- 1.2. The trainer of this program must be a local speaking both Vietnamese and English.

2. Objectives:

- 2.1. To ultimately increase in sale and after-sale revenue through gaining meaningful observation and understanding of all customers and potential customers' purchasing behaviours. This can be achieved through luxury soft skills training to Salespersons of Thaco BMW.
- 2.2. To create strong binding with customers and keep them loyal to the brand.

3. Goals:

- 3.1. To enhance the Emotional Intelligence (EQ) of salespersons: (a) To improve the sense of luxury of all salespersons, and (b) To better observe and faster evaluate customer behaviour.
- 3.2. To have a better Cultural Awareness to organize customized shopping experiences for every customer.
- 3.3. To create loyalty in luxury and enhance customer relation management.

4. Summary of Training Program:

- 4.1. An extensive and repetitive training program to be conducted twice a year.
- 4.2. Locations of training: Hanoi and Ho Chi Minh.
- 4.3. The training program focuses on 03 key areas: (1) Luxury Sales Training, (2) Cultural Awareness and Localization: Northern vs. Southern, (3) Real-world luxurious experiences.

5. Measurements and Qualifications

- 5.1. Participants of the training program may receive certifications of completion based on trainer's observations throughout the training period.
- 5.2. ~~(to be discussed) The Importer has the interest of acquiring "Certified Car Salesperson" or equivalent certifications by BMW for their staffs.~~ (Updated July 11, 2020 - This is no longer required as the result of this training course)

THE BMW'S CAR SALESPERSON PROGRAMME

GET ON YOUR OWN ROAD TO SUCCESS.



BMW'S CAR SALESPERSON PROGRAMME

GET ON YOUR OWN ROAD TO SUCCESS.

Not many car brands excite people the way BMW or MINI do. But the success of our cars on the market also depends on how enthusiastic our salespeople are.

If you can make our customers feel how much you love BMW or MINI, that's a great start. If you can work in a performance and success oriented way and are a people's person, that's even better. This is because the key to success in this career is the ability to continuously adapt to personalities, lifestyles, interests and desires. It means you can give our customers the best support throughout their decision-making process, give them professional advice and ultimately convince them they have made the right decision.

We will provide everything else you need to excel. We offer a training scheme for beginners with or without initial professional experience which is the only one of its kind in this industry: the BMW Group car salesperson programme. This modular salesperson training programme is considered continued or further education (not an apprenticeship) and gives salespeople advanced qualifications in a short time.

THE "CERTIFIED CAR SALESPERSON"

THE PROGRAMME IS MODULAR AND LASTS FOR A MAXIMUM OF 12 MONTHS.

Introductory training	This is done via our in-house training platform or the one-week BMW STARTER introductory training programme for junior salespeople . After that, you will be familiar with the BMW brand and the steps of the sales process, the product lines and the BMW technologies most important for sales.	You will now be able to conduct your first consultations. <i>*Required for all salesperson.</i>
Basics	The two-week BMW BASIS module forms the core of the training programme. The aim of the BASIS training programme is for you to not only learn the content, but also to be able to put it into practice - from initial contact to delivery.	On completion of your BMW BASIS training programme, you will demonstrate your expertise in an exam and an oral test.
Advanced modules	In the advanced modules, salespeople will be able to expand and extend their existing skills and proficiencies as needed. In these modules, we work through real-life cases, do a lot of role-playing and work closely with the BMW and MINI retail centers and retail organisations.	This is where LUXURY SERVICE TRAINING may take place.
Specialisations	For this, we offer needs-oriented specialist modules which will qualify you for new topics.	
Certificate	At the end of the training you will receive a BMW or MINI graduate diploma. It certifies that you have graduated from junior to senior salesperson. In addition, you will have the option of acquiring the 'Certified Car Salesperson' certificate.	'Certified Car Salesperson' certificate.

**The Trainer must conduct a further understanding to identify the level of completions of existing staffs in order to design a training road map and program fitting the needs of the Importer.*

MY UNDERSTANDING

**A DEMAND FOR LUXURY SERVICE SKILLS TO SATISFY
THE HIGH-END VIETNAMESE CUSTOMER**



THE INSPIRATION

A DEMAND FOR LUXURY SERVICE SKILLS TO SATISFY THE HIGH-END VIETNAMESE CUSTOMER

MARKET CONDITIONS	CUSTOMER EXPECTATION	TALENT GAP
● Revenue in the Luxury Goods market amounts to US\$852m in 2020. The market is expected to grow annually by 9.6% (CAGR 2020-2023). (<i>Statista.com 2020</i>) ● Retailers are actively experimenting with new retail experience as their most powerful to win and retain customers.	● The Vietnamese Luxury Consumer has unique and diverse buying behaviour. ● Consumer get price savvy - expecting the price to reflect their mission: value - convenience - experience.	● Retail Staff have little exposure to Luxury Service sensibility.

THE OPPORTUNITIES

THESE GAPS SERVED AS GREAT OPPORTUNITIES FOR TRAINING

- Many Brands yet focus on *product training* and *sales mindset*
- Brands complained of *lack of talent*, high staff turnover and *limited training resources*
- Most Retail professionals were *transactional* with *average communication skills*
- Retail Staff lacked exposure to a *Luxury Attitude* and Brand universe
- Retail Staff lacked the ability to sale beyond the boundary of a showroom
- Most Training Institutes delivered *basic retail skills* modules
- The New aspirational Vietnamese Customer needed more *pampering* as well as *brand education*
- The Global Indian Customers was desired *global experience* with *local conveniences*

MY APPROACH

- A 5 DAY MODULE TO TRAIN RETAIL PROFESSIONALS TO DELIVER LUXURY SERVICE
- APPLY LEARNING METHODOLOGY TO ENSURE VISIBLE BEHAVIORAL CHANGE SUSTAINS



THE APPROACH

A 3 MONTH APPROACH TO DESIGN A 5 DAY LUXURY SKILLS MODULE

RESEARCH

Best practices and stakeholder needs

CONCEPT

Translating skill gaps into opportunity for training

DESIGN

Creating a 5 day module with learning methodology

IMPLEMENTATION

Testing and defining all required support

** THIS APPROACH/ TRAINING AGENDA IS SUBJECTED TO CHANGE BASED ON THE INTERVIEW OR SURVEY RESULTS*

THE RESEARCH

TAPPED VARIOUS SOURCES TO DEVELOP A HOLISTIC VIEW OF THE SKILL GAP

BEST PRACTICES	Mystery Shopping			
INDUSTRY EXPERTS	Retail Training Institutes	Luxury Experts		
STAKEHOLDER INTERVIEWS	Luxury Brand Managers	Luxury Customers	Retail Staffs	
PROFESSIONAL EXPERIENCE	Skill Certifications	Instructional Design	Luxury Retail Training	Training Implementation

THE CONCEPT

IDENTIFIED FOUR PILLARS OF LEARNING THAT COULD FILL THE GAPS

<u>WHAT?</u>	<u>TOPICS</u>	<u>HOW?</u>
A fundamental introduction to what is Luxury Service	LUXURY SERVICE	Brand examples, mystery shopping activity, experiential training venue
How individuals can develop and exude the attitude	LUXURY ATTITUDE	Image & grooming tips, activities to build sensibility and personality
Build understanding of Customer expectations	LUXURY CUSTOMER	Personas, Role plays, Journeys, buying behaviour and motives
Deliver luxury service by learning advanced behavioral skills	LUXURY SKILLS	Case studies, examples, single and cumulative skill practice, role plays

THE IMPLEMENTATION

APPLY LEARNING METHODOLOGY TO ENSURE VISIBLE BEHAVIORAL CHANGE SUSTAINS

PRE-TRAINING	TRAINING DELIVERY	REINFORCEMENT	POST-TRAINING
• Evaluating potential participants via workshop • Analyse Mystery • Audit Scores • Customer Feedback • Field Observation • Define training KPIs • As-Is Evaluation Report	• Participant Pre-work • Day 1-3: Classroom & Field • Day 4 & 5: Classroom • Supporting tools	• Individual Coaching Plan • Coach Briefing • Trainer follow up sessions	• Participant Feedback • Mystery Audit Scores • Customer Feedback • Field Observation • Measure training KPIs • Post-training Evaluation Report

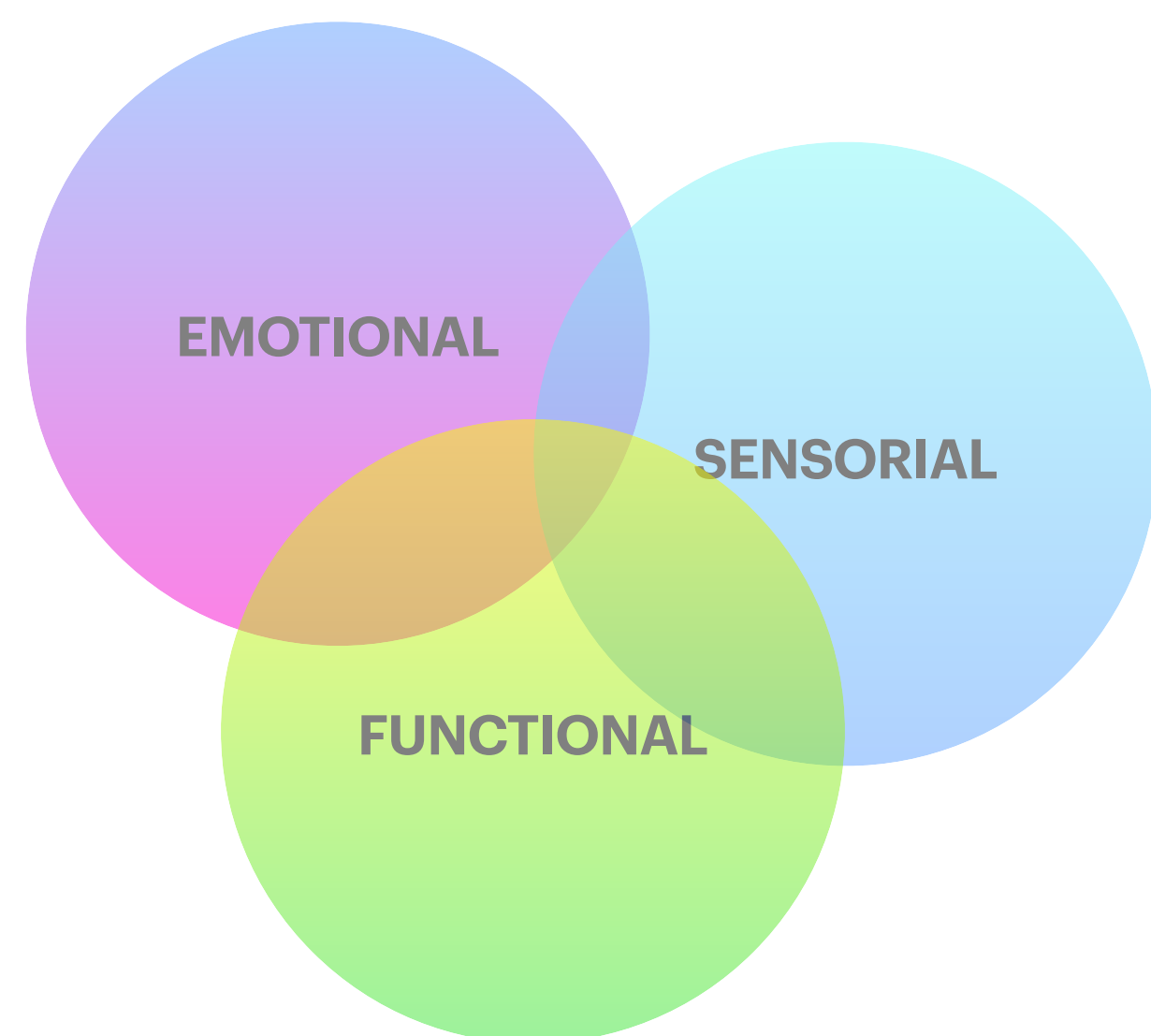
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THE LUXURY SKILL MODULE

A 5 DAY MODULE TO TRAIN RETAIL PROFESSIONALS TO DELIVER LUXURY SERVICE

DAY 1-3: DISCOVER LUXURY SERVICES

SERVICES ASPECTS



DAY 4: DELIVER LUXURY ATTITUDE

LUXURY A.U.R.A

APPEAL

UNDERSTAND

RAPPORT

AWARENESS

DAY 5: DELIVER LUXURY SERVICE

SELLING EMOTIONS

7CS in an Ultimate Customer Experience

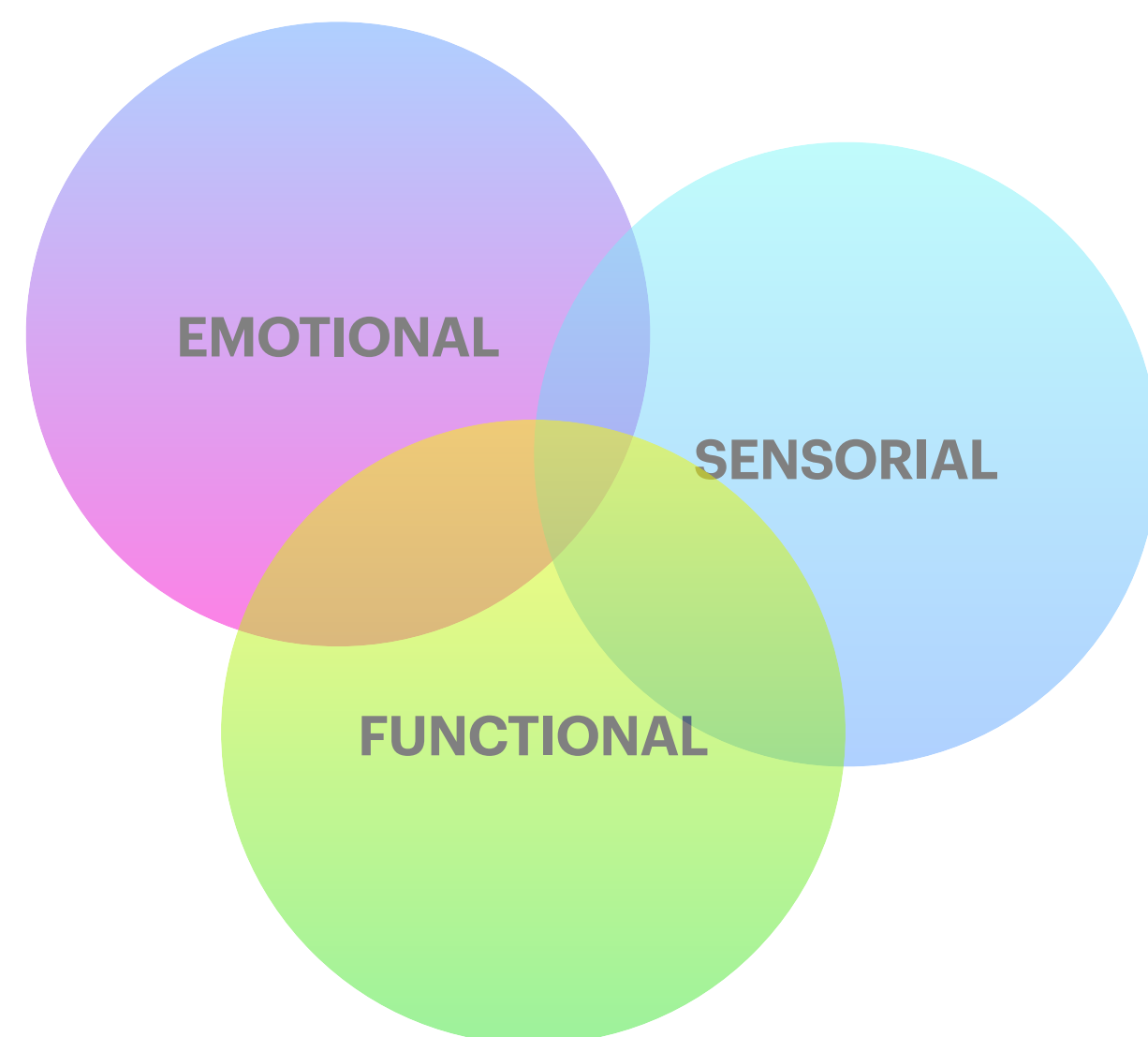
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|----------|---|-------------------------|
| 1 | Charm
<i>By establishing a rapport</i> | > Trust |
| 2 | Consult
<i>To understand desires</i> | > Esteem |
| 3 | Counsel
<i>With personalized advice</i> | > Fulfillment |
| 4 | Create
<i>An experience by trial</i> | > Pleasure |
| 5 | Clarify
<i>Concern proactively</i> | > Care |
| 6 | Comfort
<i>To actualize experience</i> | > Support |
| 7 | Confirm
<i>The desire to return</i> | > Belonging |

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DISCOVER LUXURY SERVICES

DAY 1-3: PARTICIPANTS EXPERIENCE LUXURY SERVICE AND LEARN CUSTOMER EXPECTATIONS

SERVICES ASPECTS



- Demystifies the Luxury concept, by using storytelling, personal experiences and brand videos.
- Explore psychological and **emotional** motives of Customers
- Pose as **Mystery Shoppers** to understand Customer expectations (visiting selected Premium-Luxury brands in the city)
- Be sensitive to Customers varied needs
- Bring **human**, **sensorial** and **functional** aspects of Luxury Service together
- Experiential activities to develop **service sensibility**

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DELIVER LUXURY ATTITUDE

DAY 4: STARTS WITH TEACHING HOW TO BUILD THE RIGHT LUXURY IMAGE

LUXURY A.U.R.A

APEAL

UNDERSTAND

RAPPORT

AWARENESS

- Explain how the Retail Professional plays a critical role as **Brand Ambassador**
- The Luxury **A.U.R.A** explores the **ideal qualities** with examples and games
- Apply these attributes to build a **person to person** connection with a Customer
- Transform into a **trusted advisor**
- Provide Personal styling tips, elegant etiquette, and practice the art of conversation

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DELIVER LUXURY SERVICES

DAY 5: CONTINUES WITH BEHAVIOURAL SKILLS REQUIRED IN A LUXURY APPROACH

SELLING EMOTIONS

7CS in an Ultimate Customer Experience

1	Charm <i>By establishing a rapport</i>	> Trust
2	Consult <i>To understand desires</i>	> Esteem
3	Counsel <i>With personalized advice</i>	> Fulfillment
4	Create <i>An experience by trial</i>	> Pleasure
5	Clarify <i>Concern proactively</i>	> Care
6	Comfort <i>To actualize experience</i>	> Support
7	Confirm <i>The desire to return</i>	> Belonging

- A **7-step** Luxury Service Approach emphasizes Customer's emotional desires
- A **natural**, humanistic service **flow** that is easy to follow
- Each step ensure a positive **emotional exchange** and continuing **rapport**
- Includes advanced soft skills like conversational probing, **rapport** building, **storytelling** and luxury **vocabulary**
- Participants learn to achieve **sales** through the delivery of fulfilling service experiences (e.g. at-home test drives, at-home demo & advisory, etc.)
- Integrating trained skills with BMW's concept of Future Retail, Retail Key Moments and Personalized Services.

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THE INNOVATION

THE LUXURY RETAIL SKILLS MODULE OFFERS ONE OF A KIND LEARNING EXPERIENCE

1. Customer's **Emotional** fulfillment is at the heart of Service Step
2. Each skill is simplified and embedded through **games** and **activities**
3. **Role Plays** use characters and scenarios to allow realistic practice
4. **Experiential** methodology to build an intangible Luxury sensibility
5. **Mystery Shopping** activity to understand customer expectations
6. Can be **adapted** to Luxury to Premium brands in various segments

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