



SUCCESS STORY

NORTHEAST BASED 2 STORE BMW GROUP

The Challenge

This BMW dealer group, consisting of two rooftops under the same ownership, had strong potential but lacked the structured, unified systems needed to drive consistent performance. Each store faced similar challenges: inconsistent advisor execution, uneven dispatching and technician communication, and the need for clearer accountability across the department.

A major turning point came with the appointment of a brand new service manager, stepping into the role with no prior experience leading a department independently.

Leadership recognized the opportunity to elevate not only the advisor teams but also the foremen, dispatching processes, and overall service culture across both rooftops.

The owners wanted alignment, structure, and a stronger internal culture that would support long-term profitability and career growth within the organization.

Our Approach

We partnered closely with the ownership group, new service manager, foremen, and advisor teams to build a consistent operating framework across both stores. The engagement focused on strengthening leadership, elevating technician culture, and establishing process-driven accountability systems that empowered every level of the department.

We were on site at both stores for eleven months, typically one to two weeks per month, allowing us to work deeply inside the operation and create momentum that leadership could sustain.

Key initiatives included:

Leadership & Culture Development

- Provided hands-on mentorship for the new service manager, teaching operational best practices, team leadership, and performance management.
- Worked with ownership to evaluate and execute key personnel changes and promotions that strengthened culture, structure, and long-term stability.

Maintenance Menu Overhaul: Created an à la carte, time-and-mileage-based maintenance menu that helped advisors present services consistently and transparently.

Advisor Development: Delivered real-time, on-the-drive coaching and classroom-style training to strengthen customer communication, sales confidence, and process discipline.

Gamification and Incentives: Implemented advisor competitions and recognition programs to encourage consistent execution.

Pay Plan Revamp: Realigned advisor compensation to reward performance and customer satisfaction.

System Optimization: Refined the **Reynolds and Reynolds DMS** for more accurate reporting and actionable data.

Performance Reporting:

Implemented transparent daily reporting for both stores, creating a unified measurement system that aligned advisors, technicians, and leadership around shared goals.

The Transformation

The combination of leadership development, technician culture improvement, and process consistency led to rapid and measurable performance gains across both rooftops.

Both stores achieved **all-time record highs in Service Department Gross Profit**, the highest in 12 years of ownership. These results reflected not only improved advisor performance but also significant gains in technician efficiency, dispatch coordination, and service drive execution.

At one of the BMW stores, **customer pay sales increased by \$983,722, with a 28.5% improvement in CP sales and a \$787,620 lift in gross profit.**

At the other BMW store, the team produced an additional **\$209,029 in customer pay sales, with a \$501,337 increase in gross profit** and continued improvement in menu utilization and advisor consistency.

Beyond the numbers, the culture inside both stores improved substantially. Teams communicated more effectively, advisors operated with clearer expectations, and technicians felt more supported and engaged. Ownership gained deeper visibility into performance across both rooftops, allowing them to reinforce the right behaviors and reward the right leaders.

Results

- **Customer Pay Sales Increase:** +\$1,192,751
- **Gross Profit Increase:** +\$1,288,957
- **Program Duration:** 11 months
- \$850,841 in additional Customer Pay Labor Sales from **maintenance sales growth YoY**
- One store achieved a 109% year-over-year **increase in maintenance sales**
- \$27 **CP ELR** Increase
- .17 **CP HPRO** Increase

Key Takeaways

- Leadership development is essential when promoting new managers; equipping leaders with structure and accountability accelerates performance.
- Technician culture and dispatch alignment dramatically improve productivity, morale, and overall profitability.
- Consistency across multiple rooftops strengthens operational reliability, customer experience, and advisor accountability.
- Gamification and competition drive engagement and build confidence in a high-performance advisor team.
- Close collaboration between consultants and ownership enables strategic personnel decisions that reinforce culture and long-term profitability.
- Transparent reporting connects advisors, technicians, and leadership under a shared vision and measurable goals.