



**BMW MOTORRAD**

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# Internship Report



From August 2022 to December 2022

BMW Motorrad – BMW Group France

Nous nous efforçons d'offrir l'excellence motocycliste à travers 6 gammes pour répondre aux besoins de chaque client. Prestige et excellence sont les mots d'ordre de BMW Motorrad.

BMW Motorrad, une entreprise leader dans le secteur de la mobilité à deux roues, prête à vous accompagner dans des voyages riches en événements.



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## Acknowledgements (Thanks):

First of all, I would like to thank all the people who helped me to complete this internship. Indeed, the success of my internship at BMW group France did not depend only on me but also on the people who accompanied and supported me during the whole internship.

I would also like to thank the EM Lyon Business School for this incredible opportunity that was offered to me to do my internship, helping me to refine the idea I have of my future professional career. This experience allowed me to acquire a lot of information and mechanisms that will undoubtedly be crucial for my future project. In addition, I could add that this internship allowed me to better understand myself, if not to discover myself more, both from a personal and professional point of view.

I would like to thank especially Eddy LAU, for having been there from the beginning to the end of my internship, as a mentor, remaining available whenever necessary. Indeed, I felt totally supported and supervised during this internship, one of the main points I was looking for when choosing my 3rd year internship.

I would like to thank the entire BMW Group for welcoming me, with a special emphasis on the Motorrad division where I did this internship. I was lucky to work in such a professional, open-minded team, taking the time to show me around and explain their roles as well as the missions. Thanks to their support, I was able to learn a lot about the different aspects of the company.

This experience of network development and customer satisfaction was a new experience for me, based on both B2B and B2C (regrouping the target populations of my 2 previous internships).

The good progress of this internship is due to specific people, so I would also like to thank Cécile DURAND, my internship tutor, always present when necessary although extremely busy, Nicolas FLAMENT, who although he had to leave the company for a long time, knew how to trust me and share his passion for the company, Fabien LAURENT, always present and invested when necessary, ready to help me no matter what the difficulty was, the rest of the BMW Motorrad and BMW MINI interns, with whom the atmosphere was never sad.

Honourable mention for the rest of the BMW Motorrad team (Marketing, sales performance), always ready to take their time to explain their missions to me but also all the joint intermediaries with the car with whom I could exchange during my missions.

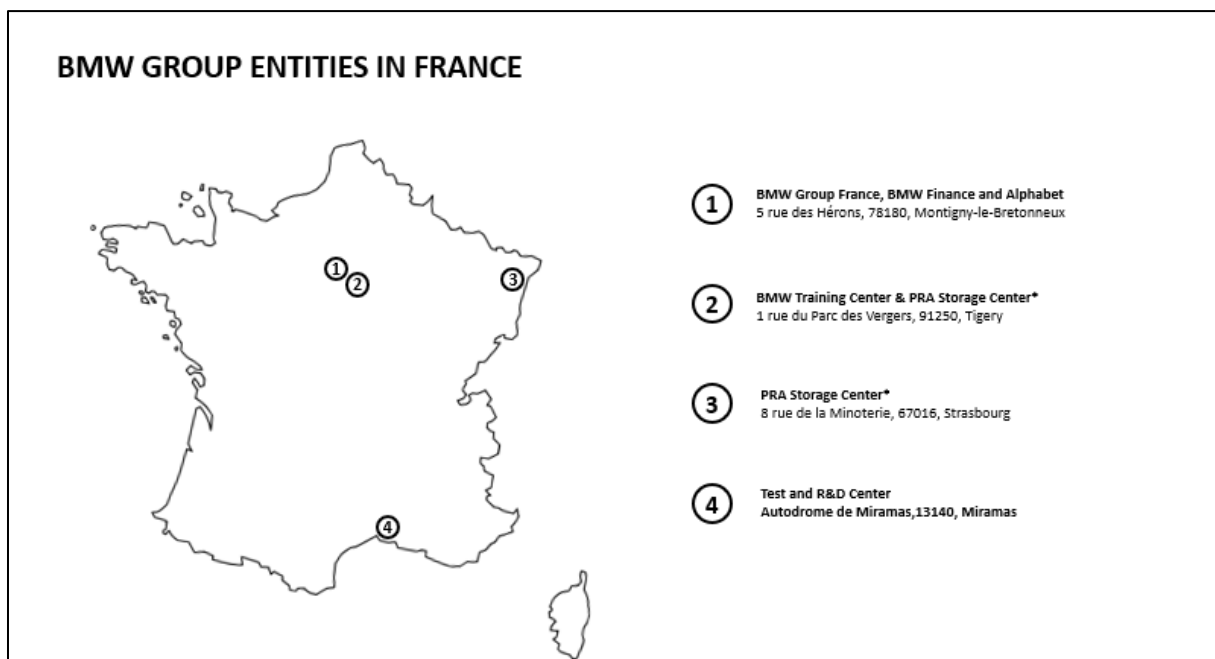
Moreover, I wish the best for the future of BMW Motorrad. I am very confident, seeing how the company has evolved and is evolving from year to year by placing itself as the leader of the different BMW Motorrad world poles until today and the state of mind of the employees.

## Introduction

### 1 – Introduction to the company

The company for which I work is a company in the industry and motor vehicle sector. More precisely, I am doing my internship in the branch reserved for 2-wheeled vehicles, BMW Motorrad.

BMW Motorrad France, although leader compared to its counterparts in other countries, remains under the supervision of the parent company, located in Munich. However, BMW Motorrad owns and has access to all the buildings of the BMW Automobile group, so the company is located, not to mention the network of 77 dealerships, in Montigny-le-Bretonneux, Tigery, Strasbourg and Miramas. This distribution is due to geographical needs, historical traditions, and financial decisions.



BMW Motorrad offers the best motorcycles possible, to the best customers possible, in the best places possible. This is the mission and the raison d'être of the network development department, in which I am doing my internship: to ensure that the brand is constantly represented, in B2B or B2C.

As said before, what makes the strength of BMW Motorrad France, is its strike force, indeed, we are the biggest salesmen in the world, the most satisfactory (source: global NPS of the company and the network), without counting that we recover a big part of the unsold motorcycles in Europe to supply them in purchase base and stock on the French market. This is the reason why Munich names BMW France as the pilot country most of the time and lets BMW France act as a separate entity.



## 2 – Reminder of my internship, its goal and learning objectives

As we regularly must adapt, with the development network team, we work based on a work methodology that is as close as possible to the AGILE methodology. With a support phase, then the creation and development of actions, then their implementation if they are still relevant, and finally the feedback phase before saying whether or not the changes brought about by our actions will be definitive.

- A project lasts between 3 to 6 months minimum and 3 to 5 years maximum.
- A mission can take me from half a day to several weeks.

When I joined the team of 5 people who make up my department at BMW Motorrad, I had to take charge of activities related to the measurement of the financial and operational performance of the network. To do this, I have to:

- Prepare dealer information to perform the operational review of the BMW Motorrad network at the end of each quarter and the current year, since my internship will be in Q3 and Q4. In other words, monitor and challenge the dealer network and review it at the end of each quarter based on various indicators: overall amount of investments, including BMW, overall sales, BMW, fixed costs and structural costs and rent, NPS, etc.;
- Checking the network's compliance with sales and after-sales quality standards using the Audit tool. In other words, I oversee checking the dealers' compliance with the various contractual retail standards set up in the dealer network, following up on their request for derogation if this is not the case, and "sanctioning" them if it is not justified.
- Analyse the representativeness of the brand and its development potential. In charge of studies and competitive intelligence.
- Participate in the creation of a monitoring tool for the network's architectural projects, allowing full visibility of ongoing actions. This goes hand in hand with the monitoring of the brand's standards presented above, but this time, based exclusively on the real estate part of the concessions (compliance with OCS (external contractual standards) and ICS (internal contractual standards)).
- Measure the financial performance of the network through the analysis of tax returns and compliance with the financial standards required by the brand, as well as the preparation of quarterly and annual balance sheets.
- Support the team in various regular tasks.
- Measure the network's sales and after-sales performance by analysing customer satisfaction indicators.



### 3 – Why this sector and this company!

I was looking for an empowering internship in a large, structured and international company. After having done my first 2 internships in small companies, I wanted to know if the functioning of a large company, its operating modes, methods, missions, etc., could correspond to me without however missing out on a qualitative and empowering internship with missions in collaboration with the international.

The sector did not necessarily matter to me. The important thing for me was to find an internship in a large company with international missions and well established work processes.

The head office is located in Germany, and the company regularly works with BMW AG (Germany) on projects requiring worldwide coordination or simply validation by the head office. The position met all these criteria.





## I – Internal diagnosis of the company

### 1 – General information about the company

The company in which I chose to do my third-year internship is the motorcycle branch of the BMW automotive group, BMW Motorrad. Its activity sector is mainly that of two wheels, although on some competitive comparisons, the company is in direct competition with three-wheeled vehicles like trikes or four-wheeled vehicles like quads or buggies. The BMW Motorrad company, thanks to its representativeness and its image, is the major actor of the two wheels in France and in the world, with as "serious" competitors Harley Davidson for the vehicles of big cubic capacity, as well as Triumph, Ducati, Yamaha, etc... for the smaller cubic capacity.

As a Motorrad Network Development & Business Development trainee, I have to prove myself worthy of the position I have been given. Indeed, being in the network development department, I occupy a transversal role, requiring me to master different subjects, such as for example, the group's finance, the management of the network of 78 dealers in France, the follow-up of the development of our partners and our collaborators, etc.... Together with the network development team (detailed below), I am the gateway to the information needed for the smooth running of all motorrad divisions, from dealers to internal departments such as marketing.

BMW, having recently moved into new offices (2020) has opted for a distribution of the teams in the space in flex office, no office, a direct contact with the managers and directors as well as a proximity facilitating the exchange. In order to push even further this method of management and work, BMW Group France has extended this method of work to all the companies of the group, BMW Auto, BMW Motorrad, BMW MINI, Alphabet and Rolls Royce, so we often work together on certain subjects with other departments, most often MINI.

The objective of this internship was to validate the knowledge acquired and developed during my second year of GBBA and my second-year internship. While looking for a responsible and transversal position to refine the sectors in which I wish to realize my internship at the end of my degree.

It also aims to make me discover from the inside how several sectors of activity in order to help me decide my future studies (specialized master) but also my professional future (independent or not, if yes, on which market/sector of activity, etc...).

As explained above, I chose this sector and this company to clarify my vision of the future. I was looking for an empowering internship in a large company, so the proposed internship met these criteria.

BMW Motorrad is the company that welcomes me for a 5 month internship, from August 2022 to December 2022. It is the 2 wheels subsidiary of the famous car brand BMW Auto, a car brand in series, but also a racing team (although these are two very distinct services).

The BMW Motorrad adventure began in 1923, with the creation of the first commercial BMW motorcycle, the R32. 99 years later, BMW Motorrad is getting ready to celebrate 100 years of the company, and some 194,261 motorcycles delivered in 2021 with 31 BMW production sites spread over 15 different countries (not counting the dealerships, i.e. 211 BMW Automobiles dealerships, 78 Motorcycles dealerships and about 110 MINI dealerships in France alone).



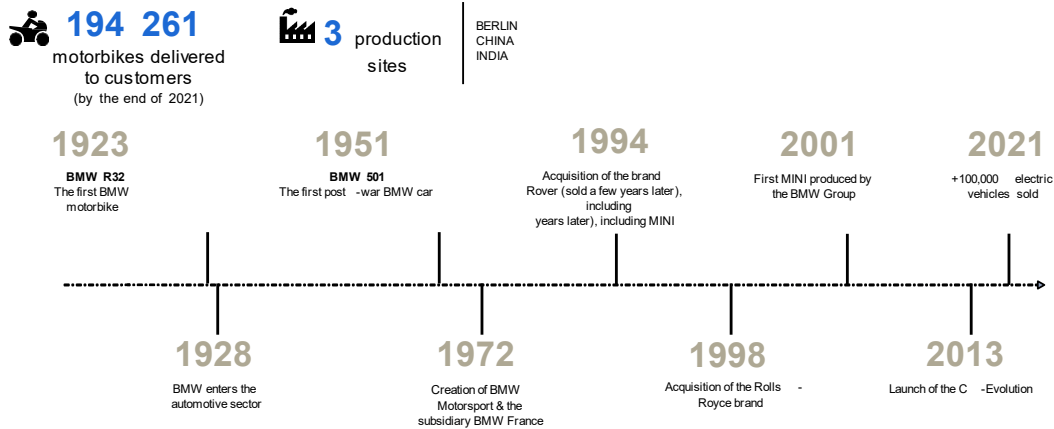


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## BMW MOTORRAD WORLDWIDE.



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As I supervise the French market, my scope is more limited than the above figures. BMW Motorrad France is:

- 34 employees
- 45 investors, owners
- 78 points of sale in France
- 34 models divided into 6 ranges of motorcycles (sport, tour, roadster, heritage, urban mobility and adventure)

- All this on the French market, which is also the 2nd largest motorcycle market in the world.

BMW Motorrad is divided into several departments, the development of the network, in which I operate, under the supervision of Cécile DURAND, the sales, under the supervision of Eric DEBRAY and finally the marketing managed by Guillaume STORTZ. These three departments are managed by the director of BMW Motorrad France, Pascal Mitsch, former SEO of BMW Group France, who is also managed by a superior, Vincent SALIMON, the CEO of BMW Group France.

The Network Development department, to which I belong, is a "transverse" department, at the heart of all the current problems of the network, from the follow-up of deliveries to the follow-up of real estate projects of the dealer network.



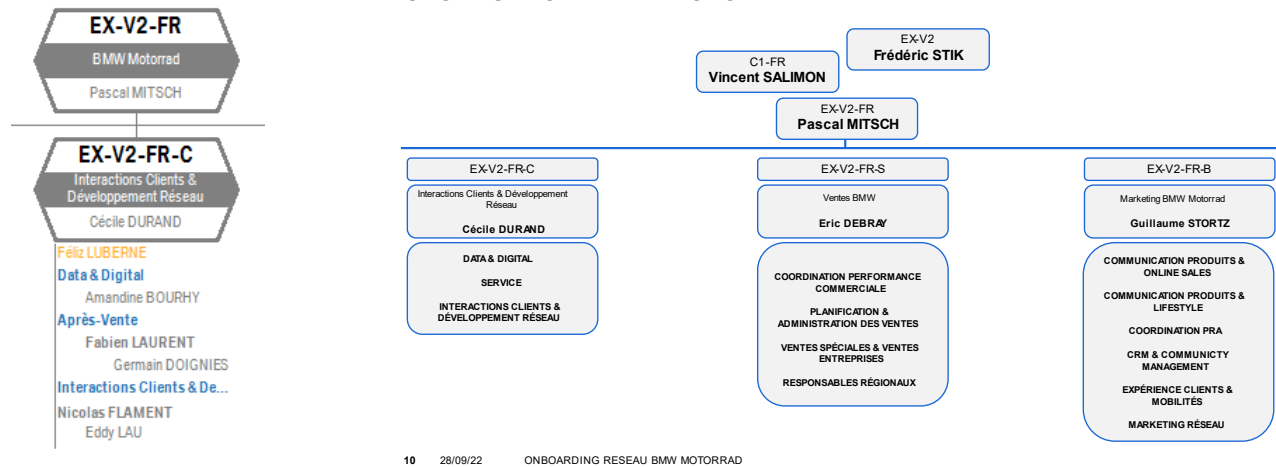
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Within Network Development, several people work on data, after-sales and training, but also on customer interaction and network development.

## ORGANISATION BMW MOTORRAD FRANCE.



For optimal operation, BMW Motorrad has divided its business area into several geographical zones, each of which has a road manager who acts as an intermediary, a "filter" between the dealers and the headquarters.

### ITINÉRANTS BMW MOTORRAD.



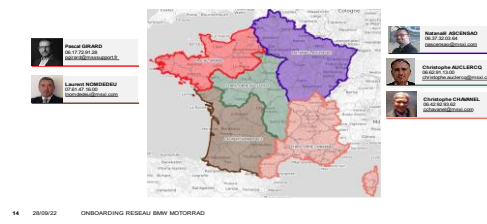
### ITINÉRANTS BMW MOTORRAD.



### ITINÉRANTS BMW MOTORRAD.



### ITINÉRANTS BMW MOTORRAD.





BMW Motorrad operates in a very competitive market. And although this competition is fierce, the company manages to stand out as a leader in the sector. Here are some figures on the market for motorcycles over 500 cubic centimetres in France, year-to-date, through December 19th, 2022.

MARKET France		Sales Growth		MTD 12/2022		MTD 12/2021		MARKET France		Sales Growth		YTD 12/2022		YTD 12/2021	
Total				Units	Market-share	Units	Market-share	Total				Units	Market-share	Units	Market-share
Total	0%			6 866	100,00%	6 879	100,00%	Total	-6%			178 720	100,00%	189 425	100,00%
HONDA		41%		1 447	21,07%	1 029	14,96%	HONDA	-13%			30 168	16,88%	34 500	18,21%
YAMAHA	-6%			1 068	15,55%	1 132	16,46%	YAMAHA	-8%			29 065	16,26%	31 635	16,70%
B.M.W.	-5%			936	13,63%	982	14,28%	B.M.W.	2%			20 258	11,34%	19 873	10,49%
KAWASAKI		26%		352	5,13%	280	4,07%	TRIUMPH	7%			10 602	5,93%	9 894	5,22%
K.T.M.	-9%			306	4,46%	336	4,88%	KAWASAKI	-24%			9 680	5,42%	12 768	6,74%
TRIUMPH	-11%			298	4,34%	333	4,84%	K.T.M.	-23%			7 364	4,12%	9 551	5,04%
HARLEY.DAV	-17%			169	2,46%	204	2,97%	PIAGGIO	-13%			5 856	3,28%	6 714	3,54%
PIAGGIO		-6%		138	2,01%	147	2,14%	HARLEY.DAV	-9%			4 996	2,80%	5 468	2,89%
DUCATI		9%		130	1,89%	119	1,73%	DUCATI	2%			4 427	2,48%	4 329	2,29%
ENFIELD	-2%			128	1,86%	130	1,89%	SUZUKI	-11%			4 369	2,44%	4 898	2,59%
SUZUKI		2%		111	1,62%	109	1,58%	ENFIELD	-2%			4 232	2,37%	4 337	2,29%

Figures as of December 2022.

As far as the turnover of BMW Motorrad is concerned, it is based on a business model of a producer of automotive technology. BMW Group France buys the vehicles from BMW Group Germany and then sells them to our dealers, and my dealers sell the vehicles to the end customers. This handling is done in addition to the follow-up, storage, delivery, etc. of the vehicles. This model will change in a few years (2025), in order to secure the dealers (more secure profitability) and to increase price control (prices controlled directly by BMW, and not by the dealers, playing on the support level granted by BMW to lower their prices from one municipality to another and thus attract more customers).

BMW Group France (Auto / Moto / MINI)					
Uncalled subscribed capital		Raw	Depreciation, amortization, provisions	Net	Net
Fixed assets	Intangible assets	241 880,00 €	224 104,00 €	17 776,00 €	17 776,00 €
	Tangible fixed assets	205 837 711,00 €	85 800 008,00 €	120 037 711,00 €	126 764 864,00 €
	Financial assets	605 365 833,00 €		605 365 833,00 €	600 364 738,00 €
	Total	811 445 424,00 €	86 024 112,00 €	725 421 320,00 €	727 147 378,00 €
BMW Group France (Auto / Moto / MINI)					
Uncalled subscribed capital		Raw	Depreciation, amortization, provisions	Net	Net
Current assets	Stocks	97 576 550,00 €	339 835,00 €	97 236 715,00 €	183 466 537,00 €
	Receivables	457 807 037,00 €		457 807 037,00 €	312 975 373,00 €
	Miscellaneous	74 169,00 €		74 169,00 €	49 947,00 €
	Advances and deposits	707 650,00 €		707 650,00 €	766 733,00 €
Accruals and deferred income	Prepaid expenses	656 460,00 €		656 460,00 €	325 843,00 €
	First Total	556 821 866,00 €	339 835,00 €	556 482 031,00 €	497 584 433,00 €
	Total General	1 368 267 306,00 €	86 363 949,00 €	556 482 034,00 €	497 584 436,00 €



BMW Group France (Auto / Moto / MINI)			
		Financial year N	Financial year N-1
Shareholders' equity	Total	248 850 691,00 €	210 640 385,00 €
Other own funds	Total	- €	- €
Provisions for liabilities and charges	Risks	98 109 129,00 €	116 344 469,00 €
	Expenses	5 379 201,00 €	6 370 306,00 €
	Total	103 488 330,00 €	122 714 775,00 €
Debts	Total	929 564 332,00 €	891 376 655,00 €
Overall Total		1 281 903 357,00 €	1 224 731 818,00 €
Returns	Total	927 808 811,00 €	879 579 017,00 €

The above accounting tables are dated 2021 since the complete accounting is usually done by the end of the first quarter of the following year.

## 2 – The headquarters' functioning

The headquarters of BMW Group, the parent company of the brand, is located in Munich, Germany. However, BMW Group France happens to be a branch of BMW, so the French group also has a headquarters, in Montigny-le-Bretonneux, inaugurated in 2020 with all the necessary facilities. I am currently working at the head office, but I can also work from home. Indeed, the BMW Group has a broad policy of professional and personal development and growth and allows all its employees, including trainees, to take days of telecommuting.

BMW Motorrad being a small team compared to the huge BMW Auto, and developing more and more common projects Auto-Moto is in the same premises as BMW Auto, it is the same for BMW MINI, Alphabet, etc.

The head office is composed of 2 buildings:

- The main building, itself divided into five different floors. The second floor is reserved for the reception of customers, partners, collaborators, etc (without forgetting the refectory and the daily services (dry cleaning, mail, checkroom, etc) and the workshop/garage for the vehicles reserved for the collaborators, the press, or the partnerships.
  - The second floor consists of a cafeteria, a gym, state-of-the-art meeting rooms as well as a work area for human resources and another work area, this time reserved for IT (the IT department).
  - The second, third and fourth floors are open-plan offices, with the special feature that the fourth-floor houses BMW Finance, with all the company's secure data.
  - The fifth floor is the roof terrace, with a vegetable garden and relaxation areas where numerous workshops on aromatherapy, gardening, etc. are held.
- The second building is connected to the first by the basement/parking area. This second building, called "Silo", is used as a parking or storage area for vehicles. It has 6 floors, including a floor reserved for motorcycles and a cold room for vehicles that have not yet been presented to the press.

- Almost all the vehicles in this building are vintage vehicles, freshly released vehicles, customized vehicles, and administrative vehicles (vehicles for the police, gendarmerie, etc.).



### 3 – BMW Motorrad Fields and main customers

Each of the following segments corresponds to a certain number of sales:

- Sport (internal segmentation) = Sport (market segmentation).
- Tour (internal segmentation) = Tour (market segmentation).
- Roadster (internal segmentation) = Roadster (market segmentation).
- Heritage (internal segmentation) = Cruiser (market segmentation).
- Adventure (internal segmentation) = Trail (market segmentation).
- Urban mobility (internal segmentation) = Maxi Scooter (market segmentation).
- *Figures as of November 2022.*

MOTORCYCLE MARKET SEGMENTATION					
MAXI SCOOTER	ROADSTER	SPORT	TRAIL	TOUR	CRUISER
CE-04	S 1000 R	S 1000 RR	R 1250 GS	R 1250 RT	R 18 B

*Models available as of December 2022.*





In addition to this, there are the administration fleet, the test and courtesy vehicles. This adds to the total sales for the year (it is interesting to note that circuit vehicles or other such vehicles, not running on open roads, are not registered. If they are not registered, they are not counted in the number of sales, because the latter is calculated on the number of registrations).

## INCOMING ORDERS BMW

Total Mtd (Dec)	vs. PY	Total Ytd (Dec)	vs. PY
839	15,9%	20.096	-8,6%

## INCOMING ORDERS R18

Total Mtd (Dec)	vs. PY	Total Ytd (Dec)	vs. PY
49	444,4%	678	126,0%

## WHOLESALE BMW

Total Mtd (Dec)	vs. PY	Total Ytd (Dec)	vs. PY
866	14,9%	20.767	11,2%
Target Achievement FC 13 85,9% <sup>1.898</sup> <sub>Target</sub>	Target Achievement Market Est. ~Target	Target Achievement FC 13 99,2% <sup>20.936</sup> <sub>Target</sub>	Target Achievement Market Est. ~Target

## WHOLESALE R18

Total Mtd (Dec)	vs. PY	Total Ytd (Dec)	vs. PY
31	933,3%	579	16,3%
Target Achievement FC 13 86,1% <sup>36</sup> <sub>Target</sub>	Target Achievement Market Est. ~Target	Target Achievement FC 13 99,1% <sup>584</sup> <sub>Target</sub>	Target Achievement Market Est. ~Target

## RETAIL BMW

Total Mtd (Dec)	vs. PY	Total Ytd (Dec)	vs. PY
1.040	14,8%	20.608	6,1%
Target Achievement FC 13 80,6% <sup>1.290</sup> <sub>Target</sub>	Target Achievement Market Est. ~Target	Target Achievement FC 13 98,8% <sup>20.850</sup> <sub>Target</sub>	Target Achievement Market Est. ~Target

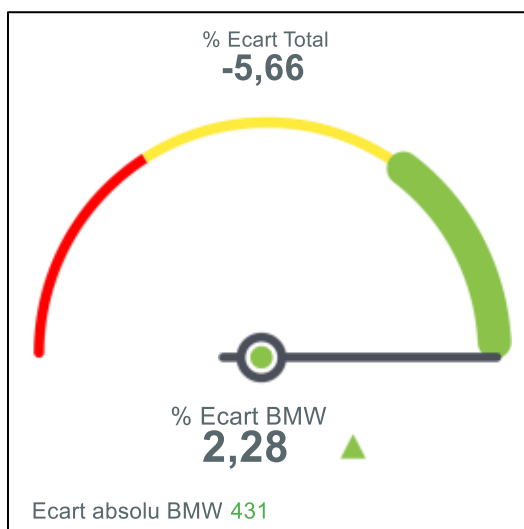
## RETAIL R18

Total Mtd (Dec)	vs. PY	Total Ytd (Dec)	vs. PY
43	614,3%	676	120,2%
Target Achievement FC 13 187,0% <sup>23</sup> <sub>Target</sub>	Target Achievement Market Est. ~Target	Target Achievement FC 13 103,0% <sup>656</sup> <sub>Target</sub>	Target Achievement Market Est. ~Target

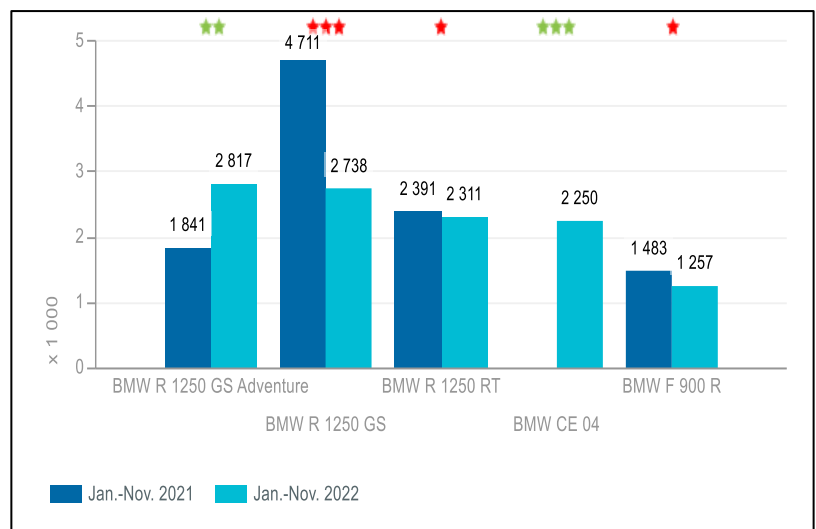
Figures as of September 19, 2022.

Here are some figures about the segments targeted by BMW with the total gap (gauge 1) representing the difference (at the top of the gauge) between the motorcycle market 2021 VS 2022, we observe that as of November 2022, the latter has declined by 5.66% but that BMW Motorrad sales have increased by 2.28%. You can then observe the best sales of the brand and compare the sales volumes between 2022 and 2021 on graph number 2.

## Growth trend / BMW VN



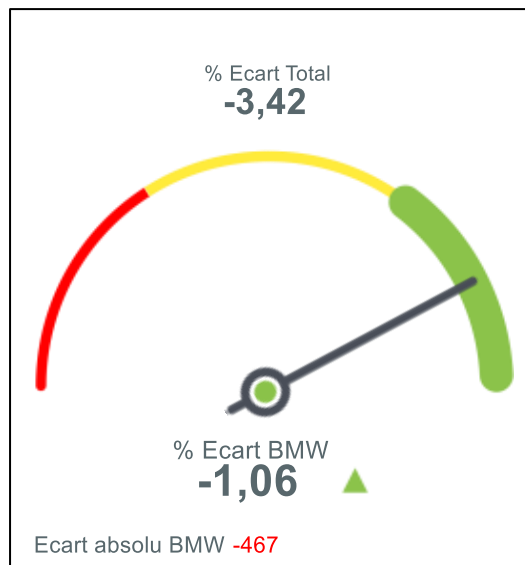
## Top Models / BMW



Figures as of November 2022.

In addition to the new vehicle market detailed briefly above, there is also a very lucrative used motorcycle market for manufacturers in France, with estimates indicating that it is worth approximately 3 billion Euros each year. Manufacturers can take advantage of this market by selling their used inventory directly to consumers or by reselling it wholesale to dealers. By participating in the used motorcycle market, manufacturers can also highlight the durability and reliability of their products, which can help develop new sales of new motorcycles. The used motorcycle market can be an important source of revenue for manufacturers, especially those with popular motorcycle models that are sought after by used buyers. In general, the used motorcycle market is growing in France and offers many opportunities for motorcycle manufacturers.

### Growth trend / BMW VO



### Performance / BMW

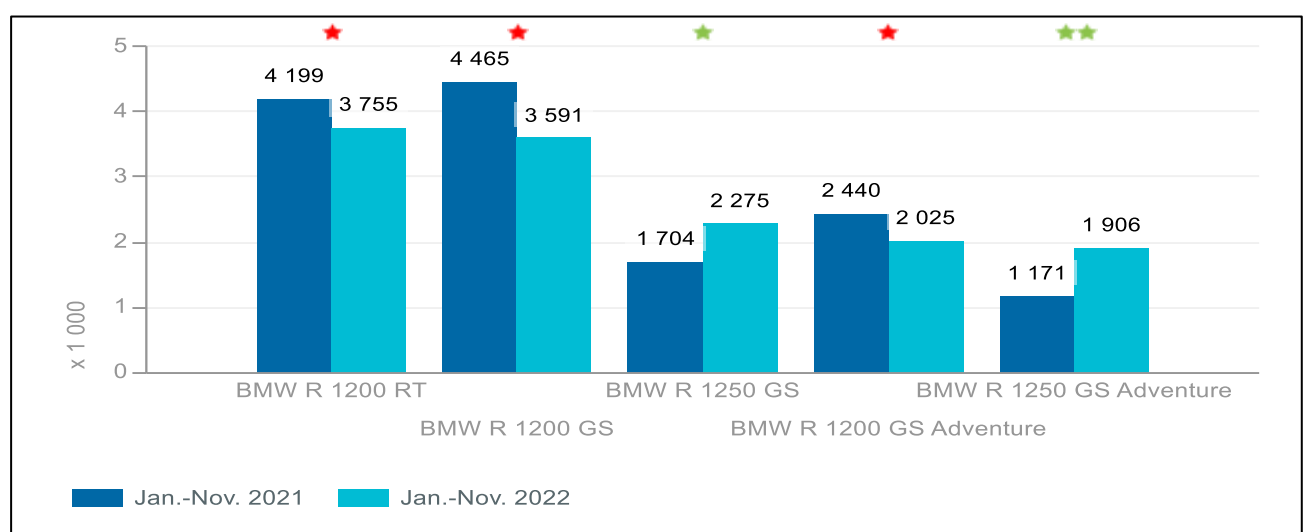
	ImVO.cum	% PdM	% Ecart PdM	Ind. de perf. (%) Pays
2022	43 549	12,07	2,44	100,00

### Ranking / BMW Top Segments

	Imm.VO	Imm.VO BMW	% PdM BMW	Rang BMW	Leaders du marché
Total	360 881	43 549	12,07	3	Yamaha Honda BMW

Figures as of November 2022.

### Top Used Models / BMW



Figures as of November 2022.

## 4 – The different departments of the company

BMW Motorrad France is organized into three main departments: marketing, network development, and commercial performance.

- The marketing department is responsible for promoting the company's products and brand in the French market. This includes developing and implementing marketing campaigns, managing social media and other online channels, and collaborating with dealers and other partners.
- The network development department is focused on expanding the company's distribution network in France, including establishing and maintaining relationships with dealers and other partners.
- The commercial performance department is responsible for driving sales and revenue in the French market. This includes setting targets, tracking progress, and identifying opportunities for growth.

These departments work together to help BMW Motorrad France achieve its business goals and maintain a strong presence in the French motorcycle market.

## 5 – Internal analysis: SWOT Matrix

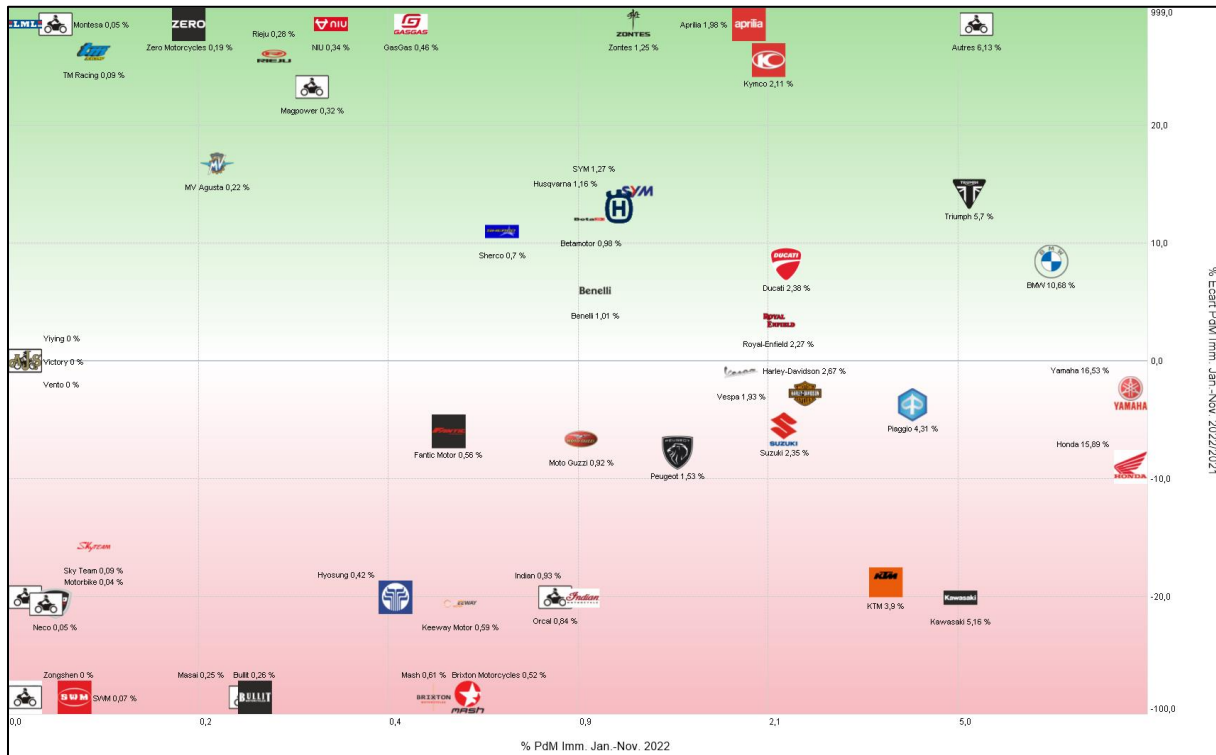
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strong brand reputation and recognition: BMW is a well-known and respected luxury automotive brand, with a reputation for producing high-quality and technologically advanced vehicles. This strong brand recognition can help attract customers and build loyalty.</li> <li>• High-quality and luxury vehicles: BMW is known for producing luxury vehicles that are renowned for their performance, design, and craftsmanship. The company's commitment to quality is a key strength and differentiator in the highly competitive automotive market.</li> <li>• Diverse product range: BMW offers a wide range of vehicles, including cars, motorcycles, and services, which allows the company to cater to a diverse set of customers and markets. This diverse product range also provides a cushion against fluctuations in demand for specific types of vehicles.</li> <li>• Strong financial performance and profitability: BMW has consistently reported strong financial results, with high revenues and profitability. This financial strength gives the company the resources and flexibility to invest in new technologies, products, and services.</li> <li>• Innovation and technology leadership: BMW is known for its commitment to innovation and technology leadership in</li> </ul>	<ul style="list-style-type: none"> <li>• Dependence on sales in Europe, the US, and China: BMW relies heavily on sales in Europe, the US, and China for a significant portion of its revenues. This dependence on a few key markets makes the company vulnerable to economic downturns and other market conditions in these regions.</li> <li>• High cost of manufacturing: BMW's vehicles are known for their high quality and luxury features, which can drive up the cost of manufacturing. This high cost can make it challenging for the company to compete on price with other luxury automakers and may limit its appeal to price-sensitive customers.</li> <li>• Limited presence in emerging markets: BMW has a limited presence in emerging markets, such as India and Brazil, where there is significant potential for growth in the automotive industry. This limited presence may hinder the company's ability to tap into these markets and capture new customers.</li> <li>• Reputation for luxury vehicles: While BMW's reputation for producing luxury vehicles is a strength in some markets, it may also be a weakness in others. In markets where customers are more price-sensitive, the company's</li> </ul>

the automotive industry. The company has a strong track record of introducing new technologies and features in its vehicles, such as electric powertrains and advanced driver assistance systems.	reputation for luxury may limit its appeal and sales.
Opportunities	Threats
<ul style="list-style-type: none"> <li>Expanding into new markets: BMW could look for opportunities to enter new markets, either domestically or internationally, where there is potential for growth.</li> <li>Developing new products or services: BMW could explore opportunities to develop and introduce new products or services that meet the changing needs of its customers.</li> <li>Partnering with other companies: BMW could consider opportunities to partner with other companies, either through joint ventures or strategic alliances, in order to expand its reach and tap into new sources of revenue.</li> <li>Investing in new technologies: BMW could look for opportunities to invest in new technologies, such as electric or self-driving vehicles, in order to stay competitive and meet the evolving demands of the market.</li> <li>Diversifying its business: BMW could explore opportunities to diversify its business, for example by entering into related industries or acquiring complementary companies, in order to reduce its dependence on a single product or market.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing competition: BMW faces strong competition from other car manufacturers, both domestically and internationally, which could pose a threat to its market share and profitability.</li> <li>Economic downturns: Economic downturns or recessions can impact consumer spending and demand for luxury vehicles, which could be a threat to BMW's sales and revenue.</li> <li>Changing consumer preferences: The preferences of consumers can change over time, and if BMW fails to keep up with these changes, it could be a threat to the company's success.</li> <li>Government regulations: Governments around the world have the power to regulate the automotive industry through a variety of means, including emissions standards and safety requirements. If these regulations become too onerous, it could be a threat to BMW's ability to operate and compete effectively.</li> <li>Technological disruptions: Advances in technology can disrupt established industries, and the automotive industry is no exception. If BMW fails to keep pace with these developments, it could be a threat to the company's long-term success.</li> </ul>

## II – External diagnosis of the company

### 1 – Market Presentation

Here is a matrix to briefly present the players in the motorcycle market (including new vehicles, used vehicles, scooters, etc).



Figures as of November 2022.

The main competitors of BMW Motorrad, with their respective market share are:

- Yamaha: 16,53%
- Honda: 15,89%
- Triumph: 5,7%
- Kawasaki: 5,16%
- Piaggio: 4,31%
- KTM: 3,9%
- Harley Davidson: 2,67%
- Ducati: 2,38%
- Suzuki: 2,35%

In summary, these three manufacturers are important players in the French motorcycle market, offering a wide range of models to meet the different needs and preferences of consumers.

In fact, the 3 first of the market (Yamaha, Honda and BMW) share alone 40% of the French market.

- Yamaha is a Japanese manufacturer of motorcycles and other electronic and mechanical products. In France, the brand is particularly known for its touring, sport and road bikes, but it also offers a range of scooters and dirt bikes.
- Honda is also a Japanese manufacturer of motorcycles, cars and gardening products. In France, the brand is known for its touring, sport and street bikes, as well as for its scooters.



- BMW Motorrad is the motorcycle department of the famous German brand BMW. In France, the brand is particularly appreciated for its high-performance touring and sport bikes, as well as for its road bikes.

In summary, these three manufacturers are important players in the French motorcycle market, offering a wide range of models to meet the different needs and preferences of consumers.

In fact, the 3 first of the market (Yamaha, Honda and BMW) share alone 40% of the French market.

### Top France / Brands VO Market

	Yamaha		Honda		BMW		Autres	
	Immat.VO	% PdM	Immat.VO	% PdM	Immat.VO	% PdM	Immat.VO	% PdM
France	74341	20,61%	49229	13,64%	43549	12,07%	162227	53,68%
France	74341	20,61%	49229	13,64%	43549	12,07%	162227	53,68%

Figures as of November 2022.

### Top France / Brands VN Market

	Yamaha		Honda		BMW		Autres	
	Immat.VN	% PdM	Immat.VN	% PdM	Immat.VN	% PdM	Immat.VN	% PdM
France	29895	16,53%	28744	15,89%	19322	10,68%	54711	56,90%
France	29895	16,53%	28744	15,89%	19322	10,68%	54711	56,90%

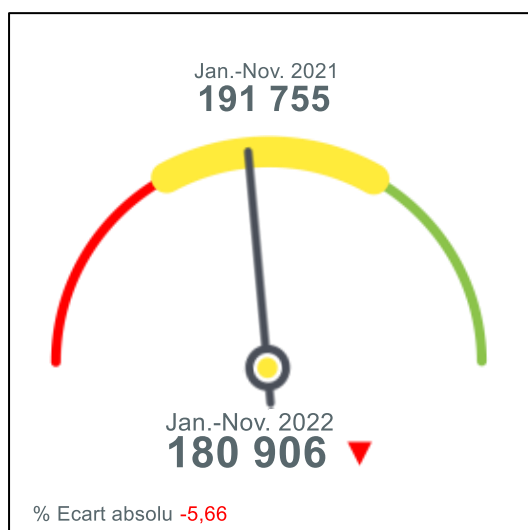
Figures as of November 2022.

### Top France / Brands Total Market

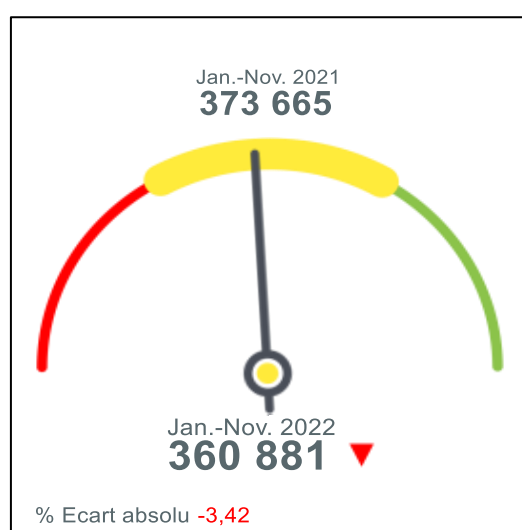
	Yamaha		Honda		BMW		Autres	
	Immat.Total	% PdM	Immat.Total	% PdM	Immat.Total	% PdM	Immat.Total	% PdM
France	104236	18,57%	77973	14,77%	62871	11,38%	216938	55,29%
France	104236	18,57%	77973	14,77%	62871	11,38%	216938	55,29%

Figures as of November 2022.

### Evolution / Total VN Market 2022vs2021



### Evolution / Total VO Market 2022vs2021



Figures as of November 2022.

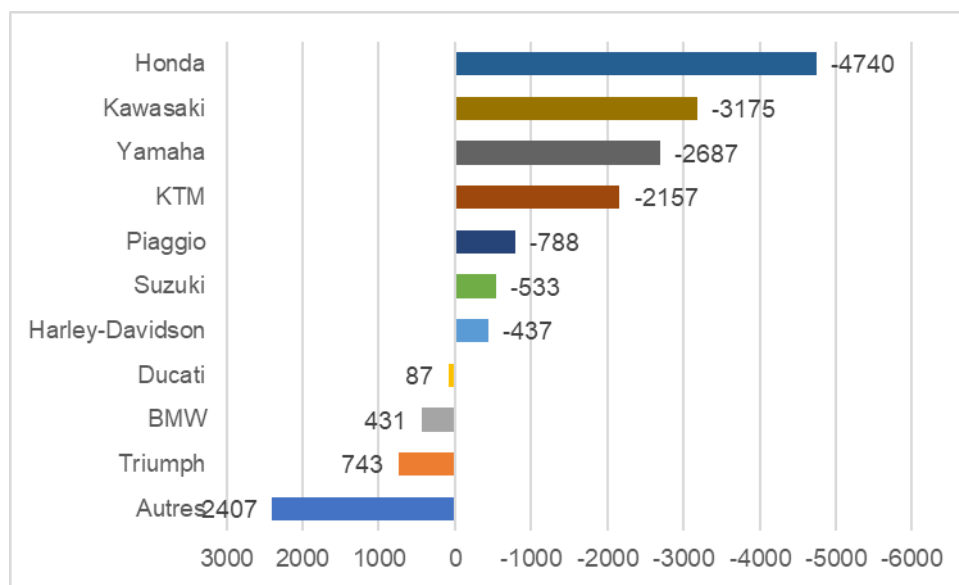
## A – Competitors

The motorcycle market in France is constantly evolving and includes a wide variety of manufacturers and models. In France, motorcycles are primarily used for touring and recreation, although some people also use them for daily transportation.

Major motorcycle manufacturers in the French market include Yamaha, Honda, BMW Motorrad, Suzuki, KTM and Harley-Davidson, each of which offers a range of models to meet different consumer needs and preferences.

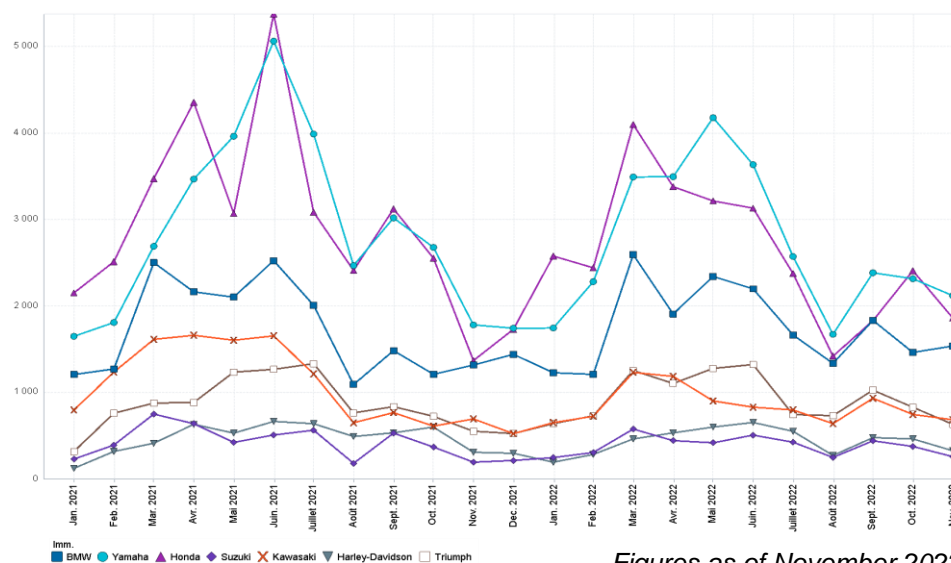
The motorcycle market in France has undergone several changes in recent years. For example, there has been an increase in demand for electric motorcycles, which are becoming increasingly popular due to their low environmental impact. In addition, the popularity of scooters has also increased in recent years, especially in large cities where they are often used as a convenient and economical means of transportation.

### Evolution of registrations 2022vs2021



Figures as of November 2022.

#### BMW Motorrad competition history



Figures as of November 2022.



## B – Why BMW Motorrad?

There are many reasons why a customer might prefer to purchase a BMW Motorrad vehicle over a competitor's vehicle. Here are some points that could be considered advantages for BMW Motorrad:

**Quality:** BMW Motorrad strives to produce high quality vehicles that provide an enjoyable and reliable riding experience. The brand's motorcycles and scooters are made with high-quality materials, such as durable polycarbonate shells and powerful engines. In addition, the brand conducts rigorous quality testing to ensure that its vehicles meet the high-performance standards it has set for itself.

**Technology:** BMW Motorrad often incorporates innovative technologies into its vehicles to enhance the riding experience. For example, some models feature advanced navigation systems, touch screens to access various vehicle features, and advanced safety features such as brake and crash sensors.

**Dealer network:** BMW Motorrad has a network of quality dealers and service centers in many countries, which can be an advantage for customers who are looking for reliable support and assistance for their vehicle maintenance and repairs. BMW Motorrad dealers are equipped to perform quality repairs and maintenance and are often able to offer warranty and extended warranty services to protect customers from unexpected repair costs.

**Warranty:** BMW Motorrad offers a limited warranty on its vehicles, which covers defects in materials and workmanship for a set period of time after the vehicle is purchased. This can be reassuring to customers who want to be protected from unexpected repair costs. The length of the warranty varies depending on the model of vehicle and the country in which it is purchased, and it is recommended that you research the terms of the warranty before purchasing a vehicle.

The indicator used to monitor customer satisfaction at BMW Motorrad is the NPS (Net Promoter Score), a concept that evaluates the probability that a brand, product or service is recommended by its customers.

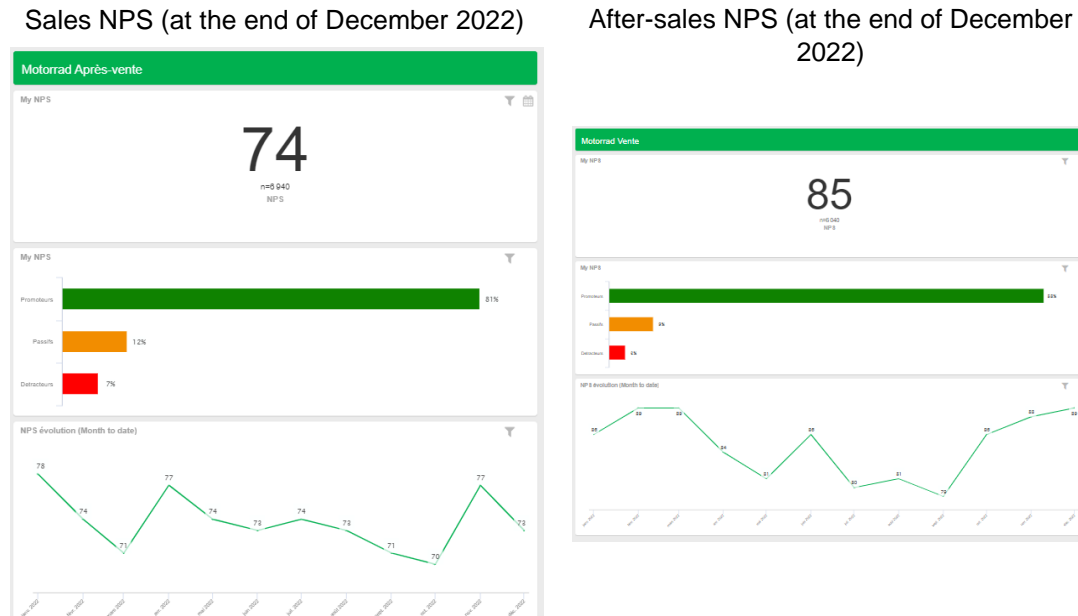
The NPS is calculated on a base index of 100 and then reduced to 10. Each of the customer reviews is then categorized between:

- Promoter: 10 and 9
- Passive: 8 and 7
- Detractor: 6 to 0.

This last one allows us to have a quantitative customer feedback, by the figures, but also qualitative, by the comments left by our customers.

The advantage of this indicator is that it allows us to compare ourselves with all the players using it, and not only those of the motorized industry. For example, compare yourself with a company in the pharmaceutical industry.

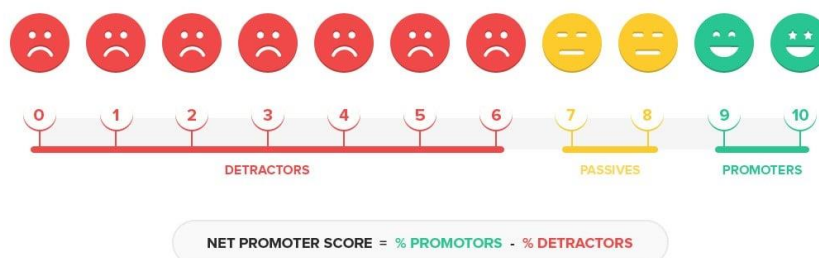
Here is an example of BMW Motorrad's NPS at the end of 2022, for sales (vehicle sales) and after-sales (service = inspection, garage, etc.)



Figures as of December 2022.

## C – What criteria for the evolution of BMW Motorrad!

- **Motorcycle sales increase:** According to figures released by BMW Motorrad, the brand's motorcycle division recorded a 2,28% increase in sales in 2022, compared to 2021 year. This growth is mainly due to increased sales in Europe and Asia, with road and touring motorcycle models being particularly popular.
- **New model launches:** In 2023, BMW launched several new motorcycle models, including the BMW R 12 and Roctane, both retro-style road bike. These launches will help to strengthen the brand's market position and attract new customers.
- **Technology innovation:** BMW is also thinking about sustainable development and has launched the "Urban Mobility" concept in 2022. This is a new business area that, by the end of 2022, consists of 2 poles, maxi scooters and electromobility. The latter represented by the famous CE-04.
  - The study of design of the BMW CE-04 embodies the vision of the electric scooter made by BMW Motorrad just as the BMW i3 Concept and BMW i8 Concept represent that of the cars cut for a specific use (although the market of the electric at BMW Auto is greatly diversified, with the arrival of the subsidiary "i", an acronym corresponding to the electric vehicles in the same way as the "m" for the sporting vehicles).
  - This is how the future production vehicle will allow, in the long term, travel perfectly adapted to the daily life of the big city and this, moreover, without emissions.

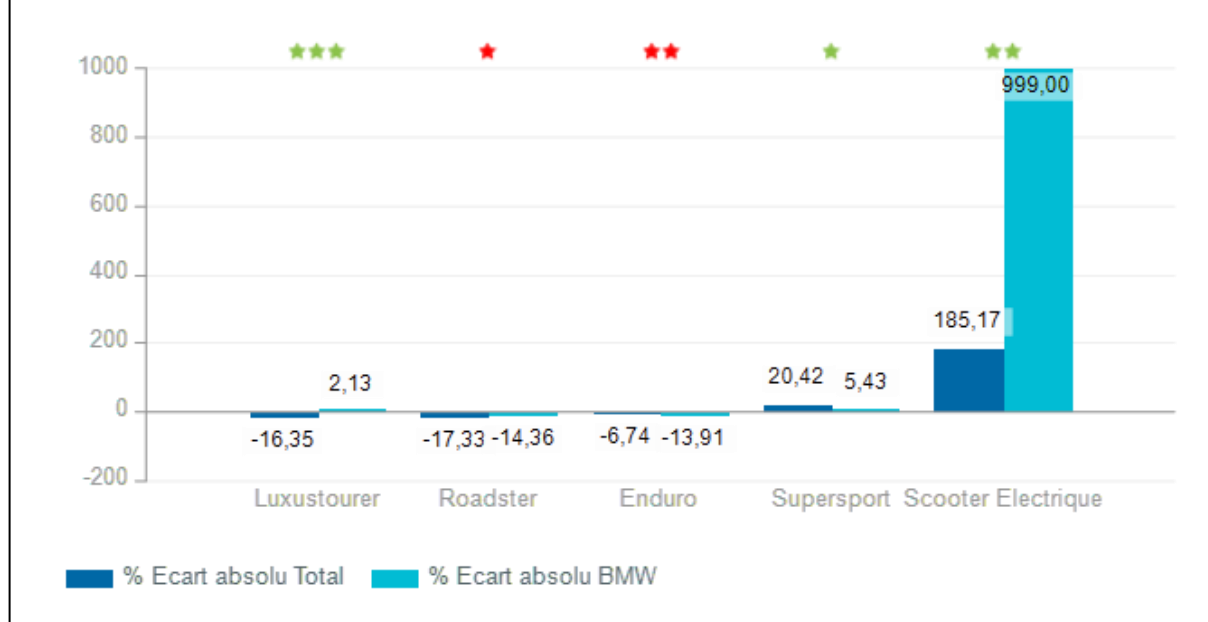




In summary, these three criteria show that BMW continues to be an important player in the automotive and motorcycle market, offering innovative new models and investing in advanced technologies.

## Growth Trend / BMW Top Segments

Jan.-Nov. 2022/2021



Figures as of November 2022.



## 2 – External analysis: Pestel Matrix

	Opportunities	Menaces
Political Factors	<ul style="list-style-type: none"> <li>Trade agreements: Trade agreements, such as the European Union's single market or the North American Free Trade Agreement (NAFTA), can create opportunities for BMW by reducing barriers to trade and allowing the company to sell its vehicles more easily in these regions. At the same time, changes to these agreements, such as the UK's withdrawal from the EU or the renegotiation of NAFTA, could be a threat to BMW's operations and profitability.</li> <li>Government support: Governments around the world often provide support to the automotive industry through various means, such as subsidies, tax breaks, and research and development funding. This support can create opportunities for BMW by making it easier for the company to operate and innovate. However, changes to these policies, or the lack of support from certain governments, could be a threat to BMW.</li> </ul>	<ul style="list-style-type: none"> <li>Environmental regulations: Governments also have the power to regulate the automotive industry in order to protect the environment. For example, they may set emissions standards or require the use of certain technologies, such as electric or hybrid vehicles. If these regulations become too onerous, it could be a threat to BMW's operations. On the other hand, if they create opportunities for the company to innovate and differentiate itself, they could be a positive for BMW.</li> <li>Political instability: Political instability, such as war or civil unrest, in a particular region or country can be a threat to BMW's operations. This instability can impact the company's ability to conduct business, transport its products, or access key markets.</li> <li>Government policies: Governments around the world can also impact BMW through their policies on issues such as transportation infrastructure, fuel prices, and consumer spending. For example, if a government invests heavily in public transportation or electric vehicles, it could be a threat to BMW's sales of traditional vehicles. On the other hand, if a government encourages consumer spending or the use of vehicles, it could create opportunities for BMW.</li> </ul>
Economic Factors	<ul style="list-style-type: none"> <li>Economic growth: Economic growth can have a positive impact on BMW's business by increasing consumer demand for luxury vehicles and allowing the company to invest in new technologies and expand its operations. For example, if the economy is growing and people are feeling more confident about their financial situation, they may be more likely to buy a BMW.</li> </ul>	<ul style="list-style-type: none"> <li>Interest rates: Changes in interest rates can affect BMW's cost of capital, which can in turn impact the company's investment decisions and profitability. If interest rates are low, it may be cheaper for BMW to borrow money to fund new investments or expansions. However, if interest rates are high, the</li> </ul>



	<p>vehicle. This could lead to increased sales and revenue for the company.</p>	<p>company may need to pay more to borrow money, which could impact its profitability.</p> <ul style="list-style-type: none"> <li>• Inflation: Inflation can increase the cost of raw materials and other inputs that BMW uses in its production process, which can impact the company's bottom line. For example, if the prices of steel and other materials used to make cars increase due to inflation, BMW may need to raise its prices to offset the higher costs. This could make its vehicles less competitive in the market and impact sales.</li> <li>• Unemployment: High unemployment rates can reduce consumer confidence and spending on luxury items like BMW vehicles, which could hurt the company's sales. If people are out of work or uncertain about their job security, they may be less likely to make big purchases like a new car. This could lead to a decrease in demand for BMW vehicles and impact the company's sales and revenue.</li> </ul>
Social factors	<ul style="list-style-type: none"> <li>• Cultural values: The cultural values of the markets where BMW operates can also affect the company. For example, if individualism and self-expression are highly valued in a particular market, BMW may want to focus on customizable options and personalized experiences to appeal to these consumers.</li> <li>• Social trends: The broader social trends in the markets where BMW operates can also impact the company. For example, if there is a growing trend towards sustainable and environmentally friendly products, BMW may need to adapt their product offerings or marketing strategy to appeal to these consumers.</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer attitudes: The attitudes and opinions of consumers towards BMW's products and brand can also impact the company. For example, if there is a negative perception of BMW's environmental impact, this could lead to decreased sales or increased pressure from regulators.</li> <li>• Demographics: The age, income, education, and other characteristics of BMW's target customers can affect their purchasing decisions and preferences. For example, if BMW is targeting younger, more educated consumers, they may be more interested in high-tech features and sustainable options. On the other hand, older consumers may prioritize comfort and reliability.</li> </ul>
Technological Factors	<ul style="list-style-type: none"> <li>• New technologies: The development of new technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Technological infrastructure: The availability and reliability of</li> </ul>



	<p>can present both opportunities and challenges for BMW. For example, the growth of electric and autonomous vehicles could present an opportunity for BMW to innovate and differentiate their product offerings. On the other hand, these technologies could also disrupt the traditional automotive industry and impact BMW's business model.</p>	<p>technological infrastructure, such as the electrical grid and charging stations, can also impact BMW. For example, if there is limited infrastructure for electric vehicles in a particular market, this could limit the adoption of BMW's electric vehicles.</p> <ul style="list-style-type: none"> <li>• Technological advancements in competitors: Technological advancements made by BMW's competitors can also impact the company. For example, if a competitor launches a new electric vehicle with a longer range or faster charging time, this could make BMW's electric vehicles less competitive in the market.</li> </ul>
Environmental Factors	<ul style="list-style-type: none"> <li>• Consumer attitudes towards sustainability: The attitudes of consumers towards sustainability and the environmental impact of products can also affect BMW. For example, if there is a growing trend towards sustainable and environmentally friendly products, BMW may need to adapt their product offerings or marketing strategy to appeal to these consumers.</li> </ul>	<ul style="list-style-type: none"> <li>• Climate change and environmental regulations: Climate change and increasing environmental regulations can present challenges for BMW. For example, if there are stricter emissions standards or carbon pricing schemes in place, this could increase the cost of producing and operating BMW's vehicles.</li> <li>• Raw material availability and cost: The availability and cost of raw materials used in BMW's vehicles, such as metals and plastics, can also be affected by the environment. For example, if there is a shortage of a particular raw material or an increase in its price, this could impact BMW's production costs and profitability.</li> </ul>
Legal Factors	<ul style="list-style-type: none"> <li>• Intellectual property laws: BMW's business relies on a number of intellectual property rights, such as patents, trademarks, and copyrights. It is important for BMW to protect these rights and ensure that they are not infringed upon by competitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Government regulations: Government regulations can impact BMW in a number of ways. For example, there may be regulations related to emissions, safety, and other aspects of the automotive industry that BMW must comply with in order to operate. Failure to comply with these regulations could result in fines or other penalties.</li> <li>• Consumer protection laws: BMW must also comply with</li> </ul>



		consumer protection laws, which are designed to protect the rights of consumers and ensure that businesses are operating fairly and transparently. For example, there may be laws related to advertising, pricing, and product safety that BMW must comply with.
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### 3 – Expectations and future objectives of the company

One of the main objectives of my internship was the implementation of the "HERITAGE" vision within the dealerships.

This vision could be based on sales standards (HERITAGE corner, HERITAGE specialised advisor, appropriate furniture, etc.) but also on service standards (premium service, support of the dealer network in the deployment of vehicles and standards, mandatory participation in events, setting up of a premium certification, etc.)

- One of the main objectives for 2023 is to continue the success of 2022, in terms of sales and representation.
- Indeed, I was able to participate in the development of a certification plan for dealers, spread over 3 years, until 2026.
- The tightening of the standards imposed by Munich for a better representativeness is to be watched.
- And above all, the sales objectives, in continuous and especially monumental increase, passing from 1600 R 18 objective (vehicle of the HERITAGE range) to 2600.

### 4 – Recommendations

Even though I've only been in the job a short time, but intensely, I think I can recommend some adjustments for BMW:

- **Electromobility:** This is one of the biggest levers of 2022 for BMW Motorrad. This segment is just as important for the car as it is for the motorcycle, in proportion to the business performance of each. BMW Motorrad is already preparing the release of a more compact and practical version of its electric scooter (the CE 04). This machine, named the CE 02, is intended to be more accessible. One objective would be, to create a common auto-motorcycle objective, to start the creation of 2-wheel motorized hydrogen vehicles. This would allow us to conquer even more market share and to align ourselves with the BMW Group's vision of excellence and modernity.
- The current network development policy of BMW Motorrad is based on an ever-decreasing number of investors, for a growing number of dealerships (one dealership = several dealerships in one group). BMW wants to reduce its investors for an equal number of dealerships). The applications to enter this network of dealerships are closed since September of my internship. A possible evolution would be to reopen these applications to open small dealerships specialized in used cars or electromobility, following the development scheme of a pop-up store.

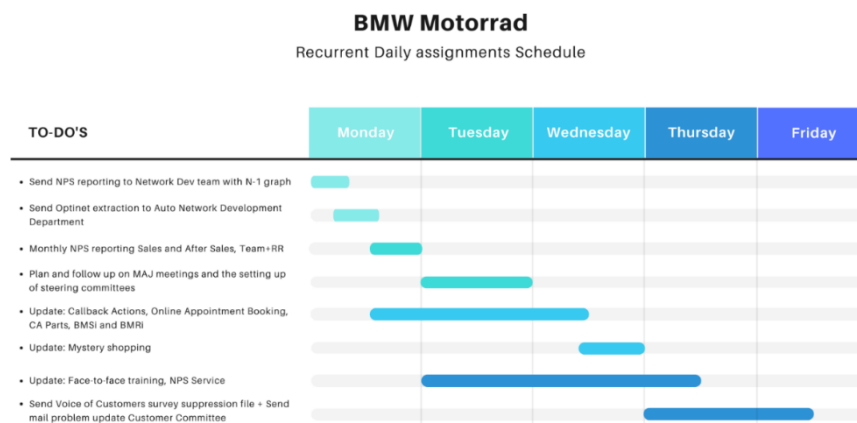


## III – Presentation of my missions and tasks into the company

### 1 – My missions' contexts and main goals

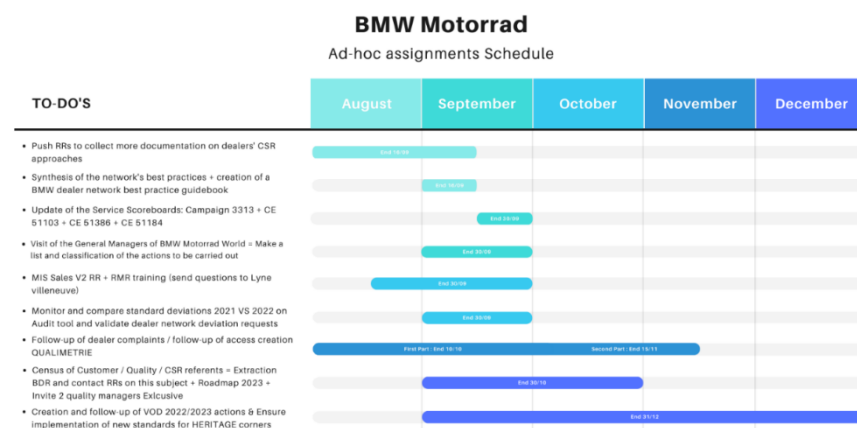
Here is a detailed planning of my tasks, first a first visualization of my weekly tasks. Then a representation of my missions, with more details, over the 5 months of the internship. (This table is not complete because some missions are subject to confidentiality).

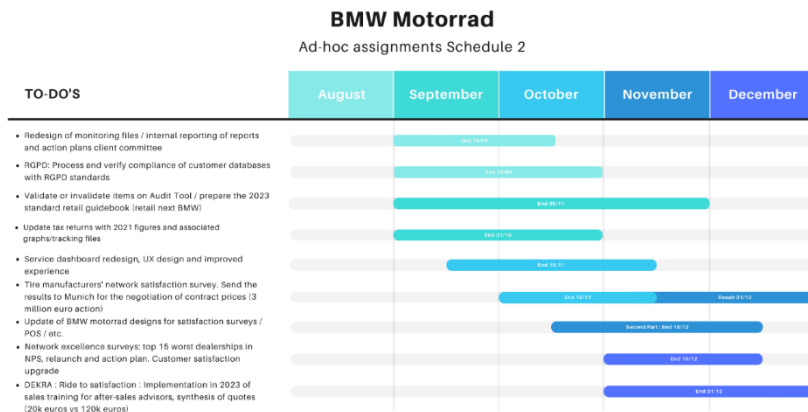
*\*Each mission is briefly detailed on the left of each table*



The first goal of the weekly missions was to assist the Motorrad team, more specifically the network and service development team, with monitoring and reporting of KPIs, implementations and updates of files and databases.

These tasks were necessary for the good start of the week, because the studies, reports, etc ... made by my superiors, in direct link with the current trends, use these data.





Then come the missions given in the course of time, according to the needs of the moment and the actions necessary to carry them out. A mission can be completed in a few minutes or can take up to a month, depending on its difficulty, whether or not it involves several actors (and therefore, by extension, their reachability), etc.

## A – France, a leader in the BMW Group

It is important to know how much the French market is a leading market for BMW Motorrad, so much so that it scares the parent company.

Indeed, in 2022, France represents more than 55% of the CE 04 sales in the world, the new scooter, full of promise, notably to be the figurehead of the growing electromobility at BMW Motorrad. However, as mentioned before, the distribution of sales in the world is uneven, with more than 55% of worldwide sales just in France.

Concerning the HERITAGE range, and more particularly the R18, representative of the 1500+ cubic centimeters segment, a segment quite far from what BMW normally offers, France is once again the market leader. With XX% market share in France and XX% of R18 sales out of the total R18 sales in the world. Not to mention the fact that BMW Motorrad HERITAGE in France is considered to be the best in the world, the most pro-active, to the point where the parent company even encourages us to create our own sales standards (provided that these are validated by Munich).

This leadership has reached such a point that it can be considered as cannibalism. Indeed, some customers from border countries even cross borders (Spain to France) for French quality, service and representation. This is even to the point where the French market is beginning to go hand in hand with Germany on the European market and the United States on the world market. Therefore, the parent company starts to slow down the productions assigned to France in order to decrease its growth, however, increasing more and more the objectives.



## B – My missions, concretely!

As part of the "Network Development" department, the most transverse department of the brand, I was given equally transverse missions.

My main mission was to make sure that the dealer network was optimally represented. To have the best dealers, with the best dealerships, the best bikes and the best offers in the best place at the best time.

This very general mission is articulated around several missions, more or less in relation with the other departments of BMW Motorrad, such as

- In collaboration with the marketing department: monitor the progress of global and local marketing campaigns, ensure dealers' compliance with mandatory and contractual events to be organized.
  - Creation of visuals for dealerships: creation, design, progress and budget monitoring, etc. of marketing kits for 2022/2023.
  - Production and delivery price negotiation (not to mention the coordination work for the recovery of the kits by each of the dealers).
  - Audits and mystery visits in dealerships to ensure that the standards of representativeness are in place and respect the BMW Motorrad standards.
  - Verify that the sales tunnel and the BMW Motorrad leads are well standardized and charters, that they are quality leads and that they do not disappear (digital data part).
- In collaboration with the sales performance department: monitor the progress of orders and sales of the dealer network. See if they are profitable or not.
  - Follow-up and implementation of standard retails on the sales side: Staff training, representativeness and atmosphere in a dealership, target volume of motorcycles reached or being reached, etc.
  - Follow-up of the commercial performances since 2009. I was in charge of collecting, comparing and following up the tax files from 2009 to 2020/2021. The subject then shifted to automotive, as a large part of the monitoring and reporting activities are increasingly common between automotive and motorcycle.
- Prepare the information related to the dealerships in order to proceed with the operational reviews of the BMW Motorrad network at the beginning of each week, at the end of each month, at the end of each quarter, at the end of each semester and at the beginning of the year 2023.
- Monitor the compliance of the network with the sales and after-sales quality standards by feeding the Audit tool.
- Analyze the representativeness of the brand and its development potential.
- Participate in the creation of a tool for monitoring the network's architectural projects, allowing full visibility of ongoing actions.
- Measure the network's financial performance through the analysis of tax returns and ensure compliance with the financial standards required by the brand.
- Measure the network's performance in sales and after-sales by analyzing customer satisfaction indicators.



## C – The goal of my mission project and the challenges it represented

To begin, it is important to identify and understand the objectives and key threats of my assignment.

The objective of my mission is to contribute to the good representation of the BMW Motorrad brand, by bringing a premium buying experience and, by extension, to increase the sales of the targeted vehicles.

This is to bring new customers, both in the new vehicle segment, conquered by the excellence of BMW, whether for the vehicle or the services offered. But also on the used vehicles segment, which was also a big problem of my internship because BMW wants to bring back in its fleet of used vehicles sometimes sold to/by competitors, creating a significant loss of earnings.

In other words, my objective is to increase the customer portfolio and the customer satisfaction for the brand.

This mission was a big challenge, because it requires the coordination of all departments of BMW Motorrad, but also of BMW Automotive and sometimes BMW MINI, in addition to the coordination with BMW in Germany for their endorsement of enterprising projects.

That said, we obviously have the financial, human and material support of the company to help us develop these two segments. Working for the French group is also very interesting, the clientele being already important, there are many potential customers to conquer or re-conquer.

After having been trained in the different computer tools in order to best meet the needs,

It was necessary for me to organize my work in order to answer at best the various missions explained in the part above.

My role within this department was to contribute to the organic and structural development of BMW. I was asked to set up a strategic plan in order to best achieve the latter while answering to the punctual missions that I was provided to help the team on the plans, but also (access opening, weekly reporting, competitive watches, process reworking, etc).



## D – The final objectives of my specific assignments and of the company in overall

All these missions aimed, at first, to help me to better understand the universe of the brand, to make me responsible but also to make me take competence, in particular by proposing me first of all missions of reporting, then more transverse missions to thus propose me and beg me for the assistance on more demanding missions.

These different steps allowed me to become more mature and gain operational skills. I was therefore able to take on more and more demanding missions, and thus bring real added value to the team in the annual objectives.

Concerning my personal goals, at the end of my internship, my objective was mainly to better understand what I wanted to do later and to learn/improve my hard skills for the future. I think in particular about some data visualization tools like Qlik and Tableau, or an introduction to VBA in order to accomplish some missions.



## **IV – Assessment of the internship: my personal and professional evolution**

### **1 – What have I learned and discovered about the business world?**

What I was looking for was an empowering internship in a large company, to discover all the things I had not been able to discover during my previous internship in a much smaller and younger company.

I wanted to know what the ways of working were, of thinking, of evolving in a big company

It was very interesting to see how the company is structured and how it works.

Moreover, having the chance to realize my internship in the industry sector allowed me to open myself to very different sectors than consulting and IT from my previous internship, it allowed me to learn a "different" IT, see how a supply chain works, etc. I discovered a very interesting sector full of potential as it is facing many changes, bringing many opportunities. I think that the industrial sector is one of the most established sectors in the world, and if it moves with the times and evolves with new technologies, as it is currently the case with hydrogen, electric, AI, etc.

Therefore, this experience has been very rewarding for me, allowing me to grow both professionally and personally, acquiring new skills, knowledge and values. This internship allowed me to understand the importance of teamwork, although I have some shortcomings on this subject (uninteresting would be more accurate), which is what made me lose points during the grading of my internship by the company. Working in a team is not difficult, but integrating and opening up to others is, according to me. I need to share contacts, ideas, skills and knowledge by helping others and working all together for the same goals.

### **2 – What are the skills that I have acquired?**

First of all, I was able to learn consistency in the work, the renderings. Indeed, as an intern at BMW Group, I was expected to be open-minded, to work/share information with colleagues in the team.

By extension, this internship taught me patience and the importance of proofreading. Indeed, it is necessary to know how to be patient and understanding, to put oneself in the place of the other person and to understand that he/she is also a professional, he/she also does other missions, it is therefore normal that he/she is busy, as I am, that he/she is lost on subjects that he/she does not master, as I am, just as it is normal or that he/she needs time to provide and give back the requested work, as I do.

By extension, it is also normal to take time to provide the information requested, avoiding as much as possible typos, errors, and especially by providing a maximum of information, sources and knowledge on the subjects we are dealing with to people with a more punctuated view on these subjects.

This internship also had an impact on my adaptation skills, because I had to manage transportation in addition to work. Indeed, as the internship was carried out in Montigny-le-Bretonneux, I had to go there, and as I did not have a personal vehicle, public transport was my only means of transportation. However, with 3 hours of public transport (when everything goes well, 4 hours with delays, and often strikes blocking the whole traffic), I had to manage my time, use it wisely. It was sometimes difficult to manage and coordinate my schedule.

As I was constantly working with other people, I strongly developed my ability to work in a team during these 5

months. Synchronizing our work on the same needs and client accounts requires a lot of communication. This, combined with the fact that we were working partially remotely, pushed me to be very clear and organized in my thinking and working with my teammates. We were using Skype for Business, group chats, phone calls and emails to communicate with each other.





Being organized was a must in this internship. Meeting deadlines, working physically and remotely required a lot of self-discipline. I had to manage my time, energy, and workspace to accomplish my assigned tasks thoroughly and successfully. In order to not be overwhelmed by my work and finish my projects on time, I had to be organized and plan my days as much as possible.

As awkwardly introduced earlier, I developed my interpersonal skills, in a company like BMW, making contacts and being helpful to others is as much a prerequisite as it is an advantage.

Moreover, working in a company of enthusiasts allowed me to discover a new world, new possibilities, new trendlines and processes to exploit and modify in other markets. This was mandatory to understand the expectations of the customers.

However, I think the most important thing I got out of this internship is probably the learning side of this experience.

This internship, like many other learning experiences, stimulated my ability to learn new things. Listening and observing what to do and how to do it, trying and succeeding has helped me strengthen my learning abilities.

This internship and the feedback I received reinforces me even more to turn to the alternance program for my fourth year and to develop my critical thinking and technical skills directly on the job market, in parallel to the theoretical learning, to increase my professional competitiveness.

### **3 – What are the main difficulties I encountered?**

The first difficulty was before the internship, during my research period. Indeed, having chained 2 internships since the beginning of 2022, I searched and found this internship during my former internship. To get it, I had to be courageous, perceptive, convincing, and adaptable (especially when the internship takes place at 3 or 4 hours (round trip) from home)

I then encountered the difficulty of the work environment. The latter was welcoming and professionalizing but was also and above all filled with passionate people, in a market that I didn't know at all (the automobile / automotive). I had a good knowledge of the company's activities, but I didn't know anything about the world of the industry / car manufacturers.

In the end, it is a technical market, more B2B than B2C (at least at my level) since I am in permanent contact with the different dealers of the network and rarely/never with the customer.

This environment, said to be passionate, also contains another secret. It is a very closed environment, not very convincing to professional evolution. Indeed, many of my colleagues can't/can't easily leave this market because it is considered too specific, with very precise tools and very automotive oriented uses. Similarly for the professional evolution, if you manage to get out of the game, you can hope to evolve to senior manager positions but if you are discreet or simply don't know the right people, evolving by relying only on meritocracy will not happen/never happen or will take a long time.

A final problem, which can also be a strength, is the processes and processing times. In a company like BMW, these are essential, and solve an astronomical number of problems, but too many processes can also hinder the clarity of information, the initial goal of the latter, and slow down the sharing of this information.

Couple that with the international trend at BMW. This gives you lengthy processes with discussions spanning months and countries, requiring the coordination and agreement of many people.



## 4 – How this experience is going to impact my professional project?

The main goal of this internship was to introduce me to the world of large companies (the sector was not particularly important). I had for project to discover the different processes, the trendlines, the working environment, the methodologies, ... present in an international company.

This objective was to help me to make the difference and to decide what was best for me, professionally speaking, between a big company, a small company or a start-up/licensee. ,

Each of the above company sizes has advantages and disadvantages, but whether it is for the working conditions, the responsibility of the missions or simply the type of mission, I think that my profile would correspond more to a start-up. Be careful though, that's not why I wouldn't like to go back to work in a big company, but maybe under other conditions, like an external, working for a consulting firm coming to bring his expertise for a short mission.

The other objective of this internship was to have a short-term vision of the sector and department in which I would like to do my work-study. And I realize that the business development department in the sense that I practiced it during this internship does not suit me, I am looking for a more technical environment, with missions more access to data and a more "data-driven" operation than the one I had during my internship.

## 5 – What would I have done better?

If I had to do it again, the team would not have to change, whatever the department, each person present at BMW Motorrad helped me and was happy to do it. However, I would have to put more emphasis on the fact of helping on missions with the digital data manager in view of my professional project, which I think is not present enough.

However, in the end, the internship was useful, allowed me to make mistakes and to learn from them.



## Recommendations for BMW Motorrad France

BMW Motorrad has many strengths, but some could certainly be further developed. For example, the communication with the head office in Munich or the structure of the company's teams.

Indeed, the communication with the head office on big issues can sometimes be difficult, with a low return on investment compared to the time spent communicating with the head office. Let's take the example of the BMW Motorrad Premium Selection certification. A selection of 21 dealerships, leaders in the BMW Motorrad network, both in terms of practice and sales potential. These 21 dealerships would need a budget of 2 million euros of investment aid, but Munich decided to invest only 1.5 million euros for this project, and that for the whole of Europe. The message of France was not heard, or at least listened to, and the answer took several months to arrive.

A second point of improvement, again related to Munich, is the structure of the teams. I would have 2 points to raise.

- The first one is the creation of a separate SERVICE department, just like marketing and sales, because the more the years go by, the more the turnover of the latter increases, reaching 70 million euros in 2022. However, the service part of Motorrad is attached to the network development department, which makes sense. But from my point of view, it is strange that the service part of BMW Motorrad is not independent, with its own budget. I know that with the centralization of car and motorcycle processes, maybe it will be.
- The second one is the recruitment of a trainee on the network development/sales part. Most of the missions in these two departments are counted in semesters if not in years. Taking on a work-study student instead of an intern would ensure a more global, complete and sustainable follow-up over time. However, I understood that BMW refused to take on a trainee for lack of headcount with the human resources department, and that's why it still hadn't done it, but I really think that it would be necessary to ask for a waiver, to see over one or two years, and the results would be there.

Apart from these two points, I can say that I was impressed by the team cohesion taking place within BMW Motorrad France.

Indeed, although several services take place within the same entity, with very specific missions. Indeed, compared to the other brands of the BMW group, we were not many, making necessary the specialization of each one concerning its subjects and missions to be treated.

This highly competent team was and still is able to manage independently compared to Munich and acts as a world leader. However, this "competence" can also lead the parent company to expect too much from the French market. Indeed, with a budget evolving less rapidly than the objectives to be reached, this performance, perceived as a positive indicator by Munich, could turn against the French subsidiary since the exceptional becomes common. Indeed, BMW Motorrad France has been breaking sales records every year for the past 3-4 years, making this rising trend a long-term achievement but also a threat of fragility. Indeed, maintaining a sales rate always higher brings its share of difficulties, as for example, a sales network constantly challenged, innovations always more recent as well as a communication always more relevant. If one of these points is not respected, then the fragile balance that has been maintained until now could collapse and break the current ideal of "always more sales".



## Conclusion

To conclude, I spent 5 excellent months working with experienced professionals like those at BMW Motorrad.

I learned, understood, and discovered new subjects, in addition to those I already knew, in which I improved but also discovered even more thanks to this training course, of a professional point of view, especially regarding my orientation for this fourth and last year of the GBBA program. This experience was an interesting, stimulating and enriching challenge for me.

Regarding the future of BMW, I am very optimistic. For the past few years, this company has been growing in a stable, albeit slightly evolving, market and has established itself to the point of reaching records, both internal and external:

- Top 3 manufacturers in France
- The image of the premium motorcycle without losing the "Biker" heritage
- The leader in premium electromobility
- A synonym for innovation and comfort

And this is just the beginning.

Indeed, as explained throughout this report, the company is gaining market share every year and I am very proud to have been part of this impressive success in the last few months.



## Bibliography

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<https://www.bmw-motorrad.com/en/home.html>

BMW Motorrad France's Website:

<https://www.bmw-motorrad.fr/fr/home.html>

Approximate number of registrations by manufacturer (in France):

<https://www.statista.com/statistics/814669/number-motorcycles-sold-brand-france/>

Extraction of clients' socio-demographic data (updated in 2019)

<https://drive.google.com/file/d/1XNNPB8K-YCorLMhTTo6iUd5zpzd0Z4dn/view?usp=sharing>

BMW Group's LinkedIn:

<https://www.linkedin.com/company/bmw-group/>

BMW Motorrad World' LinkedIn:

<https://www.linkedin.com/showcase/bmwmotorrad/>

BMW Motorrad France's LinkedIn:

<https://www.linkedin.com/showcase/bmw-motorrad-france/>

The vast majority of the tables in this report were created by me or retrieved from software used internally with data I extracted from BMW databases.

I can't give you links to them, but I tried to give you links to some of their providers.

S-Gate (Main access portal to many of BMW France's IT tools, mainly):

<https://sgate.bmwgroup.net/fr/>

Maritz (Provided by the service provider "Inmoment", KPI monitoring tool (NPS, return rates, verbatims, etc):

<https://inmoment.com/>

Optinet (Provided by the service provider "Manserv", A spatialization tool, used to map the network.

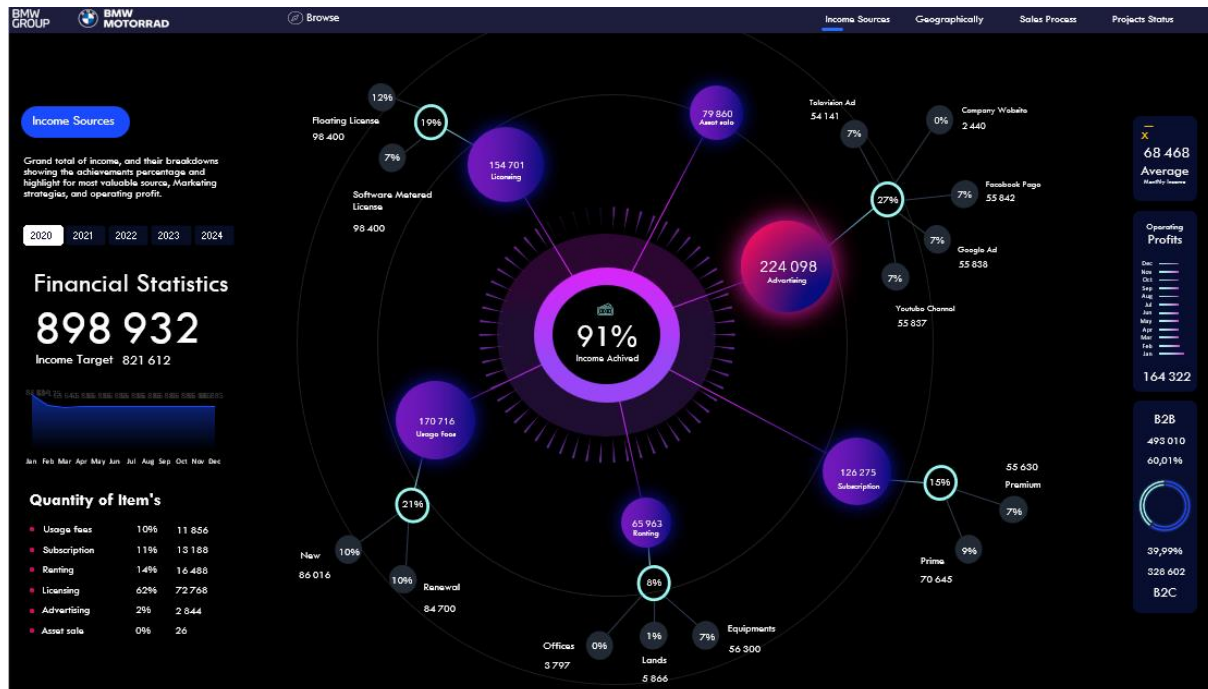
This is related to sgate and maritz):

<https://www.manserv.com/en/products/optinet/>

## Appendices

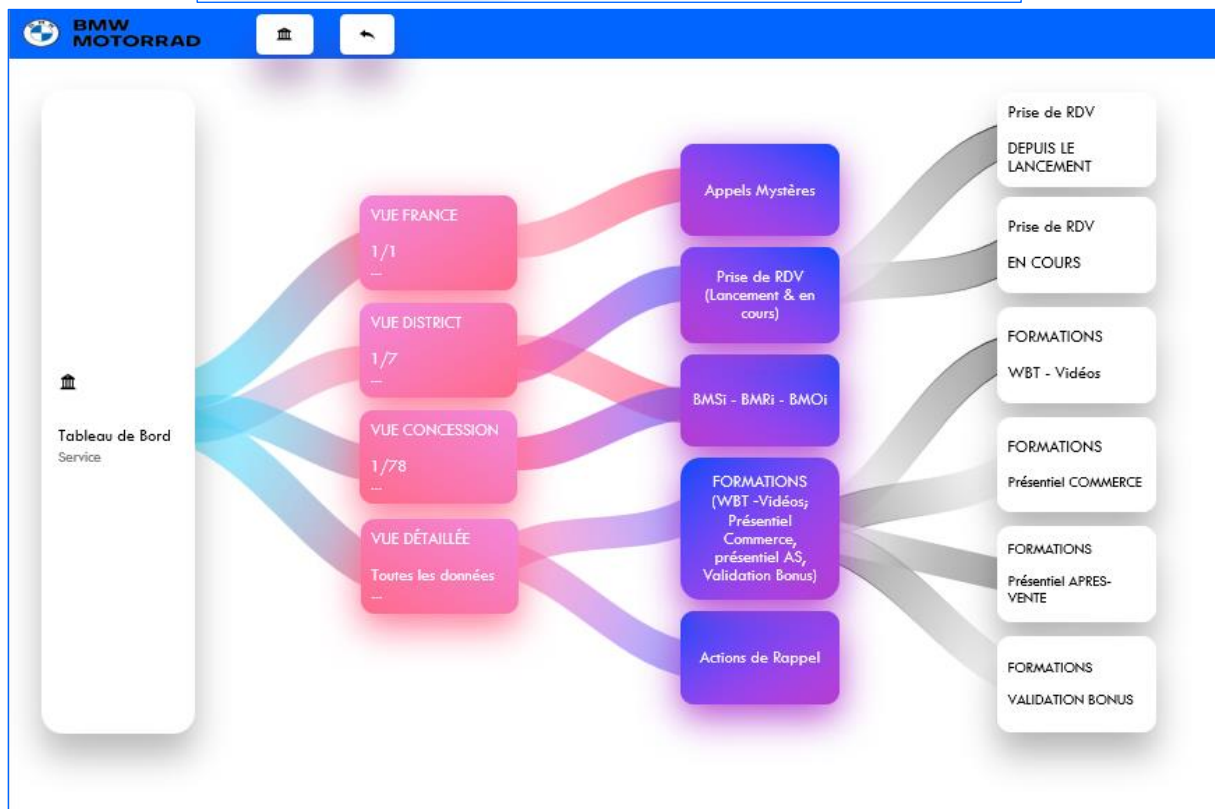
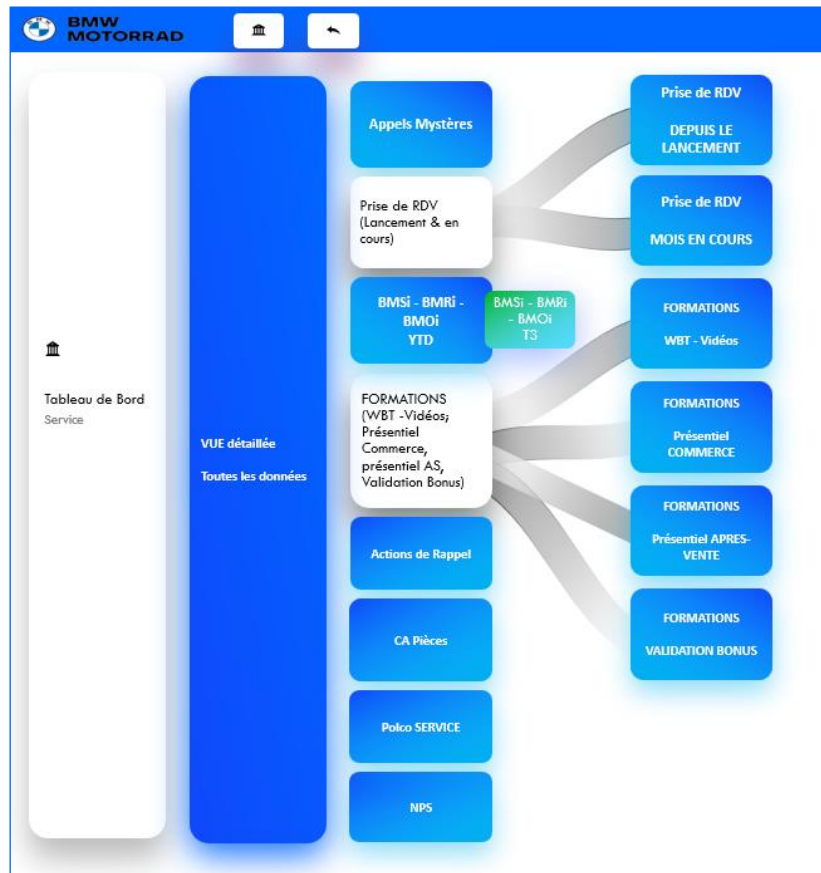
Example of interactive dashboards, made during my internship, for annual reporting, both internal and external (the D1 was never finalized).

### A1





A2





## A3

Example of an archiving system set up to collect NPS data based on monthly extractions for implementation in reporting.

AppData > Local > Microsoft > Windows > INetCache > Content.Outlook > 4C7LQ48K > ZIP NPS (002) > 2 - NPS > 1 - Archives extraction Janvier 2022

Nom	Type	Taille compressée	Protégé pa...	Taille	Ratio	Modifié le
Extractions SERVICE	Dossier de fichiers					30/08/2022 11:51
Extractions VENTE	Dossier de fichiers					01/09/2022 09:45

cal > Microsoft > Windows > INetCache > Content.Outlook > 4C7LQ48K > ZIP NPS (002) > 2 - NPS > 1 - Archives extraction Janvier 2022 > Extractions SERVICE

Nom	Type	Taille compressée	Protégé pa...	Taille	Ratio	Modifié le
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Extraction Passifs Janvier 2022	Fichier CSV Microsoft Excel	1 Ko	Non	1 Ko	55 %	30/08/2022 11:51
Extraction Promoteurs Janvier 2022	Fichier CSV Microsoft Excel	2 Ko	Non	5 Ko	74 %	30/08/2022 11:48
Extraction Tx de retour janvier 2022	Feuille de calcul Microsoft...	5 Ko	Non	6 Ko	14 %	22/08/2022 16:16

← → ↕ > Félix Luberne > AppData > Local > Microsoft > Windows > INetCache > Content.Outlook > 4C7LQ48K > ZIP NPS (002) > 2 - NPS

Nom	Type	Taille compressée	Protégé pa...	Taille	Ratio	Modifié le
1 - Archives extraction Janvier 2022	Dossier de fichiers					26/08/2022 11:59
2 - Archives extraction Février 2022	Dossier de fichiers					22/08/2022 17:57
3 - Archives extraction Mars 2022	Dossier de fichiers					23/08/2022 13:44
4 - Archives extraction Avril 2022	Dossier de fichiers					17/08/2022 10:20
5 - Archives extraction Mai 2022	Dossier de fichiers					23/08/2022 15:25
6 - Archives extraction Juin 2022	Dossier de fichiers					23/08/2022 15:55
7 - Archives extraction Juillet 2022	Dossier de fichiers					23/08/2022 16:24
8 - Archives extraction Août 2022	Dossier de fichiers					01/09/2022 09:39
9 - Archives extraction Septembre ...	Dossier de fichiers					06/10/2022 09:25
10 - Archives extraction Octobre 20...	Dossier de fichiers					08/09/2022 14:35
11 - Archives extraction Novembre ...	Dossier de fichiers					08/09/2022 14:35
12 - Archives extraction Décembre ...	Dossier de fichiers					14/11/2022 09:25
least performers NPS T3	Feuille de calcul Microsoft...	19 Ko	Non	22 Ko	13 %	16/11/2022 11:40
NPS Cockpit 2022	Feuille de calcul Microsoft...	908 Ko	Non	1048 Ko	14 %	19/12/2022 11:52
NPS Cockpit 2022 - least performer...	Feuille de calcul Microsoft...	952 Ko	Non	1088 Ko	13 %	16/11/2022 11:08
NPS Cockpit Visuel 2022	Feuille de calcul Microsoft...	1286 Ko	Non	1467 Ko	13 %	30/08/2022 10:50