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INTERNATIONAL MARKETING

BMW

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1. INTRODUCTION

One of the most important sectors of the global economy is the automotive sector.

There are many different types of businesses and organizations in the automotive sector that are engaged in the production, development, design, marketing, and sales of motor vehicles. Several businesses in this sector are referred to as automakers. Regarding the research methodology, it can be stated that the evaluation consists of a conceptual assessment of the business's execution. Thus, this paper uses both secondary and qualitative research approaches. (Hajrij, et al. 2020).

Munich, Bavaria, is home to BMW's headquarters, which were founded in 1916. More automobiles were built by the corporation in Brazil, Germany, India, the United Kingdom, China, and South Africa. Recommendations and enhancements are highlighted later in the project to highlight advances and improvements (BMW, 2023)

1.1. Company Overview



Karl Rapp and Gustav Otto are the founders of BMW. On the administration's insistence, the Flugmaschinenfabrik Gustav Otto firm amalgamated with Bayerische Flugzeug-Werke AG (BFW) in 1916. The Rapp Motorenwerke firm changed its name to Bayerische Motoren Werke GmbH in 1917, and it became an AG (public limited company) in 1918. In 1922, BMW AG later gave BFW ownership

of its engine building facilities, along with the organisation and brand identities. Thus, March 7, 1916, the day BFW was founded, is now inscribed in history as the establishment date of Bayerische Motoren Werke AG (BMW Group 2022). BMW was extremely successful in these endeavours; in 1920, it moved its main office to Munich, and in 1923, it introduced the R32 motorbike, the company's first automobile. The boxer engine, created by aircraft engine expert Max Friz, was a brilliant design; BMW's usage of these engines in their motorcycles established a hallmark that is still in use today (Howe, J. 2022).

❖ Vision of the company

"To be the most successful premium manufacturer in the industry" is BMW's stated ambition. The company's desire to identify its growth path is evident from the indications in the statement. Furthermore, BMW can reaffirm its dominance and influence in the car industry with this attribute (Mission Statement Academy, 2019).

❖ Mission of the company

"To become the foremost global supplier of high-end products and amenities for personal accessibility". "This statement highlights BMW's commitment to offering luxury vehicles and state-of-the-art services to meet its customers' evolving desires and demands". (Mission Statement Academy, 2019).

❖ Scope

The report that is now being reviewed attempts to assess and analyse the company's strategic performance. Given that the BMW Group is made up of a few companies, a corporate analysis is what is offered. Specifically, the present investigation aims to conduct a thorough strategic analysis of the chosen organization. Because BMW has been chosen as the study's setting, the scope is thus restricted to that scenario. As we go through the investigation, we see that BMW employs differentiation (Hajrij, et al. 2020).

❖ Objective

The competitive environment in which the firm operates is being externally analysed in order to critically analyse and assess the business strategy challenges of the company. This study's primary goal is to assess and investigate expert strategic analysis of BMW (Hajrij, et al. 2020).

2. MACRO ENVIRONMENT

The pestle analyses between the UK and India continue the macro studies of the firm. Given that India is still in its developmental stage and that BMW is seen as a royal brand, the markets in the UK and India are very different from one another.



Source: Heubel, M. (2022).

○ PESTLE ANALYSES

A. POLITICAL

- Impact on UK – **Favourable**

This measure would bring electric cars, which currently do not pay VED, as well as AFVs and hybrids, which pay a subsidized rate, into the motoring tax system in the same manner as gasoline and diesel vehicles. The goal is to guarantee that all drivers start paying an equitable tax contribution. The government will keep utilizing the tax code to encourage the switch to electric vehicles, which will include giving the lowest-emission automobiles preferential first-year VED rates (GOV.UK, 2022). This will have a positive impact on the company's sales as BMW promotes the most electric vehicle models, changing the market significantly

- Impact on India - **Unfavourable**

In order to promote the integrated growth of the industry, the Indian government developed a policy in 2002. We applauded the automobile sector's Foreign Equity Investment of up to 100% with no minimum requirements. Concessions and cheap interest rates have been provided by the government for export financing (Sinha, A. 2020). BMW believes that political stability is essential to the efficient running of enterprises in India.

B. ECONOMICAL

- Impact on UK – **Favourable**

In comparison with 2021, when it was 2.18 trillion pounds, the UK's GDP grew by about 94.6 billion pounds in 2022. The UK's GDP was 2.27 trillion British pounds in 2022 (Clark, D. ,2021). In 2023, the luxury car industry is expected to generate US\$1,077 million in revenue (Statista,2022). Sales and profitability for BMW may be impacted by the UK's general economic conditions, which include GDP growth, inflation rates, and consumer confidence.

- Impact on India – **Favourable**

The scale of the luxury automobile market in India is still relatively small, as is the rise of the country's GDP per capita. Nearly 60,000 units may be built locally each year, of which 66% were used at its highest point (Punditz, T.A. ,2022) One important element is the expansion of India's economy generally. A thriving economy frequently results in more consumer expenditure on high-end vehicles.

C. SOCIAL

- Impact on UK – **Favourable**

As to the most recent Mobility Consumer Index, over 50% of those who want to purchase a car will go for a plug-in hybrid, completely electric, or hybrid car. (Miller, R.,2022) This may have an impact on the desire for BMW automobiles

- Impact on India – **Unfavourable**

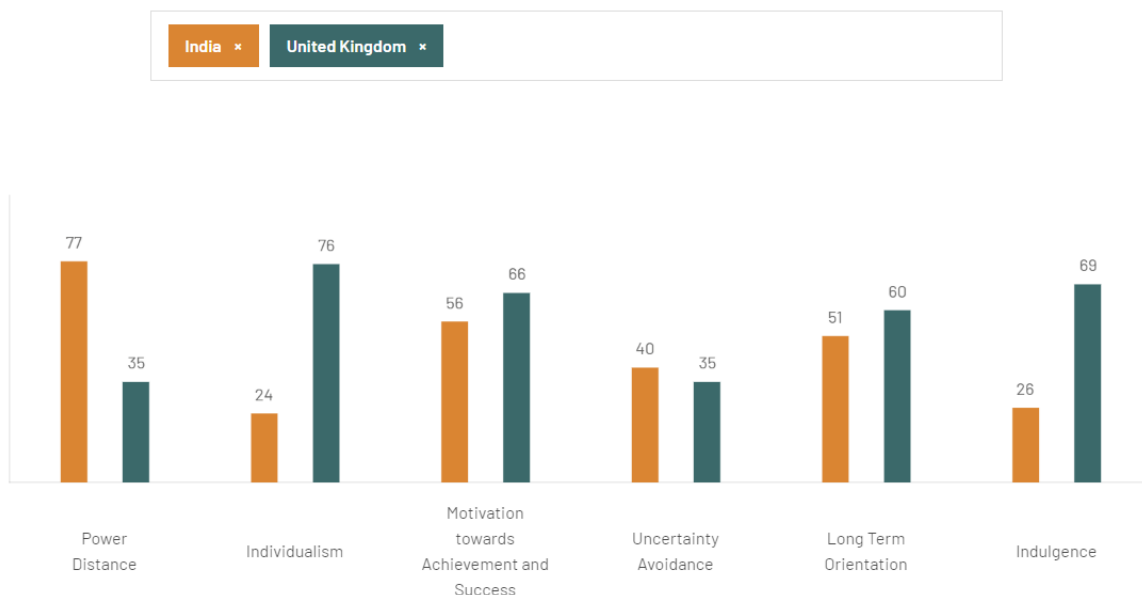
The Indians who once adhered to a traditional savings strategy now adopt a lavish lifestyle. The distinction lies in the fact that consumers belonging to the lower income brackets may

nevertheless have high expectations for the quality of automobiles made by manufacturers of lesser sizes (Thulasi et. al, 2018). The likelihood that a BMW premium automobile will survive in Indian markets is not very high.

D. CULTURAL

HOFSTED MODEL ON EXTERNAL CULTURAL FACTORS

Dutch management scholar Geert Hofstede created Hofstede's Cultural Dimensions Theory in 1980 following a comprehensive investigation into value variations throughout IBM's several business units in the 1960s and 1970s. (Wale, H., 2020).



Source: (Hofstede Insights, 2023).

a) Power Distance

"The extent to which weaker members of a country's organizations and institutions recognize and acknowledge the unequal distribution of power is referred to as the "power distance." (Hofstede Insights, 2023).

- INDIA

Hierarchical systems and authority are significantly accepted, as evidenced by the high-power distance score of 77%. BMW could have to embrace a management style that honours and mirrors these hierarchical systems in the Indian setting. There could be higher levels of authority and a more centralized approach to decision-making.

- UNITED KINGDOM

With a power distance rating of 35%, the UK is less authoritarian than other countries. A lower organizational structure and more decentralized decision-making may be characteristics of BMW's management style in the UK. Workers could anticipate participating in decision-making procedures and seeing a stronger focus on cooperation and teamwork.

b) Individualisation

“People in individualist cultures are expected to take care of themselves and their immediate family members solely”. (Hofstede Insights, 2023).

- INDIA

Individualisation score is 24%. India is more nationalistic and values trust and unity within the community. BMW should prioritize team-building exercises and stress the importance of loyalty and a sense of belonging inside the company. Group accomplishments and cooperative efforts might be emphasized.

- UNITED KINGDOM

Individualisation score is 76%. Even though it is less collectivist than India, the UK nonetheless favours individuality. BMW may honour and award individual achievements in this situation. Performance-based rewards and an emphasis on individual accomplishment may be well-received by UK workers.

c) Motivation towards Achievement and success

“What drives people—to be the greatest (Decisive) or to enjoy what they do (Consensus-oriented)—is at the core of this problem”. (Hofstede Insights, 2023).

- INDIA

Success, accomplishment, and rivalry are valued with a modest degree of masculinity. BMW may highlight the effectiveness and marketability of its cars in India. Advertisements may stress the status that comes with being a BMW owner.

- UNITED KINGDOM

The UK also has a modest degree of masculinity, much like India. BMW's marketing tactics in the UK may take use of the brand's reputation for achievement, performance,

and success. It could be useful to highlight the excitement of driving and the superior engineering of BMW automobiles.

d) Uncertainty avoidance

“The degree of uncertainty the concept of avoidance relates to how a community responds to the unknowable nature of the future: should we attempt to influence it or just let it happen”? (Hofstede Insights, 2023).

- INDIA

India tends to have a high uncertainty avoidance score (40%) indicating a predilection for surroundings with rules, order, and structure. When operating in India, BMW might need to establish precise policies, rules, and specified processes. Providing well-organized training courses and comprehensive instruction manuals could be helpful.

- UNITED KINGDOM

BMW may still find it helpful to establish explicit policies and processes, even if the UK has a lower uncertainty avoidance score (35%), than India. But in the UK, maybe, greater adaptation and flexibility are anticipated, which permits a looser interpretation of the law.

e) Long term Orientation

“Conversely, cultures with high scores adopt a more practical stance, encouraging contemporary education and frugal living as means of preparing for the future” (Hofstede Insights, 2023).

- INDIA

India's long-term focus is 51%. BMW may highlight its dedication and dependability in the Indian market by emphasizing its long-term outlook and appreciation of heritage and tenacity. Sustained connections and long-term alliances with clients and business associates may be highly prized.

- UNITED KINGDOM

In a similar vein, the UK also has a propensity for long-term thinking. UK has a 60% long-term perspective. BMW's plans might be in line with the stability and forward-

thinking British values. Customers in the UK can find it appealing to emphasize the long-term quality and toughness of its automobiles.

f) Indulgence

“Based on their upbringing, this dimension is described as the degree to which individuals attempt to restrain their urges and wants. "Indulgence" refers to comparatively lax restraint” (Hofstede Insights, 2023).

- INDIA

India's 26% level of indulgence is moderate, providing for a good quality of life and leisure. BMW may emphasize the premium and exclusive characteristics of its brand by including elements of luxury, leisure, and lifestyle into its marketing approach.

- UNITED KINGDOM

With 69%, the UK demonstrates a high degree of indulgence. BMW may keep emphasizing the premium and luxury elements of its brand to remain appealing to British consumers who value refinement, quality, and a certain amount of indulgence in their purchases.

❖ Advantages and disadvantages of Hofstede model

Advantages:

- Enhances cultural insight: By facilitating awareness of many cultures, it encourages appreciation for variation.
- Promotes international collaboration: It makes it easier to handle individuals from various cultural perspectives in a way that minimizes misunderstandings and conflicts while enhancing communication and cooperation. (Wale, H., 2020).

Disadvantages:

- Dated dimensions: It might be argued that the power distance index, masculinity vs femininity, independence against collectivism, short-term versus long-term viewpoints, and uncertainty avoidance are insufficient to fully capture the subtleties of many social cultures.
- Cultures, not people: Although the model aims to describe cultures rather than individuals, each person is ultimately distinct because of the life experiences that have shaped their ideas. (Wale, H., 2020).

E. TECHNOLOGICAL

- Impact on UK – **Favourable**

In the automobile sector, technological progress is occurring at an accelerated rate. We should expect seeing a drastically distinct automotive technology combinations that will become widely used within the next 15 to 20 years. By the late 2020s, alternative powertrains, completely linked, and partially automated automobiles should make up the majority of new cars on the road; fully autonomous cars, which operate without human intervention, could take a little longer to catch on. (Henry, I. 2015) BMW's standing in the market will be impacted by its capacity to invest in and implement innovative technology.

- Impact on India – **Unfavourable**

The situation for foreign OEMs is quite complex, and the shift to electrification is unlikely to make things better for ICE vehicles. However, the government's current initiative to expand the EV industry presents a significant chance for Indian firms that construct CKD cars (Bello, R.D. 2022). Although Indian customers are open to embracing new automotive technology, such electric and hybrid automobiles, the market is not yet conducive to BMW electric vehicles.

F. Legal

- Impact on UK – **Favourable**

For BMW to operate, compliance with environmental laws and regulations—including those pertaining to fuel economy and emissions controls—is essential to make in favour.

- Impact on India – **Unfavourable**

India presently charges between 70% and 100% tax on imported cars; this would be gradually lowered to 10% by year five. (Shah et al. 2023). In India, BMW must abide by a number of laws pertaining to safety, emissions, taxes, tariffs, and other industry-specific requirements; these laws cannot be favourable to BMW luxury vehicles.

G. Environmental

- Impact on UK – **Favourable**

The government intends to implement a set of regulations known as the zero - emission vehicle requirement in order to incentivize automakers to increase sales of electric vehicles. (Gear, T. 2023). BMW's dedication to sustainability and initiatives to lessen its cars' negative environmental effects may provide it a competitive edge

- Impact on India – **Unfavourable**

The Indian economy's emission intensity is continuously declining, demonstrating that the nation has successfully disconnected its economic expansion from greenhouse gas emissions (Singh, S.C. 2023). In the Indian market, BMW must strictly adhere to environmental laws, particularly those pertaining to emissions.

2.1. SIMILARITIES AND DIFFERENCES OF MICRO AND MACRO ENVIRONMENT

- Similarities

- Micro Environment

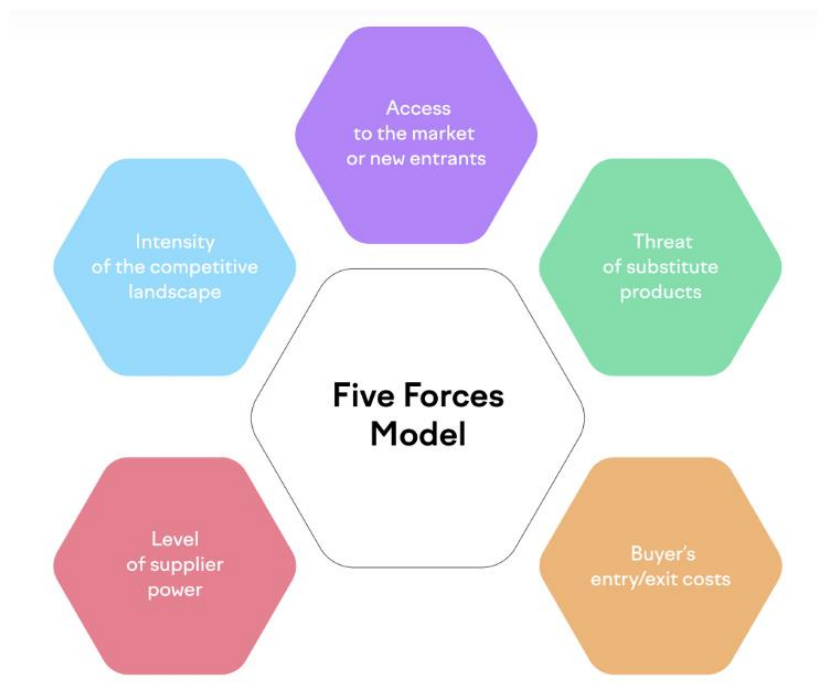
- Clients: The target market for both India and the UK consists of wealthy people looking for high-end, luxurious cars.
- Suppliers: It is probable that BMW works with international vendors who supply parts for their cars in both markets.
- Rivals: Mercedes-Benz and Audi are two similar luxury automobile rivals that are present in both India and the UK.

- Macro Environment

- Economic Factors: The state of the economy affects both markets, affecting the demand for luxury automobiles as well as customer spending power.
- Global developments in automobile technology: such as improvements in communication and electric cars, have an impact on both nations.
- Regulatory Environment: BMW complies with all applicable laws, safety rules, and emission requirements in both of these nations.

- Differences
 - Micro Environment
 - Cultural Aspects: While the UK has its own distinctive cultural influences, India's microenvironment is shaped by its own particular cultural preferences.
 - Distribution Channels: Based on customer behaviour and market conditions, dealership layouts and distribution networks differ.
 - Macro Environment
 - Economic Conditions: Consumer behaviour in India and the UK is influenced differentially by differences in GDP growth rates, inflation, and income distribution.
 - Infrastructure for Electric automobiles: There may be differences in the two nations' levels of support and infrastructure for electric automobiles.
 - Sociodemographic Factors: India and the UK have different population demographics, such as size, age distribution, and rates of urbanization.
 - Government Policies: Different taxes, import laws, and regulatory frameworks have an impact on pricing tactics and market accessibility.

3. PORTERS 5 FORCES MODEL ANALYSES



Source: (Zhukova, N. 2021).

A. INDUSTRY RIVALRY

- **UK - High**

Audi, Volkswagen, Toyota, and Tesla are among BMW's main rivals. Competitive competition is therefore intense. BMW is under even more pressure from its rivals since they have also committed significant financial resources to research and development in an effort to gain and hold a competitive edge (Groth, et al. 2019). High levels of competitive competition emerge from the requirement for ongoing innovation.

- **INDIA - High**

In the automobile sector, there is intense competition. India's car industry is expected to be valued USD 160 billion by 2027, having grown from USD 100 billion in 2021 at a compound annual growth rate (CAGR) of 8.1%. The remarkable growth rate in the automotive industry has drawn several international companies to begin offering their vehicles for sale in India. The small number of well-known and powerful brands and the rising exit obstacles brought about by the need for significant financial expenditure serve to reinforce this competitiveness (Mehta, G. 2023).

B. THREAT OF ENTRY

- **UK - Low**

The fierce rivalry among the current businesses is another significant obstacle to entrance into the automobile sector. The businesses who are currently operating in the market have already built a clientele and are familiar with their preferences (Athanasopoulou, et. al, 2019). The automobile sector is capital-intensive, and because of economies of scale, Technological advancement well-established brands like BMW enjoy a low threat from new competitors.

- **INDIA - High**

There are several barriers in the way of new brands trying to get into the car industry. Entry into this industry is difficult for several reasons. Building a brand requires a large financial investment. Cash is required for a number of demands, including the establishment of manufacturing facilities, the employment of qualified personnel, the creation of a distribution network, and the setup of showrooms during the early phase. In order to promote the brand

and raise awareness of it, a lot of resources are also required. The fierce rivalry among the current businesses is another significant obstacle to entrance into the automobile sector (Mehta, G. (2023).

C. BARGAINING POWER OF BUYER

- **UK - Medium**

The bulk of auto suppliers' customers are inadequate, private customers who often buy just one vehicle. Still, a number of large businesses or governmental organizations purchase fleets of vehicles. Customers, regardless of size, have the ability to demand price reductions since it is simple for them to transfer brands or means of transportation. (Caridade, et al. 2017) In the car sector, purchasers have a relatively medium level of negotiating power.

- **INDIA - Medium**

Households are eager to move from a two-wheeler to an entry-level hatchback as a result of an increase in disposable money. In India, the market share of consumer vehicles under 15 lakhs is dominated by cheap automobiles. Every quarter, more households are looking to purchase a car. Since entry-level cars are still considered luxury goods in the Indian market, there is some elasticity in their demand. This indicates that the amount requested changes more than proportionately in response to a slight change in price (Mehta, G. (2023).

D. BARGAINING POWER OF SUPPLIER

- **UK - Medium**

BMW establishes the guidelines for the competition as well as the supplier code of conduct. To continue being BMW suppliers, the suppliers must abide by the code of conduct and use morally and environmentally responsible business methods. In this approach, the supply chain partners of BMW have relatively little total negotiating strength (Pratap, A. 2019).

- **INDIA – Medium**

In the automotive industry, suppliers' bargaining power is minimal. Because there are numerous suppliers in the automobile business, their bargaining strength is limited. Due to the attractiveness of the Indian vehicle industry, several major international automakers have entered the country. Furthermore, the majority of suppliers are tiny even if there are some huge ones (Mehta, G. (2023).

E. THREAT OF SUBSTITUTES

- **UK - Medium**

Threat of substitution is the term used to describe the price of switching to competing products and how well they work (Johnson, G. 2020). Since there are many other modes of transportation, like buses, trains, taxis, and aircraft, none of them offer the same degree of accessibility and convenience as owning a car, the risk of alternatives in this market is medium. The idea of owning a personal car has grown in popularity recently, leading to a rise in the production and use of automobiles. (Genzlinger, et al. 2020).

- **INDIA - Low**

The risk of substitutes in this market is low since, although there are many other forms of transportation, including buses, trains, taxis, and airplanes, none of them can closely replace the accessibility and convenience that vehicles provide. The desire to own a personal vehicle has been more popular recently, which has increased automobile manufacturing and utilization. Since there are no viable alternatives that can meet the existing demand for the vehicle transport system, the danger of replacements is low.

3.1. SIMILARITIES AND DIFFERENCES OF PORTERS FIVE FORCES

- Similarities
 - Buyers in both segments are probably knowledgeable and have high standards for premium vehicles.

- BMW works with a similar group of suppliers for materials and components due to its global presence.
- Differences
 - India could have a higher prevalence of alternate modes of transportation than the UK, which would have a distinct influence on the danger of alternatives.
 - There is a good chance that India and the UK will have quite different regulatory regimes, including different tax laws, safety requirements, and emissions limits.
 - India and the UK have different economies in terms of GDP growth rates, income levels, and consumer purchasing habits.

3.2. ADVANTAGES AND DISADVANTAGES OF PORTERS FIVE FORCES

- Advantages
 - Its capacity to adjust plans to the peculiarities and difficulties of a certain industry.
 - It aids in determining who is in charge, be it strong suppliers, commanding purchasers, or significant stakeholders.
 - This aids in the development of plans to safeguard their market share, erect obstacles to entrance, and neutralize threats from competitors.
- Disadvantages
 - Its emphasis on outside variables while ignoring internal elements like company culture and resources.
 - Relying solely on static research may result in outdated ideas and strategies that fail to consider the reality of the contemporary market.
 - Due to its subjectivity, there is a greater chance that important details will be missed or that some points will be overemphasized, which might jeopardize the analysis's validity and dependability.

4. SWOT ANALYSES



Source: Zhukova, N. (2021a).

A. STRENGTHS

- UK
 - Good Brand Image: renowned for being a high-end, luxury brand
 - Innovation and Technology: frequently at the forefront of technological advancements in the automobile industry
 - Diverse Product Portfolio: a wide range of vehicles, including premium sedans, SUVs, and sports cars (Shaw, A.A. 2020).
- INDIA
 - Global Presence: BMW benefits from economies of scale and a wide market reach due to its global presence as a multinational corporation.
 - At the vanguard of automotive innovation, Constant Innovation incorporates cutting-edge innovations (webadmin,2023).

B. WEAKNESS

- UK
 - High pricing Point: The expensive pricing point of BMW automobiles may prevent them from becoming widely available.
 - Lawsuits: may come under more scrutiny and pressure to solve sustainability and emissions-related environmental issues (Shaw, A.A. 2020).
- INDIA
 - Service and Maintenance charges: The increased service and maintenance charges associated with luxury automobiles may put off shoppers on a budget.

- Government Regulations: BMW may be subject to import taxes and levies, which would raise the price in comparison to rivals that produce their products locally.
- Consumer bargaining power: Chinese customers are frequently very price-sensitive (webadmin,2023).

C. OPPORTUNITY

- UK

- Eco-friendly automobiles: BMW has an opportunity as a result of the emphasis on sustainability and the drive toward electric vehicles.
- Technology for self-driving cars: a trend toward digitization and networking through the incorporation of cutting-edge technologies (Shaw, A.A. 2020).
- Trends in Customization: There is an increase in customer demand for automobiles that can be customized and personalized.

- INDIA

- Strategic Partnerships: BMW can successfully negotiate the challenges of the Indian market by working with regional partners or forming strategic partnerships.
- Changing consumer groupings and lifestyles: More people could be able to purchase luxury cars as discretionary income levels grow.
- Market Expansion: The demand for luxury automobiles in India is rising as the country's customer base becomes more affluent (webadmin,2023).

D. THREATS

- UK

- Competition: The market for premium cars is quite competitive.
- Economic Uncertainty: Uncertainties pertaining to the economy, such as difficulties arising from Brexit or recessions.
- Changing import/export policies and emission requirements are examples of evolving regulations (Shaw, A.A. 2020).

- INDIA

- Infrastructure Challenges: Inadequate infrastructure, such as a dearth of electric car charging stations.
- Competition: The luxury automobile market is quite competitive.
- Economic Downturn: Shifts in the economy can have an impact on consumers' ability to make purchases (webadmin,2023).

4.1. SIMILARITIES AND DIFFERENCES OF SWOT ANALYSES

- Similarities
 - The luxury and performance-oriented worldwide brand image of BMW benefits both markets.
 - Both nations have diversified product portfolios that include a variety of high-end automobiles.
 - Since BMW has a premium posture in both regions, high price is a common problem.
 - BMW has the chance to increase its market share in the expanding luxury automobile markets of India and the United Kingdom.
- Differences
 - India Great potential in a mature luxury automobile industry where the UK is focused on innovation and technology and where the middle class is expanding.
 - Particular economic and regulatory difficulties in the Indian market, including possible negative economic effects and uncertainty connected to Brexit.

4.2. ADVANTAGES AND DISADVANTAGES OF SWOT ANALYSES

- Advantages
 - In order to uncover internal and external elements that are favourable and unfavourable to the fulfilment of a target, a brainstorming session is held once the objective has been specified in order to perform a SWOT analysis.
 - A thorough understanding of the prospects for your goal may be obtained by examining each of the four SWOT components.
 - Combining quantitative and qualitative data from several sources is necessary for SWOT analysis.
- Disadvantages
 - The tool offers no way to order the relative importance of any given factor in any list. Consequently, it is challenging to ascertain the precise contribution of any individual aspect to the goal.
 - SWOT analysis may be completed quickly and is a very easy procedure.

5. SEGMENTATION , TARGETING , POSITIONING ABOUT UK & INDIA

A. SEGMENTATION

- UK as well as in INDIA
 - Demographics: Compared to India, BMW's target customer in the UK is more varied, consisting of executives, professionals, and younger people.
 - Geographic: Pay attention to cities, but because there is a sizable demand for luxury automobiles, suburban and rural locations are also part of the larger market.
 - Psychographic: Designed for those that value brand image, like driving as an experience, and want a balance between performance and usability (Rocha, F. 2023).

B. TARGETING

- UK

BMW sells its cars to those who value performance and a dynamic driving environment. BMW markets to customers that are brand sensitive and look for a car as a status symbol by presenting itself as an exclusive and trustworthy brand. Aiming to attract urban workers and executives with greater spending power who will probably value the features and elegance that BMW offers (Karthikeyan, et al. 2023)

- INDIA

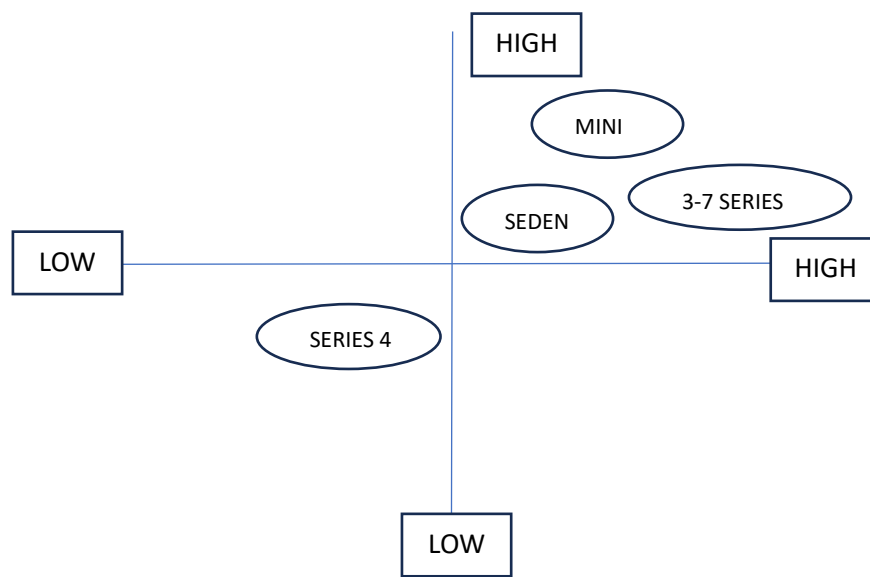
BMW caters to people with a lot of spare cash, particularly executives and professionals who want to drive elegant and high-end cars. A company that welcomes technological progress, appealing to customers who value cutting-edge technologies and sophisticated characteristics.

C. POSITIONING

- UK

By combining its revolutionary designs, state-of-the-art technology, and rich heritage, BMW successfully employs this tactic to establish a distinctive brand that appeals to discriminating consumers. By focusing on outstanding client experiences, cutting-edge engineering, and exquisite workmanship, BMW's premium brand positioning helps it keep its position as a

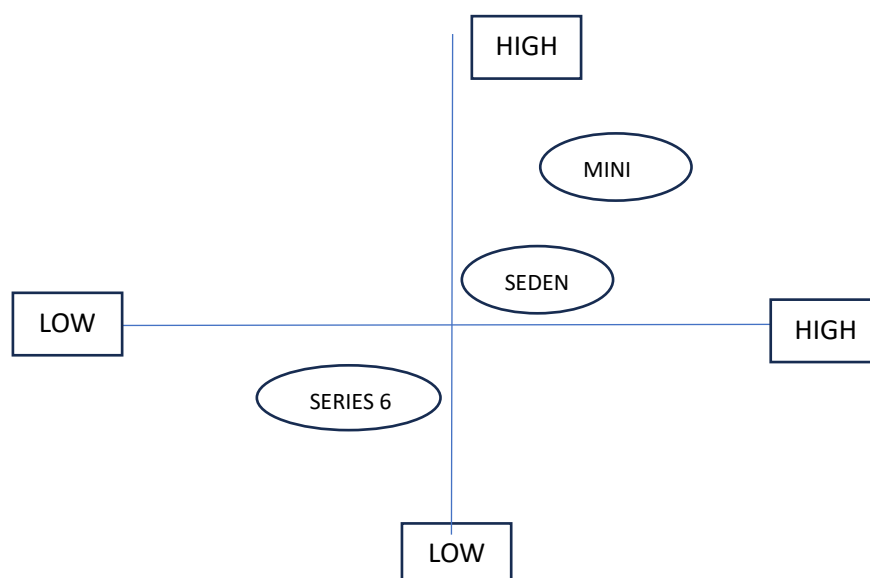
leader in the luxury automobile market. Therefore, among drivers who desire perfection on the road, BMW continues to be a favoured option (TBH, T. 2023).



PERCEPTUAL MAP UK

- INDIA

Identifies itself as a brand that offers cars that blends performance and elegance. BMW attempts to establish itself as a brand at the forefront of automotive innovation by highlighting its dedication to both innovation and technology.



PERCEPTUAL MAP OF INDIA

5.1. MARKETING MIX



Marketing Mix of BMW

A. PRODUCT

- UK

BMW provides a variety of high-end automobiles, such as sedans and SUVs, in addition to motorbikes and engines. With features like cutting-edge infotainment systems, sophisticated safety systems, and economical engines, the brand is known for its creative design and high-quality engineering. Additionally, BMW provides a variety of personalization choices so that clients may tailor their cars to their own tastes and requirements (Karthikeyan, 2023).

- INDIA

BMW has created over eighty different models of high-end automobiles under the BMW, Rolls-Royce, and Mini brands. More than fifteen distinct motorbike models have also been built under the BMW Motorrad moniker. Despite their expensive prices, they have developed cars for every class, from lower-class to upper-class, meeting everyone's needs. (Shastri, A. 2021).

B. PRICE

- UK

The goal of BMW's pricing strategy is to establish the brand as a high-end item in the marketplace. The company's prices are higher than those of many of its competitors because it places a strong focus on quality and innovation. BMW also lowers the cost of

its vehicles by offering special offers and financing options to a wider range of customers. (Karthikeyan, 2023). BMW has released preliminary prices. The iX xDrive40 Sport costs £69,905 and the M Sport £72,905. The iX xDrive50 sees a leap in price to £91,905 for the Sport and £94,905 for the M Sport.

- INDIA

The only items in the BMW group range that are more expensive than the others are the Mini Cooper and Rolls-Royce. To join the Indian market BMW introduced more reasonably priced vehicles, with its smaller models available at reasonable prices. In India, the base price of a BMW 2 Series Gran Coupe is Rs 38.88 lakh. The most economical vehicles are the BMW X1 and G 310 R. BMW provides its clients with financial services, such as loans, interest-only payments, and other repayment options, to enable them to purchase premium cars (Shastri, A. 2021).

C. PLACE

BOTH UK & INDIA

The BMW Group operates a network of 31 production and assembly sites across 15 countries. More than 140 nations are part of the company's global sales network. More recently, it has begun to establish industrial sites in less powerful countries.

Instead of appointing automotive wholesalers, the company contacts showroom dealers to provide cars to customers straight from showrooms. With their authorized showrooms, they earn a healthy profit margin. There aren't many showrooms, and most of them are in cities. To preserve their opulent reputation in the marketplace, they don't pursue as many sales goals. Distributors and stockists are present in key places, nevertheless, for the distribution of replacement parts (Shastri, A. 2021).

Market Entry Method

Exporting through a direct or indirect channel—such as countertrade in the latter case, or through an agent in the former—is the most fundamental kind of entry strategy. Export processing zones and global businesses, including joint ventures, may be involved.

BMW enters markets through joint ventures for a variety of reasons, including gaining access to distribution networks, creating partnerships, utilizing local experience, adhering to legal requirements, sharing risks and expenses, pooling resources, and adjusting to local culture. The particular market circumstances, industry dynamics, and the company's strategic objectives all play a role in the decision to enter the market through a joint venture. Please consult the most recent sources on BMW's business strategy for the most up-to-date and accurate information.

D. PROMOTION

- **UK**
BMW use a range of promotional strategies, such as events, sponsorships, and advertising, to reach their target market. The company's marketing efforts emphasize the superiority and inventiveness of its goods, while occasions such as the BMW International Open and the BMW Championship highlight the company's commitment to excellence in sports. (Karthikeyan, 2023).
- **INDIA**
The model's look is more important than its technology or engine. They focus on giving their customers luxury during the purchasing process and treat them to memorable experiences. BMW's slogans, including "Sheer Driving Pleasure" and "The Ultimate Driving Machine," suggest to prospective customers and others that operating a BMW might be a more pleasurable experience than operating any other kind of car.

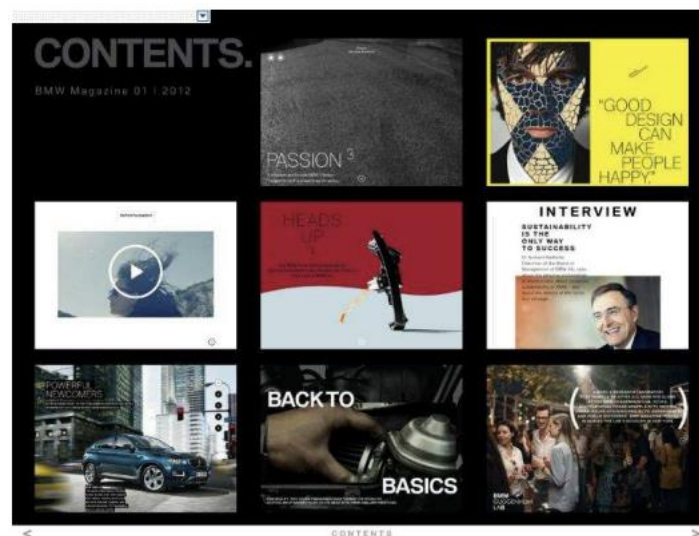
Alessandro Zanardi, Sachin Tendulkar, Darren Sammy, and other well-known individuals are brand advocates for the company. Numerous sports and rally racing events are closely sponsored by it. (Shastri, A. 2021).

❖ **PROMOTIONAL STRATEGIES OF BMW**

- **Marketing campaigns**
Using eye-tracking technology, the "Eyes on Gigi" campaign, for instance, created an interactive driving experience with supermodel Gigi Hadid. In contrast, the "BMW Art Journey" campaign supported a number of international art exhibitions that demonstrated the brand's dedication to originality and inventiveness (Karthikeyan, 2023).

- Online magazines and Newsletters

The interactive aspects of online magazines offer an enjoyable reading experience by providing additional information, images, videos, and other forms of entertainment. In comparison to printing and physical delivery expenses, the firm can distribute its magazines and e-newsletters to customers instantly and at a very low cost (Mbwette, K. 2013).



Source: (Mbwette, K. 2013).

- Online public relations

BMW's online PR efforts reach social media platforms like Facebook and Twitter in an effort to sway public perception and foster brand loyalty. Due to the freedom involved, using social media for public relations purposes has a significant danger of harming brand image. Nevertheless, BMW uses social media because it offers quick, simple, multidirectional consumer access and sharing of information (Mbwette, K. 2013).

5.2. THE EXTENDED MARKETING MIX

A. PEOPLE UK & INDIA

More than 1,25,000 people work for BMW in 140 different countries worldwide. Their policy on human resource management is unique to them. firm posts a notice about the opening on its main website. Both of them are giving their employee a lot of support for

their idea. Both of them greatly encourage their staff to continue providing the greatest service possible. To accommodate customer demand for increased innovation, they hire workers from all over the world. BMW even trains recent graduates to stay current (nawal16, 2018).

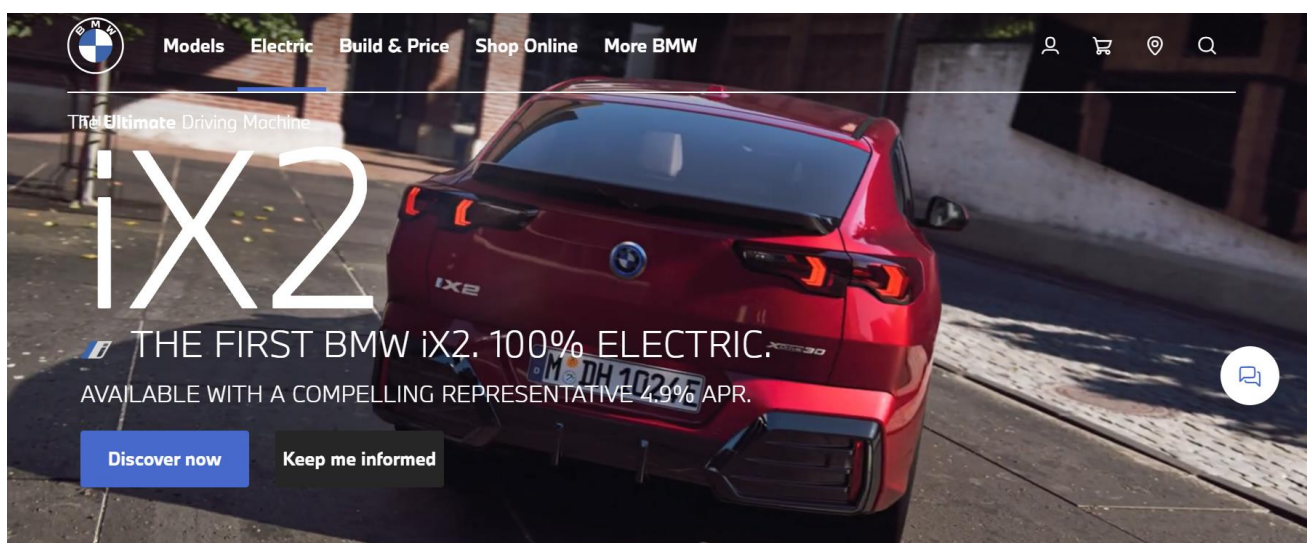
B. PROCESS UK & INDIA

Process describes how a worker interacts with a customer while presenting a product. This explains how the salesperson and other staff members communicate with customers. BMW provides excellent customer service. The corporation listens to customer input but is unable to observe staff interactions. Every sub-dealer and dealer abide by local policies as instructed by the location's administrative head. Processes also show how much after a customer buys a product the corporation can provide for them. Based on reviews received thus far, both offer decent after-sale support (nawal16, 2018).

C. PHYSICAL EVIDENCE

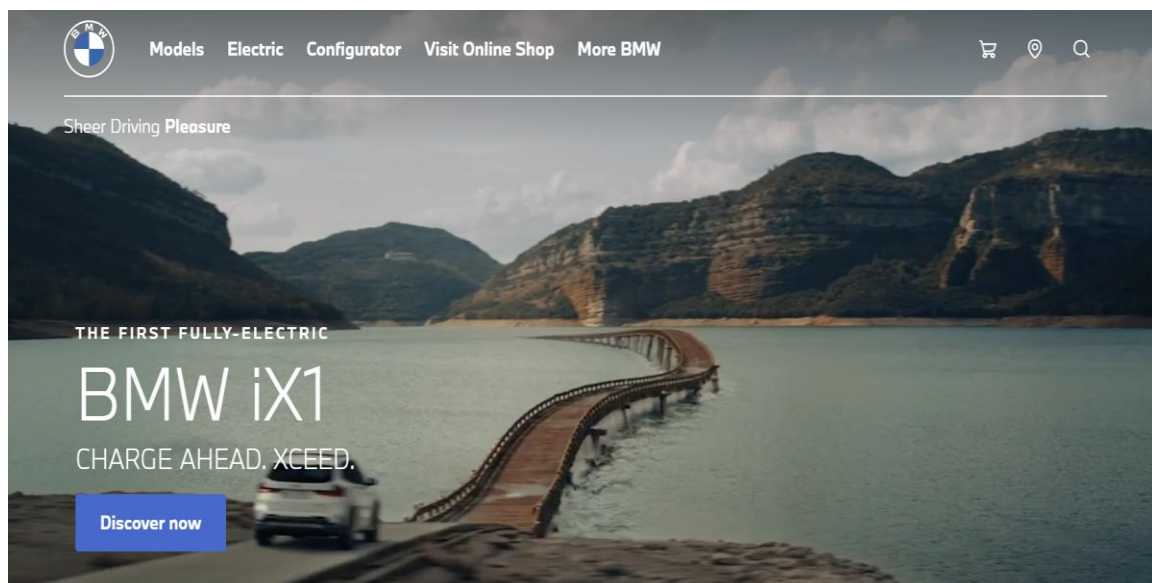
- UK

The primary goal of BMW's physical evidence on its UK website is to provide a visually appealing and intuitive online environment that upholds the brand's premium image. (BMW, 2023). The high and sophisticated image of BMW is reflected in the UK's showrooms and dealerships. The BMW emblem and other recognizable branding components are used consistently.



Source: (BMW, 2023).

- **INDIA**
BMW uses its network of showrooms and dealerships, together with a well-thought-out and sophisticated internet presence, to demonstrate its physical presence in India. Users are greeted by an eye-catching layout, excellent photos, and interactive features that let them customize BMW vehicles on the official website. The website's layout conveys the brand's high-end image, and recurring branding components—like the recognizable BMW logo—help to create a unified visual identity.



Source: [Www.bmw.in](http://www.bmw.in). (2016)

5.3. SIMILARITIES AND DIFFERENCES

- **Similarities**
Offering a wide variety of luxury cars and upholding a constant premium brand image are two aspects of BMW's marketing mix that are comparable in India and the UK. In order to provide clients with information and interactive features on official websites, both marketplaces highlight the significance of online platforms for marketing and sales.
- **Differences**
India and the UK have different pricing strategies. India may target a price-sensitive market with flexible pricing, whereas the UK has a more established luxury automobile industry. Various market systems dictate various distribution routes, and each country's cultural quirks and regional preferences are taken into account while designing promotional campaigns. In addition, consumer behaviour and regulatory compliance are important

factors that impact product positioning and marketing strategies that are specific to the Indian and UK markets.

6. DIRECTIONAL DEVELOPMENT STRATEGIES

BCG MATRIX MODEL

The growth share matrix, often known as the BCG matrix, is a business tool developed by the Boston Consulting Group that analyses a company's product portfolio or strategic business units (SBUs) to assist in making decisions about what to invest in, what to drop, and which items to continue developing (Hart, D. 2021).



Source: Management Consulted (2019)

A. DOG

goods in an established or contracting market with a small market share (Hart, D. 2021).

- UK

BMW Z3 and Z4 cars considered as dog (adamkasi 2017).

In the developed luxury automobile industry, there are several older or less well-liked models with a low market share. These items could not be making a lot of money, thus strategic choices like discontinuance or revival would be necessary.

- INDIA

BMW X6 and X5 cars considered as dog

In a mature or declining market, older models or those up against fierce competition have a smaller market share.

B. CASH COW

goods with a large market share in an established or slowly expanding industry (Hart, D. 2021).

- UK

BMW's cash cow and brand driver is Rolls-Royce (Hitesh Bhasin, 2018).

BMW's well-known luxury automobile models hold a large market share in the developed luxury car industry. These goods bring in consistent money and profit.

- INDIA

Established and well-received luxury sedans (Desk, H.A. 2023).

They might be regarded as cash cows since they hold a substantial market share in India's developed luxury automobile sector. For BMW, these vehicles bring in consistent revenue.

C. QUESTION MARK

goods with a small market share in a market that is expanding quickly (Hart, D. 2021).

- UK

BMW X3 /X5 –SUV is Question mark (Hitesh Bhasin, 2018).

Recent introductions of fresh designs or advancements to the UK market. These items don't currently hold a significant market share, but they have room to expand.

- INDIA

Models that are new or recently released may raise red flags, particularly if they use electric or hybrid technology. Although their market share is still very small, they might develop in the dynamic Indian market.

D. STAR

High market share products in an industry that is growing strongly (Hart, D. 2021).

- UK

BMW – 3, 5 & 7 series – sedan, BMW MINI considered as star products (Hitesh Bhasin, 2018).

BMW's hybrid and electric cars are worthy of stars. Given the growing emphasis on sustainability and the expansion of the electric car industry, there is a possibility that these goods may enjoy a significant market share and a bright future.

- **INDIA**

BMW's high-performance and luxury SUV models (Desk, H.A. 2023).

Star models are those that are becoming more and more popular in India's expanding luxury automobile industry. These goods are probably positioned in a market category that is expanding quickly and have a large market share.

6.1. SIMILARITIES AND DIFFERENCES

- **Similarities**

BMW goods would probably fall into comparable categories for the Indian and UK markets, such as sports cars, SUVs, luxury sedans, and maybe even electric or hybrid automobiles. The market share of BMW goods is a crucial criterion used by the BCG Matrix in both areas to classify them as stars, cash cows, question marks, or dogs.

- **Differences**

There might be notable differences in the growth rates of the automobile markets in the UK and India. India's luxury automobile market is growing at a quicker rate than the UK's, which is a more developed market. The performance and classification of BMW's goods may be impacted by differences in the tastes and needs of consumers in the UK and India. The state of the economy and variables including consumer spending patterns, purchasing power, and economic stability can change.

6.2. ADVANTAGES AND DISADVANTAGES

- **Advantages (tutor2u, 2018)**

- A useful tool for choosing between product portfolios
- But as of right now, it's only a picture of the place.
- contains minimal to non-existent predictive ability
- disregards the effects of the environment
- Some flaws arise from the presumptions that guide the matrix's design.

- Disadvantages (tutor2u, 2018)
 - One cannot judge a market's attractiveness only based on its rate of expansion.
 - Market share is a good enough gauge of a product's likelihood of making money.
 - Gaining market share and growing the business take precedence over issues like establishing a sustainable competitive edge.
 - There are differences in the product life cycle.

7. RECOMMENDATIONS

TOWS ANALYSES

TOWS Matrix			
Internal Factors			
External Factors		Strengths (S)	Weaknesses (W)
	Opportunities (S)	Strengths/ Opportunities (SO)	Weaknesses/ Opportunities (WO)
	Threats (T)	Strengths/ Threats (ST)	Weaknesses/ Threats (WT)

Source: OXFORD COLLEGE OF MARKETING (2018)

- ❖ Strengths-Opportunities Strategies:
 - To further penetrate developing markets (O), capitalize on the strong brand image (S).
 - Leverage technical innovation (S) to take the lead in the expanding market for electric vehicles (O).
- ❖ Weaknesses-Opportunities (WO) Strategies:
 - Invest in and promote sustainable technology and practices to address environmental problems
 - Investigate collaborations (W) to improve technical prowess and competitiveness (O).

8. CONCLUSION

It is clear from examining BMW's activities in India and the UK that the business carefully manages both internal and external variables to forge a strong market position. BMW's dedication to innovation, performance, and elegance is evident in its worldwide product lineup, which is customized to meet specific market needs in both regions. The organization must take sophisticated measures to address the variety of external difficulties it confronts, including shifting economic situations, shifting regulatory environments, and subtle cultural differences. BMW's strengths in innovation and brand awareness, as well as its prospects in new countries, are highlighted by the SWOT analysis. However, the study also emphasizes the company's vulnerabilities in the face of challenges from rivals and economic uncertainty. A constant worldwide brand image is emphasized by the marketing mix, which also permits local variables to be taken into account when making adjustments to price, distribution, and promotional methods. BMW effectively executes a dynamic and region-specific marketing strategy in India and the UK by utilizing its strengths, resolving its shortcomings, seizing opportunities, and reducing risks. This approach reflects a combination of global cohesiveness and local

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