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Executive Summary

The report compares the marketing approaches of BMW in Germany (home market) and India (emerging market) and in respect of the suitability of a global brand with a local segmentation. BMW is a company which is recognized to manufacture luxury cars, high-tech engineering and sustainability with a foundation date in 1916. In Germany, the brand targets the urban and high-income consumers that are aware of the environment through innovative electric and hybrid models, high price, and technologically advanced showrooms. Marketing is based on sustainability, performance, and heritage, backed by such sponsorships as Formula E and eco-oriented campaigns. BMW targets aspirational, status-seeking buyers in Tier-1 cities in India, with luxury SUV vehicles and sedans, selective EVs, and flexible financing. The company's marketing uses celebrity endorsements, influencer campaigns, and experiences to enhance brand prestige and emotional involvement. The PESTLE comparison shows that Germany has a mature, environmentally-concerned market relative to the fast-growing, aspirational segment of India that would impact the STP strategies and 7Ps marketing mix of BMW. The performance metrics show that the brand awareness is high in the two markets (98 percent in Germany and 82 percent in India), and the social media usage trends vary. In Germany, the ethical consideration is on transparent sustainability communication, whereas in India, it is on aspirational messaging. Such recommendations as the increase of EVs and charging infrastructure in India, strengthening the branding of the circular economy in Germany, and homogenizing sustainability communication worldwide can be made. On the whole, it is possible to say that the dual-market approach of BMW proves successful globalization, which preconditions further development of the brand, its loyal customers, and competitive advantage in different markets.

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1. Introduction

This report critically examines the international marketing practices of BMW, a multinational company in the luxury automobile industry by comparing its activities in Germany and India. BMW would serve well in such analysis because it is a global company with presence in more than 140 countries and it has been able to effectively adapt to various market marketing structures and maintain brand consistency. Founded in 1916, BMW has grown to become one of the most valuable car brands in the world, with revenues amounting to 155.5 billion in 2024 and supplying some 2.55 million vehicles to buyers around the world (BMW AG, 2024). The model based on the analysis centres on the performance of BMW in the domestic market (Germany being a mature and innovational automotive market) and in the growth market (India) with an emerging middle-income population, faster urbanization, and changing consumer demands.

Through the analysis of the two markets, the report shows how BMW has used differentiated strategies to ensure they remain competitive and relevant in their brands. In particular, the report will: (1) compare the macroenvironmental factors through the PESTLE analysis in order to understand the external factors; (2) compare the segmentation, targeting and positioning (STP) of BMW; (3) compare the differences in the 7p marketing mix between the two countries; (4) compare the marketing performance against the key indicators, i.e. sales volume, market share, and brand engagement; (5) look at the ethical issues surrounding the marketing practices by BMW and (6) give recommendations in order to improve the marketing strategy of BMW in The comparative approach can provide good information on how BMW strikes a balance between global brand identity and local adaptation in order to gain sustainable competitive advantage.

2. Brand Overview

Background of BMW AG

Bayerische Motoren Werke AG (BMW) is a company of great prestige in manufacturing cars in the world established in 1916 in Munich, Germany. BMW was first set up as a manufacturer of aircraft engines but shifted to the production of automobiles towards the end of 1920s, and since

then, it has become a world icon of luxury, innovation, and high-performance cars (Li, 2025). Innovation, precision engineering, performance and sustainability have been the key values in the company which are encapsulated in its brand philosophy which is emitted as Sheer Driving Pleasure. BMW is diversified and has luxury cars and motorcycles with BMW, MINI, and Rolls-Royce brands. Europe was a key contributor to the positive sales performance in 2024, with 118,704 motorcycles delivered, a 2.3% increase from 116,011 units in 2023. The firm produced about 2.55 million vehicles as its global revenue stood at about 155.5 billion, which indicated its availability in more than 140 countries (Hong, 2024). By volume and market share, BMW is at the third position in the list of the three largest luxury car manufacturers in the world, which demonstrates that it retains its positions in the high-end market.

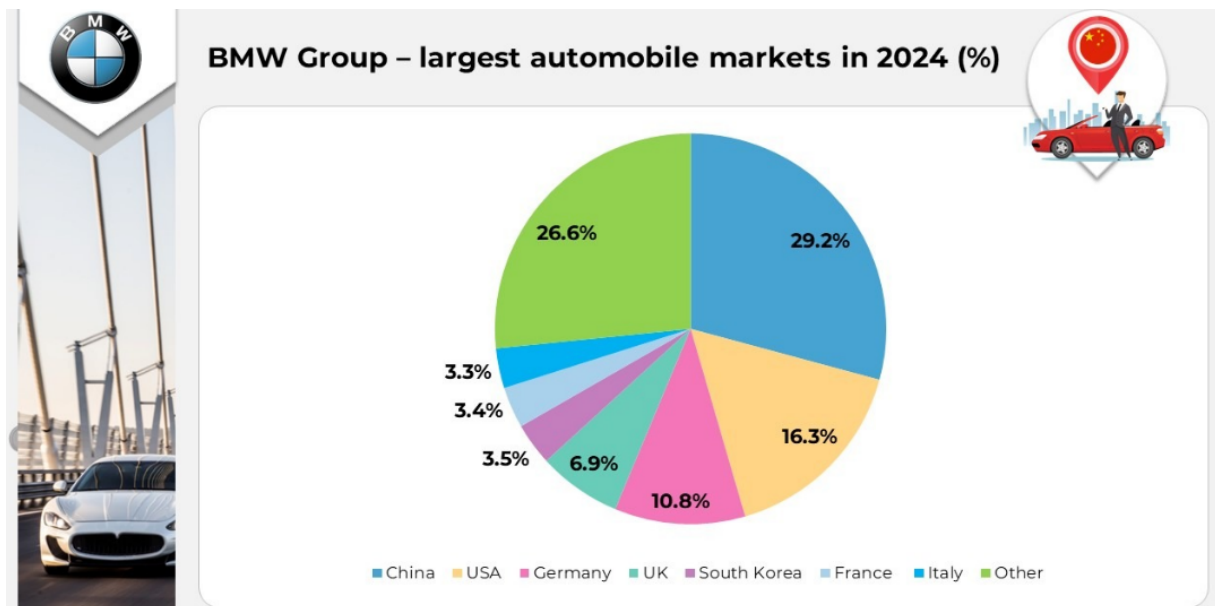


Figure 1: BMW Group – Largest Automobile Markets

(Source: Market.us, 2025)

BMW in Germany

BMW is a firm that competes in one of the most mature automotive markets in the world in Germany. The brand and its reputation of leadership in the high-end car segment is strengthened by its excellence in engineering and its technological innovation. The German business of BMW

is centred on innovation-oriented strategies, which revolve around electric mobility and digitalization (Edinata *et al.*, 2023). The introduction of electric and hybrid vehicles, including the BMW iX, i4, and i7, highlights the desire of the company to be sustainable and the carbon neutrality of Germany in 2045. Another strength to the brand is the presence of a strong domestic customer base which appreciates reliability, craftsmanship and performance. In Munich and Leipzig, the manufacturing and R&D centres of BMW are the main drivers of innovation in the future mobility and autonomous driving technologies.



Figure 2: Germany Luxury Car Market Size

(Source: Global Market Insights Inc., 2025)

BMW in India

BMW has set up a subsidiary, BMW India Pvt. Ltd. in India in 2006 with headquarters in Gurugram, Haryana and having a state-of-the-art manufacturing facility in Chennai. BMW has already attained a large portion of the Indian luxury car market, though the market remains in its early stage of growth, with a localised production and aspirational branding that the company offers (Wuori, 2023). The competitors of the company are Mercedes-Benz and Audi, as both target the young and richer generations, and the consumers who care about the status. Its

initiatives focus on excellent customer service, online marketing, and post sales service (Mayank and Joshi, 2024). In 2024, BMW India had sales exceeding 14,000 vehicles that was a growth of 58.5 percent over a year. It is through the combination of German engineering and the Indian market sensibility that BMW has remained a strong, high-end car manufacturer in the region, which has made its operations in line with the rising inclination to luxury mobility in the country.

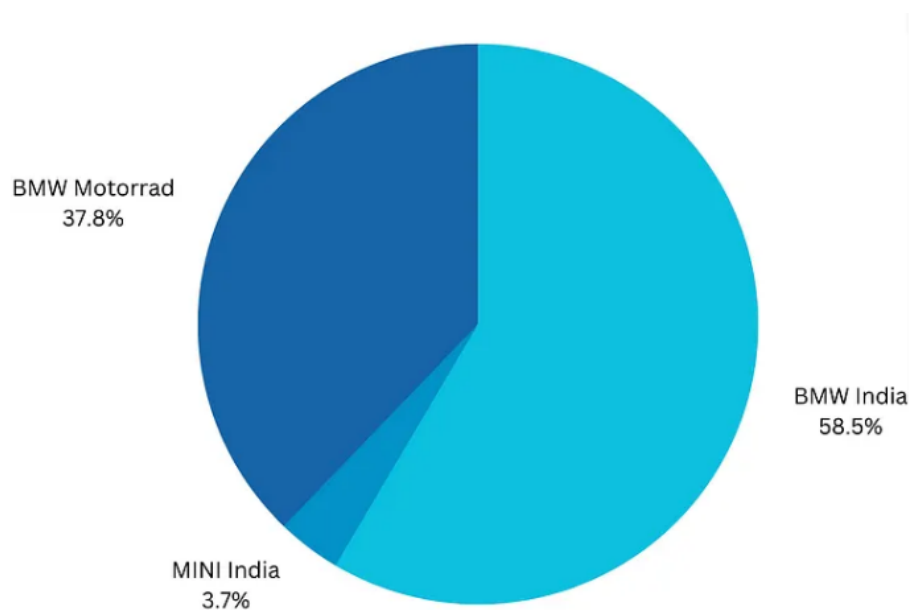


Figure 3: BMW in India Market

(Source: Verma, 2025)

3. Comparison of Socio-Cultural and Macroenvironmental Context (PESTLE).

3.1 Germany vs. India

Germany is one of the most developed and competitive auto markets in the world, which can offer the perfect atmosphere to the growth of BMW as an innovation-oriented company. On the other hand, India is a dynamic and high potential market to BMW with great opportunities despite structural challenges.

Political (Germany)

Germany has a stable democratic system in the European Union (EU), which is politically stable and provides good regulation over the systems. Policies that encourage the uptake of renewable energy and electric mobility are strengthened by the dedication by the government towards sustainability, as well as the European green deal (Barakati *et al.*, 2024). Grants on the purchase of electric vehicles (EVs) and severe EU environmental standards (Euro 7) force car manufacturers such as BMW to speed up their move to zero-emission vehicles.

Political (India)

India is a stable democratic country politically, with a business-friendly climate that the government has been promoting through initiatives including the make in India that promotes foreign investment, as well as domestic manufacturing. This policy has seen BMW set up a manufacturing plant in Chennai, thereby partially localising its production, and also minimising reliance on imports (Borthakur, 2023). Nonetheless, import tax up to 100 percent on complete production of luxury cars greatly increases retail cost, limiting greater market penetration.

Economic (Germany)

Germany is an economically developed country with one of the highest GDP per capita 0.2 % increase in the world, estimated at USD 55,000, which implies good consumer buying power and a developed automotive industry. Nevertheless, the saturation of the market increases the rivalry between luxury brands like Mercedes-Benz, Audi, and Tesla (Barakati *et al.*, 2024). In order to remain on the growth trajectory, BMW has been concentrating on technological leadership, sustainability and digital transformation. Another opportunity of the German market is that it is moving to electric and hybrid vehicles, which corresponds to the Neue Klasse strategy of BMW to achieve all electric mobility by 2030.

Germany's Economy Will Grow Even Less This Year

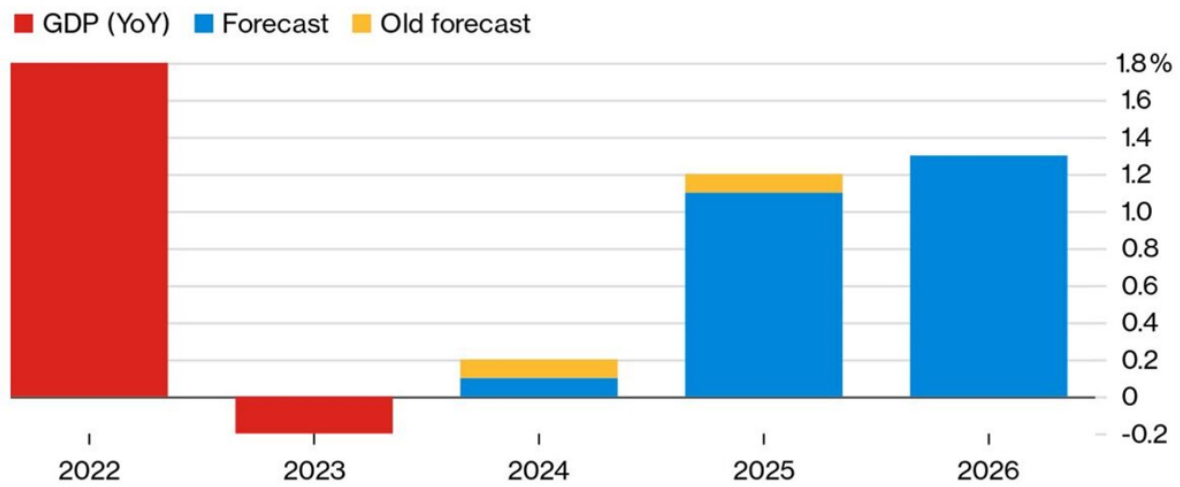


Figure 4: Germany GDP

(Source: Martin and Harumi Ichikura, 2024)

Economic (India)

India is also among the fastest-growing major economies in the world with a GDP growth of about 6.5% in 2024. The emergence of upper-middle-class and the growing disposable incomes have provided a nurturing ground to the luxury car demand. The luxury automobile market being less than 1 percent of all car sales is expected to see its growth approximate to 10 percent in a 5-year time span (Tinwala *et al.*, 2024). This fast growth has been occasioned by the rising consumer dreams and brand awareness in urban areas like Delhi, Mumbai and Bengaluru.

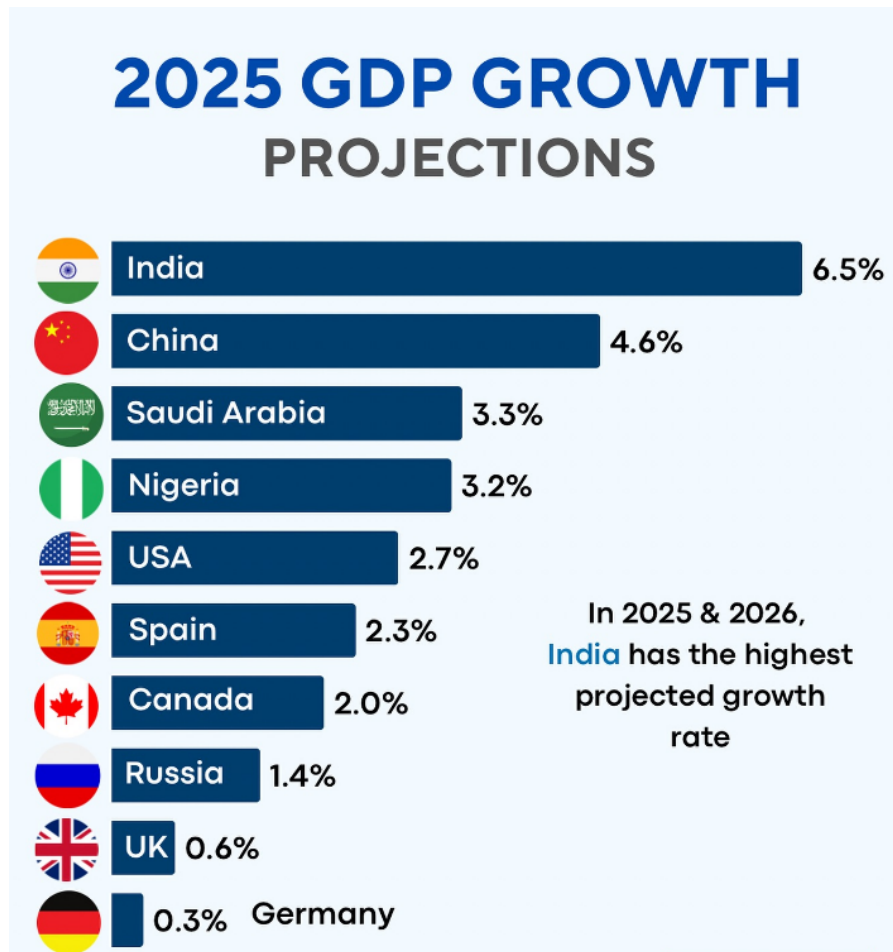


Figure 5: GDP in India

(Source: Malik, 2025)

Sociocultural (Germany)

German consumers cherish engineering accuracy, performance and sustainability socioculturally. The brand loyalty is high, as well as the buying decisions tend to be environmentally conscious and highly appreciative towards innovations (Milheiro *et al.*, 2024). BMW also takes advantage of these values by highlighting its history, craftsmanship, and environmentally-friendly cars.

Sociocultural (India)

The young demographic in India is also a source of an aspirational culture of consumption, with more than 65 percent of the population, in the age range of 35 years and below, making up the

youthful demographic in the country (Blahak, 2023). Luxury cars are viewed as an achievement symbol and status. This is the mood that marketing in India has utilized by BMW to focus on prestige, lifestyle, and exclusivity.

Technological (Germany)

Germany is technologically on the forefront of automotive research and development and invests in artificial intelligence, autonomous driving, and intelligent manufacturing. The Invention Campus in Munich is the driving power behind BMW in solid-state battery growth and digitalized car ecosystems.

Technological (India)

India has a relatively weak electric vehicle (EV) infrastructure but the government policies through the FAME II scheme are enhancing the adoption of EV (Singh, 2024). BMW markets hybrid and electric cars, such as the BMW iX and the i4, to consumers with environmentally conscious interests.

Legal (Germany)

Germany has stringent product liability, data protection (GDPR), and advertising regulations legally, which guarantee ethical marketing and consumer protection.

Legal (India)

Under the law, BMW adheres to the Advertising Standards Council of India (ASCI), and the changing environment rules that advance cleaner technologies.

Environmental (Germany)

Germany has a set of ambitious carbon neutrality targets by 2045, which promote the practice of a circular economy, in an environmental sense. BMW also contributes to these efforts with such activities as the utilization of recycled materials, the minimization of the supply-chain emissions,

and the manufacturing process sustainability (Naru *et al.*, 2024). All these together make Germany a template of BMW with its sustainability-based, high-technology brand positioning.

Environmental (India)

India has a serious issue of air pollution and sustainability, which BMW is taking care of by conducting awareness programs and its program called BMW Responsible Luxury (Singh *et al.*, 2025). In spite of the infrastructural constraints, BMW strategic localization, aspirational branding, and innovation-based strategy places the company in a very strong position to continue its growth in the changing Indian premium car market.

3.2 PESTLE Comparison

Factor	Germany	India	Key Implication
Political	Stable EU democracy with strong automotive regulations and government incentives for EVs and sustainability (D'Arpizio <i>et al.</i> ,	Stable democracy promoting “Make in India,” but high import tariffs raise car prices.	BMW must enhance localized production and assembly in India to reduce costs and remain competitive (BMW Group PressClub, 2025)
Economic	Mature, high-income economy with slow market growth and intense competition in the luxury segment.	Rapidly growing economy (GDP +6.5% in 2024) with expanding upper-middle class and luxury demand (Ramachandran and	Adopt differentiated pricing and flexible financing in India to appeal to cost-sensitive yet aspirational consumers.
Sociocultural	Consumers value engineering quality, sustainability, and long-term reliability (Yardımcı and Pedgley, 2023)	Consumers see cars as symbols of status and success, driven by aspiration and youth culture.	BMW should adapt brand messaging —eco-performance in Germany and prestige-lifestyle in India (Bureau, 2025)
Technological	Highly advanced R&D infrastructure, leading in EV and autonomous driving technology.	Developing EV ecosystem; growing focus on digital marketing and connectivity.	Requires different innovation pace and digital engagement strategies in both markets.

Legal	EU compliance with strict product safety, advertising, and GDPR standards.	Governed by ASCI and evolving environmental laws.	BMW must align compliance messaging with local legal expectations.
Environmental	Strong green policies, aiming for carbon neutrality by 2045.	Pollution challenges prompting EV awareness (Nielsen and Wilhite, 2023)	Promote EV models differently , focusing on sustainability in Germany and awareness in India.

Table 1: PESTLE Comparison

(Source: Self-made)

3.3 The Macro Environment

The macro environment shapes BMW's opportunities and challenges across international markets, and assessing PESTLE factors helps determine how external forces influence strategic decisions. Comparing Germany and India reveals how political stability, economic conditions, regulatory frameworks, infrastructural readiness, and sociocultural trends affect BMW's competitiveness and guide market-entry choices in both mature and emerging contexts.

Favourability of PESTLE Forces in Germany: In general, the macro environment of Germany is very favourable to BMW due to the presence of a good political stability, EU sustainability incentives, and technological infrastructure in the country, which is favourable to the company electric mobility strategy (Barakati *et al.*, 2024). The large consumer income and the maturity of EV preparedness make market even stronger. Nevertheless, the high level of rivalry and stringent environmental policies puts a strain on innovation.

Favourability of PESTLE Forces in India: India is a moderately favourable environment. BMW can expand due to the rapid economic growth, an increase in the middle class, and pro-manufacturing policies (Tinwala *et al.*, 2024). However, there are obstacles to high importation

tariffs, and inadequate EV infrastructure and inconsistent regulations enforcement. The sociocultural aspiration is highly biased towards the luxury demand.

Key Similarities: Political stability, growing sustainability knowledge, and high demand of high-end cars are the similarities in both countries. In such markets, technological innovation and regulatory demands are driving BMW to cleaner mobility solutions (Yardim and Pedgley, 2023).

Key Differences: Germany has excellent EV infrastructure and high purchasing power, and the environment in India is limited due to tariffs and the slow uptake of EVs (Malik, 2025). Sociocultural motivation is also different, as Germany is eco-motivated whereas India is aspiration-motivated.

3.4 Use, advantages and disadvantages of Hofstede Model

Hofstede model offers a highly structured pathway for boosting understanding of global businesses, compare national cultures, and more (Wale, 2025). Some of the *advantages* of the model include its practical application, a simple and clear framework, credible basis, and can be used for enhancement of one's awareness. On the other hand, the *disadvantages* comprise of often use of outdated data / information, stereotyping and oversimplification, western bias, limited scope, and the presence of a static viewpoint.

When applying Hofstede's dimensions for the cultural forces in Germany, it can be stated that there is a low power distance, moderate to low uncertainty avoidance, high individualism, long term orientation, and masculinity. On the other hand, in India, there is high power distance, higher levels of uncertainty avoidance, collectivism, medium to short team orientations, and high masculinity.

4. Comparison of STP Strategies

The marketing strategy of BMW is based on Segmentation, Targeting, and Positioning (STP), which will enable the company to adjust its strategy to various markets based on the socio-economic and cultural peculiarities of the respective market.

4.1 Segmentation

Germany

In Germany, segmentation is highly influenced by the fact that the market is highly mature and has high income, making the automotive market in Germany a mature market. BMW is geographically oriented by concentrating on urban regions with high concentration of wealth like Berlin, Munich and Hamburg where the demand of premium cars is always high (Pribadi *et al.*, 2023). Demographically, professionals, executives, and business owners between the ages of 35 and 60 years are targeted by the brand, as they are professionals with high disposable income and who are more inclined towards quality engineering and new technology. Psychographically, BMW divides customers on the basis of lifestyles and value orientation, targeting individuals who are environmentally responsible, those who are performance-oriented and those who are brand-loyal and demand sustainability as well as driving pleasure (Al-Issa *et al.*, 2024). Such a strategy fits the German society with its focus on environmental responsibility and innovation and consumer highly sophisticated expectations in the automotive industry, in particular.

India

On the other hand, the segmentation used by BMW in India is representative of the new luxury car market and aspirational luxury car consumer market in the country. Geographically, BMW aims at Tier-1 cities such as Delhi, Mumbai, Bengaluru and Pune which are urbanized, increasing income and developing infrastructures which lead to premium car demand (Sukiennik and Baranowski, 2024). Demographic segmentation targets people between the ages of 30 and 50 years, businesses owners, business executives, business people, among others, with the financial means, and an interest to connote success. At the psychographic, BMW focuses on aspirational and status-conscious, and technology-driven consumers who consider luxury cars as a source of social mobility and personal success (Elango *et al.*, 2024). As compared to Germany, where sustainability is a significant factor in purchase, in India, prestige, brand image and lifestyle orientation are important determinants of the purchase.

4.2 Targeting

Germany

These differences are further brought out by targeting strategies. BMW uses differentiated targeting in Germany with focus on environmentally responsible consumers who want to feel the performance and technological innovation (Youssef and Spence, 2023). The company places its electric and hybrid models, like the BMW i4 or iX, into the portfolio of this environmentally conscious market segment, which will be sustainable mobility with high technology (*refer to appendix A*). In marketing communications, the emphasis is usually put on the environmentally-friendly materials, the latest technology, and the performance indicators to appeal to the values of the German consumers.

India

In India, the focus of targeting is on aspirational consumers and thriving entrepreneurs that focus on prestige and European engineering. BMW is also capitalizing on marketing campaigns that promote a luxurious lifestyle, design and brand image, sometimes through celebrity endorsement and experiences (Fadhil and Shen, 2025). Online marketing through social media and influencer partnerships are specifically viable in targeting younger and urban professionals who are digitally savvy and receptive to lifestyle-focused marketing.

4.3 Positioning

Germany

These differences in strategy are manifested in positioning. In Germany, BMW has positioned as a brand that offers sustainability performance and high-end innovation, merging engineering excellence with environmental sustainability which is in line with the socio cultural and regulatory focus on sustainability of the Germany market.

India

The last status of BMW as a luxury, exclusive, and ambitious value product and not a sustainable one is the rank of German engineering and Indian drive, which is recognized in India (Hegde *et al.*, 2024).

4.4 Brand Positioning Comparison

Element	Germany	India
Tagline	Sheer Driving Pleasure emphasises BMW's heavy performance, engineering ability, and creativity, all of which are in line with German customers' respect for quality, sustainability, and advances in technology (Yousef and Spence, 2023)	“Make Every Journey Iconic” – tailored to India’s aspirational market, highlighting prestige, personal achievement, and lifestyle elevation, resonating with status-conscious, urban professionals (Karunanidhi <i>et al.</i> , 2024).
Brand Image	BMW Germany is a branded eco-luxury/innovation-driven brand, which incorporates sustainability, electric mobility, and new technologies in the automotive industry. It is seen by the consumers as being reliable, ahead of time and also environmentally responsible.	BMW has an image of prestige and success-oriented in India, which involves a combination of European-engineering excellence with the aspirational appeal. The emphasis is made on exclusivity and experience of luxury, creating social symbol of having BMW, promoting the brand in terms of desirability to wealthier and aspirational customers.

Table 2: Brand Positioning Comparison

(Source: Self-made)

5. Comparison of Marketing Mix Strategies

The marketing mix (7ps) used by BMW is an important instrument in providing the luxury car brand experience and at the same time aligning to the special needs of various markets. Using the case of Germany and India, the strategy of the company is shown to be the factual ability of

BMW to combine both global brand consistency and the local market adaption to gain competitive advantage.

5.1 Product

The German product strategies are based on the fact that the country has a mature automotive industry and is very sustainability-oriented. BMW also focuses on electric vehicles (EV) and hybrid ones, including BMW i4, iX, and i7, and incorporates the latest in-car technologies like AI-assisted driving, digital screens, and environmentally-friendly materials (Shaikh and Gummerum, 2025). These products meet the high-emission standards of EU and the trend of the German consumer towards a green-minded innovation. As it is stated in the BMW Group Annual Report (2024), EV and hybrids offered around 18% of the overall vehicle sales in Germany, which is an indicator of the increased embrace of sustainable mobility. However, in India, the automotive infrastructure of EVs is still underdeveloped, and there are few electricity supply and charging stations (Pillai, 2024). Thus, the product line of BMW India focuses on the models with internal combustion engines, including the 3 Series, 5 Series, and X1, and is expanding its EV range, including the BMW iX and i4, to suit the emerging demand of sustainable mobility of high-income, urban consumers.

5.2 Price

Prices strategies are also different. In Germany, the BMW company uses a value-premium pricing strategy, which is based on the branding of a highly technological and eco-conscious brand. This strategy is supported by the high purchasing power of the German consumers. Indicatively, the BMW iX has an initial price of about 88,000, which is consistent with the brand image of sustainable luxury. In India, BMW uses skimming pricing strategy, localized assembly (CKD units) as a means to absorb high import duties that could sometimes be more than 100% (Business-standard.com, 2025). Funding packages, EMI packages and company leasing plans are also commonly provided to make the vehicles more affordable to the luxury aspirants of India (Ramachandran and Chandramohan, 2024). To illustrate, the BMW X1 will be sold at

approximately INR 45 lakh and the flexible financial plans will make the vehicle more affordable to the high-end consumers.

5.3 Place (Distribution)

Place (Distribution) strategies in Germany are comprehensive and there is more than 500 dealerships countrywide that are accompanied by on-line configurators and online showrooms which allows a smooth omnichannel purchasing experience. German market focuses on convenience, accuracy and quality of service. BMW has 24 dealerships in large cities in India such as Delhi, Mumbai, Bengaluru and Chennai (*refer to appendix B*) (Business-standard.com, 2025). The company serves a hybrid online-offline buyer model, which integrates the conventional showroom experiences with the digital vehicle configuration and online consultations, a strategy reinforced during the after-pandemic with the BMW Contactless Experience.

5.4 Promotion

Different culture and market forces make the difference in the promotion strategies. In Germany, there is focus on performance and technological innovation, as well as, sustainability campaigns (Digitalcourseai.in, 2025). BMW uses digital marketing, social media, sponsorship (Formula E) and eco-friendly message to strengthen its image of being environmentally responsible (*refer to appendix C*). India is about promotion where aspirational branding through endorsements with celebrities such as Sachin Tendulkar, influencer relationships, luxury lifestyle, and experiential marketing are welcome to attract status-oriented urban consumers.

5.5 People

People strategies are concerned with the customer experience. The salespeople in Germany are well trained on matters of automotive technology, sustainability, and customer education, and this means that consumers have knowledge of the advanced features of EVs and hybrids (ETAuto Desk and ET Auto, 2025). In India, BMW focuses on the personalized services and introduces the luxury experience to each unique client by providing special attention to each

client with relationship managers and exclusive aftersales services. BMW focuses on the luxury experience in India, whereby the employees are trained to provide excellent hospitality and personalized treatment. The philosophy of Joy is BMW brand emphasizes the importance of emotional connection in which the customer relationship managers establish long-term rapport with attentive care and proactive communication. This local strategy will assist in adapting global excellence to an Indian setting of familiarity and individual interaction.

5.6 Process

Operational excellence is given importance in process strategies. BMW offers online configurators, subscription ownership and hassle-free aftersales services in Germany, to offer convenient and flexible services (Fiinews, 2025). India has also customized the BMW Contactless Experience, which is home delivery, online payment, and digital vehicle orientation and serves with preferences of the wealthy, time-sensitive customers. Contactless Experience is another key digital innovation created by BMW in India after the pandemic that enabled customers to shop, finance, and buy cars fully online. It is streamlined and adaptable, combining online convenience and consultation through the personalized approach either with video or in-person communication.

5.7 Physical Evidence

Brand Identity is reflected in Physiological Evidence as a part of tangible experiences. The showrooms in Germany focus on minimalistic and sustainable design reflecting the same priorities of BMW related to the environment and technological advancement. India Showrooms are designed with high-end interiors and intense brand narrative, which support prestige, exclusivity and aspirational value, which are major appeals to Indian luxury customers (BMW Group PressClub, 2025). Fine details, customized lounges and exquisite perfumes will be used to provide a full-sense impression of the brand among the high-income clients of India. Branded merchandise, event sponsorship, and virtual reality displays are also physical reminders used by BMW as a support of quality and exclusivity.

5.8 Advantages and Disadvantages Joint Venture Entry Mode (JV)

Advantages of Joint Venture Entry Mode (JV)

There are a number of strategic benefits of a Joint Venture that BMW can enjoy in the emerging or complex markets.

- First, it facilitates sharing of risks and BMW can share its financial risk by engaging a locally based company that has a feel of regulatory and operational issues (Johnson *et al.*, 2023).
- Second, JVs gives direct access to local distribution channels, supply chains, and customers, and can serve to accelerate market entry and ease entry barriers (Goworek *et al.*, 2022). The Joint Ventures also enhance the political legitimacy, especially where the governments prefer local collaboration in order to safeguard the local industries (Rahman and Jacobs, 2024).
- Also, a JV can contribute to the knowledge transfer, where BMW gains the ability of local consumers and provides technological services to the partnering company. The bidirectional flow of knowledge encourages innovation and better product-market fit, especially of electric and hybrid cars made to meet the local taste.

Disadvantages of Joint Venture Entry Mode (JV)

Although the Joint Venture approach has advantages, it has its significant disadvantages.

- The main drawback is that it is a possible loss of control, decision-making will have to be divided with the partner, and may slow the execution of the strategy (Peng, 2024). Issues that cause conflicts can be the difference in culture or management, which will influence performance and goal alignment (Meyer and Estrin, 2023).
- The profit sharing also decreases the total financial returns of BMW as it is done in wholly owned subsidiaries. Additionally, JVs may subject BMW to intellectual property leakage since local partners will have access to proprietary technologies and processes as well as EV innovations (Li and Xie, 2021).

6. Evaluation of Marketing Performance

6.1 Germany Sales and Market Share.

BMW Company has held a good standing as one of the leading premium brands in the automotive industry in Germany. In 2023, the firm retailed about 3222 units, which is a percentage of 8 on the premium car segment (Statista, 2024). The strong product portfolio containing the recent electric cars (iX, i4) and the hybrids enterprises the BMW management with the current trends in consumer preferences and strict EU emissions requirements. Although these are the strengths, BMW has a threat of competition with Tesla, which is viewed as a technological EV innovator, and Mercedes-Benz, which is still strengthening its luxury and eco-friendly status (Karthikeyan and Bajj, 2023). Technological differentiation, brand heritage, and sustainability-oriented activities portrayed by BMW in Germany are a success, as indicated by the performance of BMW in Germany, where the Germans appreciate engineering precision and environmentally friendly mobility.

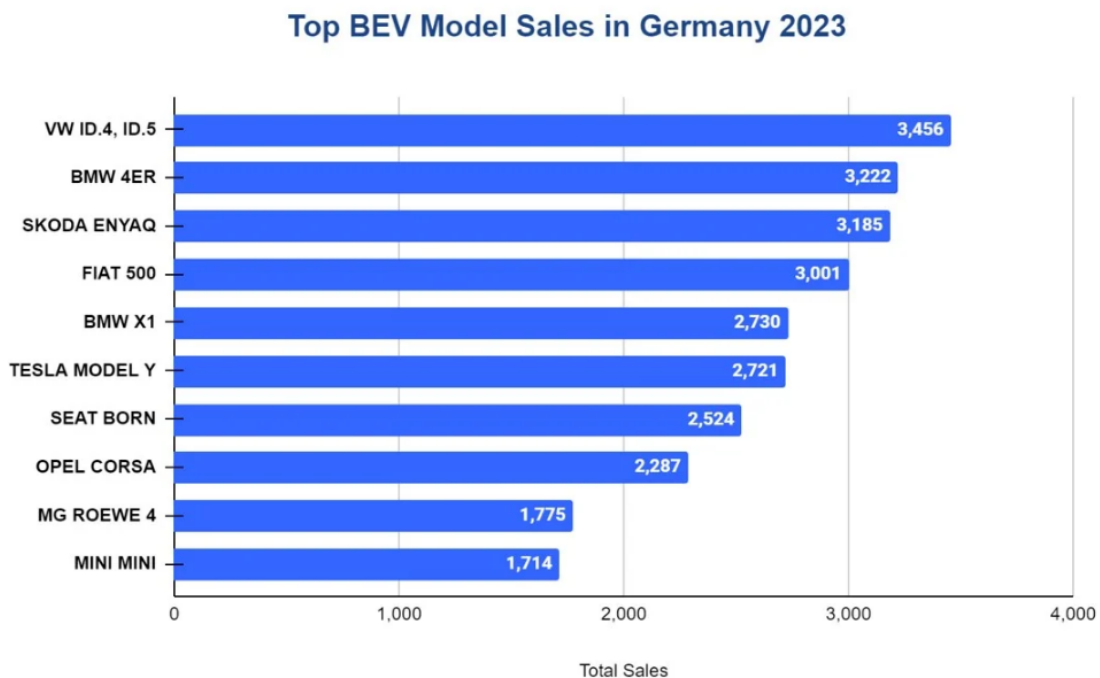


Figure 6: Germany BMW Sales

(Source: Road Genius, 2023)

6.2 India – Sales and Market Share

BMW has also experienced a lot of growth in India since its arrival in 2006 especially after the COVID-19 where luxurious SUVs began being demanded. In 2024, BMW India achieved a sales volume of about 14,479 which was about the 32 percent of the luxury market (*refer to figure 7*) (BMW India, 2024). The popular models like the X1, X3, and 5 Series have led to growth by serving the urban aspirational buyers. Localization such as assembling CKD in Chennai has served to reduce the high import tariffs and price competitiveness (More and Amann, 2025). Furthermore, the BMW marketing focuses on aspirational branding, emotional storytelling, and experiential campaigns and uses the digital platforms such as Instagram and YouTube to interact with people. Its robust brand equity in India is due to the combination of the product availability, aspirational positioning, and powerful after-sales services.

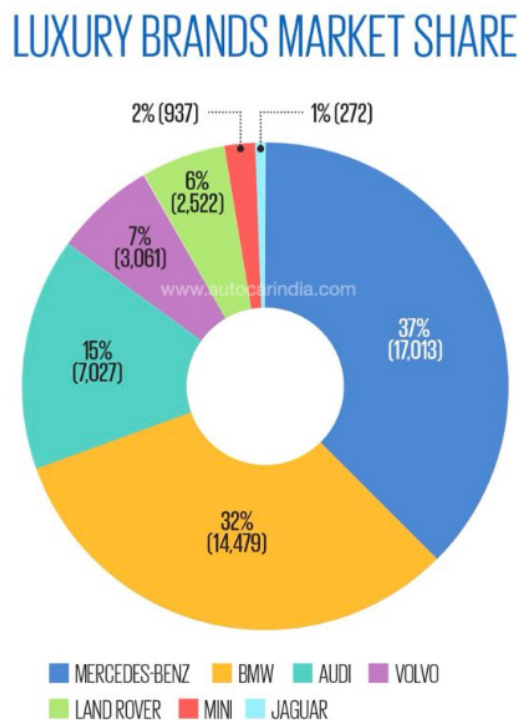


Figure 7: India – Sales and Market

(Source: Road Genius, 2023)

6.3 Brand Recognition and Social Media Clusters.

In Germany, BMW has a very high brand awareness of 98% showing decades of brand history, advertising and a good presence in urban centres (*refer to appendix D*). The use of social media in Germany is moderate, and the campaigns focus on the adoption of EVs and the idea of sustainability, instead of mass engagement. On the other hand, in India brand awareness is only a bit lower (82), but social media activity is much greater, due to the influence of influencer and celebrity campaigns, and also the content specific to the young, urban customer base (Pro, 2025). Instagram, Youtube and various other platforms are taken advantage of to maximize the effect of aspirational communication, build a sense of interaction and loyalty to the brand among digitally connected consumers (Singh, 2024). This brings out the change of marketing channels to local consumer behaviour by BMW, with more emphasis on emotional and experience marketing in India compared to informational and technology-based communication in Germany.

6.4 Performance Summary

On the whole, the marketing results of BMW show market-specific success strategies. The technology differentiation, adoption of EVs, and environment-friendly programs allow attaining success in Germany, and the expectations of the consumers, who are environmentally conscious and focused on quality, are high. The recognition of BMW as a developed brand will guarantee brand loyalty and presence in the market even amidst the stiff competition (Webdeveloper, 2025). Aspirational positioning and localized pricing strategies along with emotional brand appeal in India are a source of success as it appeals to the aspirations and needs of affluent and status conscious consumers. The effectiveness of the international marketing strategy that BMW uses can be highlighted by its success in the processes of adapting the 7ps marketing mix and STP strategies to the socio-economic, cultural, and technological context in every country. BMW maintains competitiveness and leads to sustainable development in the mature and the emerging markets by balancing global and local responsiveness.

7. Evaluation of Ethical Marketing Practices

In Germany, BMW is a company that is managed under a strict regulatory framework that has high ethical standards with regards to marketing and corporate communication. The company complies with the EU advertising and product liability laws and provides a clear disclosure of the vehicle emissions, fuel economy, and sustainability efforts (Bureau, 2025). Advertisements that have been done on electric and hybrid vehicles, including the BMW i4 and iX, have focused on environmentally-friendly materials and lower carbon footprint, which align with the principles of the green-conscious consumers in Germany. In the past, the German automotive industry has been struggling with the image due to the Dieselgate scandal the scandal that influenced the trust of people in vehicle emission reporting (Business-standard.com, 2025). BMW was not directly involved in the scandal, but the event intensified the focus on all the car manufacturers and led to a lot of transparency and ethical communication in marketing at BMW. BMW still enjoys credibility and trust in its home market by constantly delivering the right information and emphasizing the sustainability efforts undertaken by the company.

The ethical marketing practices are even more subtle in India. BMW also adheres to laws established by the Advertising Standards Council of India (ASCI), with regard to advertisements being legal and ethical. Nevertheless, the nature of the aspirational branding and luxury image of the company provokes ethical concerns about social elitism, particularly when the younger and more impressionable consumers are targeted (Digitalcourseai.in, 2025). Marketing campaigns have very strong emphasis on prestige, status and lifestyle appeal and this may reinforce social inequality and materialism. Also, although BMW demonstrates environmental initiatives, little transparency can be traced on total lifecycle sustainability of the BMW vehicles, especially the internal combustion engine models that amount to the majority of the Indian market. The aspirational messaging and selective sustainability disclosure have an ethical consequence, which should be considered despite their legality (Fiinews, 2025). BMW has a dilemma of how to seek balance between aspirational and responsible communications such that the marketing practices remain socially responsible and the brand remains prestigious.

8. Recommendations and Conclusion

8.1 Recommendations

- **India- Expand EV Lineup and Charging Partnerships:** BMW ought to increase the launch of electric vehicles including iX1 and i4 products which should be supplemented with the assistance of charging infrastructure providers (Karthikeyan and Bajj, 2023). This will cover the existing shortcomings of EV adoption in India, enhance the accessibility of urban customers, and make BMW a sustainability-oriented luxury mobility pioneer.
- **India – Enlarge Local Component Sourcing:** Building on the CKD assembly operation expansion and sourcing more components internally will enable BMW to save costs, and reduce the high import tariffs, and provide more competitive prices without damaging brand prestige (Karthikeyan and Bajj, 2023). The local sourcing is also compliant with the government initiative on Make in India as well as facilitates sustainability.
- **India - Localized Storytelling and Marketing:** BMW needs to implement India-based marketing narratives about sustainable luxury, which is an integration of aspirational European engineering and environmental friendliness. The engagement with the brand by younger and urban consumers can be reinforced with the help of digital campaigns, influencer partnerships, and experiences.
- **Germany – Storm Circular Economy Branding:** BMW would be well advised to keep its sustainable production methods of using recyclable substances, energy-efficient manufacturing, and the principle of the circular economy, on top of credibility among the eco-friendly consumers in Germany (More and Amann, 2025).
- **Global - Standardize Sustainability and Digital Ecosystems:** BMW needs to harmonize its sustainability communication on the market and reinforce digital platforms on which the company communicates through omnichannel services, assuring similar

branding messages, better customer personalization and even globally seamless luxury experiences (Pro, 2025).

8.2 Conclusion

The marketing approaches that BMW uses in Germany and India are a good example of glocalization and this is evidenced by the way a global brand can remain consistent, but be responsive to the unique local market dynamics. In Germany, BMW allows drawing on its background, technological excellence, and sustainability, and one major point in focus is an electric and hybrid car, further development of AI, and eco-friendly communication, which appeals to environmentally conscious consumers who prioritize performance. In India, on the other hand, BMW focuses on aspiration, luxury, and accessibility, where urban, high-income consumers are targeted with localized pricing and experiential marketing, as well as exclusive EV products and supports the image of prestige and status attached to European engineering. The company will be relevant, engage customers, and have brand loyalty because it is able to customize its STP strategies and 7Ps marketing mix to any given market. In the future, the ability to incorporate sustainable innovation, capitalize on the digital ecosystem, and adjust to the socio-cultural peculiarities will determine the further success of BMW as one of the most popular luxury car brands on the global market in both developed and new segments.

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Appendices

Appendix A: BMW Vehicle Portfolio 2024

Model	Segment	Market Focus	Powertrain
BMW i4	Luxury EV Sedan	Germany, India	Electric
BMW iX	Luxury EV SUV	Germany, India	Electric
BMW 3 Series	Executive Sedan	India	ICE / Hybrid
BMW X1	Compact SUV	India	ICE / Hybrid
BMW X5	Mid-Size SUV	Germany, India	ICE / Hybrid
BMW i7	Luxury EV Sedan	Germany	Electric

Appendix B: BMW Dealership Network

Countr	Number of	Cities / Coverage
German	500+	Nationwide (Berlin, Munich, Hamburg, Frankfurt, etc.)
India	24	Delhi, Mumbai, Bengaluru, Chennai, Pune, Hyderabad

Appendix C: BMW Marketing Channels

Channel	Germany	India
Digital Marketing	Website, social media, Formula E sponsorships	Instagram, YouTube, influencer collaborations, lifestyle campaigns
Experiential Events	Test drives, BMW Innovation Campus tours	Luxury expos, celebrity launch events, BMW Driving Experience
Advertising	Eco-performance campaigns, print & TV	Aspirational campaigns, celebrity endorsements, digital storytelling

Appendix D: Key Performance Metrics 2024

Metric	Germany	India
Annual Sales	250,000 units	15,000 units
Market Share	~8% (premium	~34% (luxury segment)
Brand Awareness	98%	82%
Social Media	Moderate	High (Instagram, YouTube)