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BY
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ABSTRACT

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Title: MARKETING COMMUNICATION STRATEGY-GAC MOTOR

Supervisor of Project: Dr. Rana Sobh.

GAC has been able to achieve growth during the previous periods due to their commitment to quality and provide excellent customer service. There is no doubt the company is dominating the automobiles industry not only in Qatar but also across the world. This project focus on improved marketing approach of GAC Motor in Qatar and change perception of the consumer about Chinese products. The tools primarily used for this purpose include a market situational analysis which incorporated product analysis, competition analysis. Moreover, this project has present with some qualitative and quantitative data that was collected, analyzed to help in better understanding of the GAC situation in Qatar to introduce the new marketing communication strategy that GAC can adapt to increase the revenue of the company. A short research was also conducted to evaluate the perception of consumers about GAC brand and to measure the level of awareness. Thereby, this study also incorporated the Integration Marketing Communication plan to ensure the effective marketing of GAC. Eventually, some key points are also introduced to serve in the evaluation metrics and control of the strategy along with some suggestions are presented for any possible future failures.

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CHAPTER 1: EXECUTIVE SUMMARY

1.1.Executive Summary

Guangzhou Automobile Group (GAC) it was started in 2005 and has been a critical world player in automobiles industry for quite a long time.GAC Motor is new in Qatar DOMASCO has introduced in 2014 and established its first outlet. The corporation provides a wide variety of services that make it an independent value chain of manufacturing and supply of automobiles. It also manufactures a series of vehicles including the multiple brand's models for commercial, passenger vehicles, and their spare parts. The GAC together with its parent corporation GAC Group have been building more than 750,000 cars every year for different groups that include Honda, Fiat, Toyota, and Isuzu.

This project aims to evaluate the marketing strategy GAC Motor to be able to delight their customers with a wide range of solutions and services. Also to enhance social media channels with a major focus on creating a competitive advantage over other critical players in the industry. In this regard, a variety of frameworks such as SWOT and Porter's 5 Forces will be used to evaluate the market conditions. An exclusive research for this study was also conducted in which both primary and secondary data such as interviews, survey and focus group session.To understand the trends of customer perceptions and the current marketing strategies of GAC Motor. The findings of the study revealed that GAC motors are not taking advantage of using the social media tools effectively. Therefore, Integrated Marketing Communications (IMC) will be proposed for

GAC Motor to help them to increase the brand awareness in the region by the implementation of an effective communication marketing strategy.

CHAPTER 2: SITUATIONAL ANALYSIS

2.1. Project Brief

This project aims to serve DOMASCO, and it is conducted in order to evaluate the level of awareness of customers about GAC Motor brand in Qatar. To identify the customer perceptions of Chinese products and to provide the suitable marketing strategy for GAC that can be implemented in this regard. For this propose first of all information is gathered from previous studies. Along with that various marketing, frameworks were conducted including SWOT analysis, Porter's analysis, and competitors' analysis to understand the marketing situation of GAC Motor. This study incorporated mixed methodologies including survey, interviews and focus groups. The survey was distributed to both GAC existing customers and non-customers, while, interviews are initiated with GAC managers to get some insights about brand situations and what was their marketing strategy for the past few years. All ethical concerns such as sign the confidential agreement were taken into consideration. This Project also will assist in providing information of how the country of origin influence consumers, and the importance of the marketing strategy in improving the brand image and changing customers' perception of a brand.

2.2. GAC Historic and Current Context

2.2.1. GAC Motor Background

Guangzhou Automobile Group (GAC) Co. Ltd is converted integrally into the joint stock company from limited liability in 2005. The main business of GAC covers complete manufacturing and designing of vehicles and its different parts such as auto logistics, automobile sales, auto insurance, and various other services that make GAC an automobile company with an integrated and independent value chain of the supply, sales, manufacturing, and R&D system. It manufactures series of products including multiple brands and models of the commercial and passenger vehicles, automobile parts and auto engines (GAC, 2016).

GAC Motor might appear as a new name in Qatar, but it has been recognized as a global player for quite a long time. DOMASCO are the sole distributor of GAC cars in Qatar. It is a privately owned company that hold the distribution rights in Qatar. The parent company, GAC group, have been building about 750,000 cars every year on behalf of various brands such as Honda, Mitsubishi, Fiat, Toyota, Isuzu.(Al-FUTTAIM)¹

DOMASCO (Doha Marketing Services Company W.L.L) is the leading multi-brand organization in Qatar with a diverse portfolio that represents some of the most award-winning and visible brands such Raymond Weil, Honda, Gant, Police, Titan, Carrier, Master gas, CMC, GAC, Volvo, police and various others. It holds more than 25

¹AL-FUTTAIM AboutUs.Retrieved from <http://www.alfuttaim.com/home/aboutus>

directly operated shops and showrooms and presence in the numerous other dealer stores at Doha. Major service and retail company DOMASCO is also renowned for exceptional after-sale services for different reputed brands that it represents in Qatar. DOMASCO is enabled by about 500 competent associates' team with ultimate customer satisfaction goal.

DOMASCO was established in 1965 in Qatar; it is a joint venture between prominent Qatari shareholders and Al-Futtaim Group. Now, DOMASCO is majorly managed by Al-Futtaim group which is a conglomerate with global footprint surrounding Africa, Australia, Europe, Asia and the Middle East. In Qatar, GAC brand was introduced by DOMASCO in 2014 (DOMASCO, 2016)².

2.2.2. Vision, Mission, and Values

GAC Motor has a unified vision, mission, and core values statements for all the branches around the world (GAC Vision, 2016)³.

Vision: To be the most respected and successful enterprise, delight customers with a wide range of products and solutions, with the best people and best technology.

Mission: By working with passion and focus on safety and sustainability to create competitive advantages for our customers, and in doing so always live up to our company values.

²DOMASCO(2016).AboutUs.Retrieved from http://gacmotor.qa/en_US/about-us/

³GAC (vision). About Us. Retrieved from <http://www.gackuwait.com/vision-mission-values/>

Values: Our values serve as a compass for our actions and describe how we behave.

- Leadership: The courage to shape a better future
- Collaboration: Leverage collective genius
- Integrity: Be real

2.3. Industry and Market Analysis

2.3.1. Financial Performance

The financial performance of GAC-Qatar shows an impressive performance as in 2011, GAC broke sale record of the most sold vehicle from China and experienced 92.9% growth of sale. In 2012 which showed its remarkable growth in reliability as well as the quality of cars produced by GAC. In the first quarter of 2014, 51% increase in the sale was achieved (GAC, 2016)⁴. This reflects that GAC generates considerable revenue. According to *Mr. Greig Roffey*, that GAC Motor experienced enormous growth in sales since launching the brand in Qatar. Also, he mentions that the sales on 2017 are double than the previous year.

Due to the confidentiality of GAC management, I am not able to provide more detailed financial information.

⁴GAC (2016).About Us. Retrieved from http://gacmotor.qa/en_US/about-us/

2.3.2. Product Analysis

As mentioned previously GAC is an automobile company that manufactures its own vehicles and also produces cars from different international companies such as Honda, Mitsubishi, Toyota, Fiat cars, and Hino trucks as joint ventures for the Chinese domestic market (GAC, 2016)⁵. Different designs and different models of automobiles are offered by GAC to their customers to provide a great variety of cars options to the customers to choose from (*Appendix-A*). When it comes to the price, GAC Motor offers reasonable prices to their customers with high-quality product. The price starts from 47,000 QR up to 89,000 QR (Yallamotor)⁶.

Furthermore, to ensure the quality of their vehicles. GAC Group gain the advantage of the joint venture with international brands around the world to be a supplier of their various components car such as, the electronic stability program and engine management systems and front brakes from Germany, Front and Rear bumpers from (USA), 5-speed automatic transmission and air conditioning from (Japan), seatbelts, airbags, and hydraulic power systems are from (USA) (GAC, 2016). Moreover, as a part of GAC Motor's strategy is to introduce no less than one new car model each year to have a wide range of cars to compete with other automotive companies.

⁵GAC (2016). About Us. Retrieved from http://gacmotor.qa/en_US/about-us/

⁶Yallamotor (2017). About Us. Retrieved from <https://qatar.yallamotor.com/new-cars/gac>

2.4. Category and Competitive Analysis

2.4.1. Competitors

There are two types of competition that GAC is currently facing in Qatar, which are direct and indirect competition.

Direct competitors: including some of the popular brands like Hyundai, Kia, Nissan, Chevrolet, and Mitsubishi. According to the car market analysis, Toyota took the market leader through its sales which raises up 0.3% to achieve a significant increase of 37.2% in 2017. (Gasnier, 2017)⁷. Mr. Greig Roffey, mention that GAC was down around 25% in 2016 vs. 2015 and year to date. In 2017 the sales were down around 30% vs. 2016 (excluding commercial vehicle sales) refer to the information available in Qatar market. Competitors' results vary around 10% down to around 80% down vs. last year. In both these years, GAC had doubled sales and thereby increased market share. According to Qatar-Automotive (Export.gov, 2017)⁸ the automobile industry, in 2016 has experienced a slowdown with a significantly strong decline in the sales which are estimated at the average of 52% across all of the automotive brands. On the other hand, Japanese brands such as Nissan, Toyota, and Hyundai enjoyed largest market share ,i.e., 54% in 2016. In this regard, American Brand followed with the approximate market share of about 11%. Ford, GMC, and Chevrolet are among most famous brands. Most of

⁷Gasnier,M.(2017).QatarAugust2017. Best Selling Cars. Retrieved from <http://bestsellingcarsblog.com/category/qatar/>

⁸Export.gov (2017). Qatar-Automotive. Export.gov. Retrieved from <https://www.export.gov/article?Id= Qatar-Automotive>

the Qatari population adopted motor vehicle for transportation. However, the demand for separate auto parts has increased significantly within past few years for all of the major players in the automobile industry as people look for the modification repair and upgrade of the vehicle.

Indirect competition: including competition from the car rental companies and taxis such as Karwa, Careem or Uber. Most of expats and foreigners in Qatar prefer to use public transportation instead of buying a car for lots of reasons such as the expense of buying a car, the expectation of not living in Qatar for a long period, and also the interest rate of vehicle loans from banks are apparently high. The affordable and the convenient way of taking a ride through mobile application also is considered as indirect competitors to GAC Motor. The main competitive advantage that GAC Motor can compete within is that GAC is offering a variety of car components with multi-international supplier various from Japan, Germany, and the USA in one car. Thereby customers can enjoy the resale value factor for trade-in or sale.

2.4.2. SWOT Analysis

The SWOT table help to analysis the company Strengths, Weakness, Opportunities, and Threats. It also helps to concentrate on the brand strengths, reduce the threat and benefits from the available opportunities to build a strong brand image.

Strength:

- 1) The major strength of GAC Motor offers an affordable price with a variety of different vehicles models with excellent quality.
- 2) Effective management team in terms of managing the marketing facility.
- 3) Emphasis on research and development and innovation-driven growth due to which it increased new products, and it is also increasing the quality of products
- 4) GAC is very strong brand in China and in certain other GCC markets which give GAC Motor the advantage over other brands.

Weakness:

- 1) Negative perception among people about Chinese brands
- 2) Low recognition as an independent brand among people in Qatar as it is still fairly new in Qatar
- 3) GAC, not well-known brand globally (compared to other global auto brands)
- 4) Lack of integration different channels of social media.

- 5) Not significantly applying modern view towards competition such as using visual content social media, marketing, etc.

Opportunities:

- 1) The purchasing power of automobiles high in the region.
- 2) A Large pool of corporate companies that GAC can get a great deal with such as, Karwa, Uber, and Careem.
- 3) Development of new models to provide various options to the consumers.
- 4) Grow market share as the brands become established in Qatar.

Threats:

- 1) Change in economic conditions of the country can affect the financial position of all automotive companies.
- 2) High competition in the Qatari market for the automobile industry.
- 3) Other competitive, cost-effective Chinese brands entering Qatar market.
- 4) Barriers to entry are high in this market. However, GAC must strengthen its position in this sector in order to compete with strong competitors.

2.4.3. Porter's 5 Forces Model

Since GAC is comparatively a new brand in Qatar, a few challenges face this brand such as low brand recognition and customers' negative perception. This model was developed by Porter, and it is widely used in many industries to keep track of the

competition and analyze the automotive industry in Qatar to create a competitive advantage for the new brand.

1) Threat of New Entrants: Moderately weak

The threat of new entrants is moderately weak nowadays, but in the past it used to be very weak. Since the GCC countries cut all political relations with Qatar. Qatar welcomed new foreign investors to start their business in many different industries. The automotive industry is a quite difficult industry for a new brand to enter and compete because of the significantly large investments that are required to access the market also takes a long time to develop effective relations with the world-leading brands like Honda, Toyota, etc. There are not many new entrants in Qatar as many well-established auto brands are already present. Initially, a large investment is required to set up the distribution network, joint ventures, and to hire skilled staff. Another major issue is the competition from other brands. The brand image of different automobile brands and retailers is so well-established which makes customers prefer buying directly from these retailers like the US or top Japanese brands. Any new retailer or brand needs to have considerable knowledge about product quality and engineering. Furthermore, penetrating new markets is not an easy task for any brand. There are lots of government regulations and restrictions, that discourages new foreign brands to take the risk and enter the market. However, some rules and regulations currently are changing in Qatar to encourage new investors to invest well in the country.

2) Bargaining Power of the suppliers: Strong

Bargaining power of the suppliers appeared strong because most of them are significantly large players. The suppliers are playing a great role in this market. As suppliers are generally huge brands; who can easily switch from one retailer to another. If they are not huge brands, the demand for suppliers in this regard is quite high. Thereby, bargaining powers of the suppliers are moderately strong.

3) Bargaining Power of the buyers: Very Strong

Buyers are individuals, who can buy one or more than one vehicles in this market. Those buyers hold the position to bargain for low prices. Since there are many varieties of car brands available in Qatar, it is quite easy for buyers to switch from one seller to another. Furthermore, no significant costs are involved in switching to another brand or to alter other transportation modes. Fleet buyers are price-sensitive, so they can easily switch to those brands who are offering lower prices. However, individual customers may also consider the personal relationship that they have with sales executive in addition to cost consideration. So, based on an overall picture of the bargaining power of buyers is strong.

4) Threat of substitutes: Moderate

There are lots of various and alternative transportation methods like trains, buses, and taxis. However, not all of these transportations could provide the same level of convenience and accessibility that the private automobiles do. Now there are different automobile services, which offer transportation to customers, with high levels of convenience, such as Uber and Careem car services. There are certain drawbacks involved in those services such as waiting for the car in case of traffic jams. Thereby, the threat of the substitute products is moderate. However, in the future, motorbikes may present a real concern in consideration of subtle when increased private car ownership leads to increased traffic jams.

5) Competitive Rivalry in the industry: Very strong

Competition is quite strong since there is a large number of recognizable brands and existing barriers which seem to be high. Thereby, brands that try to enter this market have to pay a significantly large cost. Moreover, customer loyalty is quite high and large automobile companies also have their own automobile selling strategies which intensify the market share and competition. Though different brands focus on different target markets, still, there is an overlap. The competition is noticed on quality, reliability, technology, customer satisfaction, price and other things. Therefore, the competition in the auto industry is high.

CHAPTER 3: GOALS AND OBJECTIVES

3.1.Goals

The main goal of this study is to increase the sales units of GAC Motor by different methods. First of all, through increasing the GAC brand awareness in Qatar. Secondly, through changing customers' perception of Chinese automobile products.

3.2.Objectives

Objectives will be clearly explained in terms of Sales Ratios and Return on investment. Objectives are targeting the marketing plan strategy which can be used to track performance against target. The main objective is to increase the brand awareness of GAC which will lead to increase the unit sales of the motors for the next year.

3.2.1. Quantitative Benchmarks

In this project, we will be changing some marketing metrics to achieve the goals and objectives. For example, changing the GAC Motor brand awareness and consumer perception of the Chinese automobiles to enjoy the sale growth over the years.

3.2.2. Measurement Methods

We will be measuring the GAC brand awareness, and the Chinese automobiles perception through some evaluation that will take place after the suggested strategy is implemented such as, conducting small surveys after launching the campaigns to measure the level of awareness among the target market.

3.2.3. Criteria of Success

After implementing the suggested strategy, if we found that there is an increase in the GAC Motor brand awareness in the market; this will be counted as an advantage to the new strategy. The main target of this project is to increase the brand awareness by 30% and change the perception by 35% at least. Increasing the brand recognition and improving the perception of the GAC brand in Qatar which will mark the successful completion of the project.

3.2.4. Time Frame

Generally it takes considerably long time to change the perception of customers about a product in particular when perception is related to the country of origin. Since the country of origin cannot be changed. To gain significant results and significant change in perception of the customers the results in Sales, brand awareness and changing perception will be shown expectedly after 12 months from the date of execution the massive marketing communication strategy.

CHAPTER 4: RESEARCH METHODOLOGY AND KEY INSIGHTS

4.1.Primary Data

4.1.1. Instruments

For this project, three research methods were used to gain more insights from customers, potential customers, and DOMASCO GAC management.

- The first method is interview questions which were sent to the management to provide more information to understand the company strategy and structure.
- The second method is conducting focus groups that are divided into two groups. The first group "Group A" will be GAC customers who already own GAC Motor. The Second Group "Group B" which customers showed interest in buying GAC but changed their mind. Whereas conducting a focus group for prospective customers was part of the initial plans, no participant turned up in the second group "Group B"; hence, it was canceled.
- The last method is disrupting a survey for the general public.

These methods will help to measure the brand awareness, perception towards GAC Motor and their experience with and how GAC can improve.

4.1.2. Research Design

This research includes quantitative and qualitative data. Quantitative method is used to obtain numerical data and percentage that can be transformed into useful figure and charts. Qualitative method is used to collect all possible information about the perception of customers, what factors are contributing in the development of these perceptions and what steps are required to overcome the perception about Chinese products and retailers and focus group method was used to gain in-depth information.

4.1.3. Management Interview Questions

The interview questions with the management of GAC have provided valuable information. When management was asked about the perception of buyers toward GAC Motor they mentioned that there is the difference between the perception of buyers towards GAC Motor, because when consumers think about Chinese products they always perceive the low quality of the products, low durability and low reliability and they expect car prices to be very low. In addition to this they also provided that while buying from GAC, customers initially perceive that brand is unreliable. While answering about overcoming the perception of customers about Chinese Company and Chinese Products the management of GAC mentioned that *“We are already overcoming the perception about our cars by giving them the proper introduction of company profile, company achievements, dealer network in 14 countries, huge sales figures, plans. Apart from that, we are giving a professional demonstration and test drive of all of the cars. After telling*

that we are part of DOMASCO which has vast experience in automobiles and has got four conveniently located service centers, we are overcoming the fear of customers."

Furthermore, different marketing campaign, awareness campaigns, mall display, etc. as practices and policies and to some extent the perception of customers changed considerably over time, because customers already have seen a number of cars on the road the existing customers are giving very good feedback, which is giving them confidence and changing the perception.

In response to market success, management of GAC said that that the firm has attained success in the market by using aggressive market approach. A lot of investments have been made in digital media. The company employs print media to advertise as it hopes to reach and attract new customers. They are increasing product line up so that car meets requirements for all type of customers. For promotional strategy, considerable investments have been made in the digital media. They are increasing product line up so that car meets requirements for all type of customers. For gaining competitive advantage, GAC Motor chose aggressive marketing approach and provided best buyer experiences to the customers.

When GAC inquired ineffective marketing techniques, it was provided that "Newspapers adv. is not as effective as it used to be". The trend is emerging due to the increased use of social media platforms, such as Instagram, Twitter, and Facebook. As many people across the globe continue to use these digital platforms, companies take advantage and design marketing messages and videos to attract new customers and retain

existing ones. In particular, the most effective social media platforms for GAC are Facebook, Google ads, a Live chat program. The major strengths of GAC Motor include high quality, durability, and reliability. Having rich experience of making cars for Honda, Toyota, Fiat, Jeep, Mitsubishi, Hino trucks, etc. Also, having an association for spare parts with world's best suppliers like Denso, Bosch, TRW, AISIN, Continental, Delphi, Visteon, Magna & Johnson Controls(*Appendix- B*).

4.1.4. Focus Groups

For primary data, two focus groups are formed for this project organized by GAC Motor which includes:

Group A: Group A included customers who already purchased the car. DOMASCO GAC organized a small event in the showroom located on Salwa Road and ensured to get the confirmation of the customers to show up in the event. Purpose of this event was to get the feedback and to know more about their experience with GAC Motor. *Mr. Greig Roffey, GAC management, and Marketing team* was also there to help in facilitating the event.

Group B: Group B included customers who visited the showroom and show some interest in buying the car but later on they changed their mind and decided not to buy a car. The purpose of inviting this group is to find out why they changed their mind.

(Appendix-C)

This section was canceled due to lack of participants.

➤ **Key Insights of the Focus Group**

The focus group held its session inside GAC Motor showroom on 22nd November from 5:30 to 7:00 PM. 11 people from various nationalities, including China, Philippines, India, and Nigeria participated in the focus group. The seven male and four females. Most of the participants were former Honda clients drawn to buy from GAC Motor by *Mr.Sushil*, the company's showroom manager. *Mr.Sushil* established and maintained a relationship with them when he worked in the sales department of Honda before securing his current position at GAC Motor. Some buyers know about the firm from friends, whereas others, in particular, Nigerians and the Chinese, learned about it because of its widespread popularity in their countries.

Most participants attributed their strong connection with the brand to its ability to meet their needs. When they were looking for a car to buy, most of them were impressed by GAC Motor not only due to the benefit they obtained but also the valuable advice from store managers and sale executive. Case in point, one of the participants in the focus group, asserted that he advised his colleague to buy from the company after buying a car from GAC. The customer stated that he had enjoyed a remarkable connection with his vehicle since he acquired the GAC brand and is not ready to exchange it for another product at any given time. Especially, this view was widely shared across the focus group, whereby members intimated their personal interaction with the firm's products. Additionally, every participant commended GAC Motor for giving truthful and reliable information to new customers. Some of the participants shared their experiences and

observed that other firms have been giving them misleading information about their products just to make high sales. As a result, they hardly trusted marketers easily. The views were supported by others who shared similar personal or friends' experiences with rogue salespeople whose goals were to sell cars even if they had to tell lies to achieve their objectives. Others mentioned that they found out about GAC through social media platforms, primarily, Facebook, and later shared customer testimonials about the car quality.

Another view shared by many members was the high level of satisfaction they received when buying cars and using them. Some participants noted that GAC Motor is a brand that respects its customers and focuses more on meeting their requirements. Other stated that sales executive of GAC introduced them to the car and they never regret their decisions to buy from the firm. Nearly all participants said that are satisfied with the product and they will refer it to their friends and other people. However, customers also mentioned that GAC needs to improve their after-sale services.

Regarding marketing campaign and advertisements, some participants mentioned that the often see advertisements of GAC cars in malls and other areas, while the majority said they do not. None of the customers interested in reading newspaper except one and all participants were active on social media platforms such as Facebook and Instagram. Most of the participants are not a big fan of using Snapchat or following certain influencers on social media. On the other hand, some participants suggested to pamphlets or brochure of GAC offers which will help the brand. Overall it was a very friendly

session, and it provided valuable information about the experience of customers, their buying decision and their source of information which GAC must utilize in its strategies.

4.1.5. Survey

A survey was conducted by Monkey Survey tool which was easy to share the link with the audience through WhatsApp and social media channels. The target was to reach 100 responses, but the survey achieved to get only 55 responses. Survey was distributed among different nationalities in Qatar. The main objective of the survey is to evaluate the marketing strategy that has been done so far by the company and measure the level of awareness of the general public. (*Appendix-D*)

➤ **The findings obtained from surveys are given below**

- The participants were divided into different age groups. It was found that age limit of the sample was 18 to 44 years. This reveals that the study targeted the youth and young adults.
- Around 52.73% were Qataris and 47.27% non-Qataris. This shows that most findings were from Qatari nationals.
- When participants were asked about the brand awareness, their response revealed important information that **Nissan** is the most popular brand, and unfortunately, **GAC** is almost unpopular brand. The result indicates that the brand under investigation was well-known among the participants.

- The responses over the car purchasing factors revealed that most important factor is product quality, safety, availability of spare parts and prices and least important factors include exterior design. This shows that most people emphasize value or the worth of a car as opposed to beauty.
- Most people know about GAC Motor by visiting showrooms and receiving information from family and friends and gaining information from social media websites. This indicates that participants trust information they get from showrooms and people close to them.
- 65% of the participants reported they are not so familiar with the brand GAC. The findings demonstrate that the brand is unpopular within the areas of study
- 69.09% of participants reported that they have never seen the advertisement of GAC Motor, signifying that the company has to advertise aggressively in the area.
- 78.18% of respondents noted that they have never encountered advertisement of GAC on social media. These results show that the firm has not leveraged the use of social media in reaching and engaging potential buyers.
- Furthermore, participants also reported that in past three months they have never heard people talking about the GAC. This means that the company is not benefiting from the word-of-mouth marketing strategy.
- 69% participants in the study have never encountered any advertisement of GAC in newspapers, billboards, and magazine. This is a clear indication that the firm should emphasize print and outdoor advertising.

- Only 3 participants (5.45%) reported that they own GAC. These participants showed strong agreement towards their perception about the quality of product and service provided by GAC. The findings indicate that the company GAC have to convince more customers through advertising to make them believe in its products.

4.1.6. Secondary Data

This part of the project is aimed at exploring the perception of customers regarding GAC Motor, to assess secondary data that obtained by using previous researches done to analyze the automobile market. To will provide insights of how successful are the implementations of those studies and is it possible to replicate those studies in Qatar.

Amineh and Kosach, (2016)⁹ in their study provided that customer satisfaction serves as a basic mechanism, which allows automobile companies to remain competitive in the market. This study highlighted that often there are issues in the quality assessment of the products which are manufactured by automobile companies. An effective evaluation basically is based on the complex quality characteristics which are widely applicable. Obtained quality values of the quality index with the pricing criteria can be utilized at nearly all stages of manufacturing an automobile and of price-quality ratios that complete process of the decision making over car purchase.

⁹Amineh, H., & Kosach, N. (2016). Assessment of Consumers' Satisfaction with the Automotive Product

Quality. *International Journal of Environmental & Science Education*, 11(16)

Another study by Li (2014)¹⁰ provided that automobile market of China continued taking over the first position in the sales and production of automobiles and the automobile industry is a significant pillar of the national economy in China. In addition to this, it has also been observed that foreign brands are dominating the market and the cars with Chinese labels still face some difficulties. According to the chairman of a BAG (Beijing Automotive Group, there is an essential criterion for measuring the automotive power of the world, and that is whether it owns world-class brand or not. This study provided that promotion of the automobile brand must focus on core elements of innovation and brand planning such as energy-saving, after-sale service, environmental protection, comfort, price, interior space, security configurations, as these are the fundamental cornerstones in automobile brand strategies to develop and survive. In order to survive, one must follow the following essential steps including keeping market-driven strategies, chose target market, improve overall quality and element of innovation in of Chinese automobile by-products and must optimize the brand structure, enhance brand value, highlight brand culture and establish foster credit systems of the enterprises and perfect level of after-sale service system

GAC groups has formulated the industrial strategic layout, which is based on the radiating and South China toward the Northwest China, East China, Central China and

¹⁰Li, J. (2014). Research on Chinese automobile independent brand strategy. *Journal of Business Administration Research*, 3(1), 91

the Bohai Rim Regions and complete closed-loop industrial chains that are centering upon manufacturing of vehicles as well as covering the R&D of the vehicles, their parts and its components in automobile financial services in downstream and the automobile commercial services in upstream, that is one of the automobile group with most integrated industrial chain nationally along with most optimized industrial layout.

According to Li (2014) provided the problems which exist for Chinese independent brands in this regards he provided that one of the issues is a behind hand idea ,i.e., independent brands are unable to reveal their significance, they must learn to show their existence. For example, there are about three ways to write articles first kind, normalway and to write personally. Second is the secretary way, and third is the chiefway, and most preferable method is firstway,i.e., supporting own brand with technology and presenting it personally. Another problem is presented as independent intellectual property capacity and rights for the independent innovation this refers to the creativity and originality by the brands, there are many Chinese automobile companies which follow same automobile designs Furthermore, most of the automobile technologies do not formulate their own core technology and imitate other brands blindly. This exchange of market technology would be unfavorable in the long run. Low level of the brand image is another issue as generally automobile enterprise in the country begin with the low-end market and these brands for avoiding the competition with well-known foreign brands launch mostly small and low price products and this low end become impressionto give the people sign of low brand and low-quality car. This low pricing

strategy of the independent automobile brands leaves indelible brand recognition for customers. Even though domestic brands start marching towards high-end markets in past few years but generally it takes time to change the impression of low end.

A cheap copy is one factor which is quite embracing for Chinese automobile companies, and there is still limited independent innovation in China, and many domestic companies often change their logo with the modified logos of international brands. Basic reason for this particular situation is that the local designing capacity is weak and there is no recognition of promotions in soft power since companies do not give importance to the brand image. Therefore these automobile brands are lack of soul. In addition to these problems, the other issues in this regard include simplification of design pattern, lack of creativity, and lack of customer-centered design concept and lack of the cultural accumulation (Li, 2014).

In order to achieve greater goals GAC must dedicate its efforts to efficiency and quality and achieving the new start in operation and production; it must advance core projects and set up new layouts with better and effective intelligent manufacturing; strengthening the integration and operations of the financing and production thereby creating new drive force; Continuously regulating corporate governance as well as optimizing internal control systems; regulating investment relation and information disclosure along with creating a positive market image; being a good example of a model citizen and performing corporate social responsibilities. Many of these responsibilities

and operational strategies are already focused on GAC, but more prominent steps are required in this regard (GAC, 2016)¹¹.

However, there is some hope for Chinese automobile companies as they are the key sector in China, and it has rapidly been developing since 1990. In the past few years China has become a rapidly growing automobile producer and, in this regard, their annual automobile production has increased from 2 million in 1990 to 9.5 million in the year 2008. Considering the volume of production, China surpasses Germany, France, US, and Korea. Chinese automobile industry continued to expand regardless of the downturn in global economy. However, there are some hurdles for Chinese automobile industry, as there is a strong interest of Chinese automobile manufacturers to promote the Chinese automobile export which competes with the international manufacturers of automobiles. Consequently, Chinese automobile companies which have expressed strong interest in export of cars do not hold strong ties with foreign automobile producers. As a result, they struggle in meeting the emission and safety standards in the industrialized countries. However, some independent producers can achieve much higher standards than other companies can also prove themselves to be strong international competitors. Apart from personal cars, other vehicles such as passenger cars and lightweight trucks are exported

¹¹GAC (2016). Guangzhou Automobile Group Company Limited. Retrieved from

<http://www.hkexnews.hk/listedco/listconews/SEHK/2017/0425/LTN201704251399.pdf>

rapidly to various developing countries. Furthermore, Tang (2009)¹² also provided that Chinese auto parts are also making roads in the market United States and various other developed countries. While the trade of vehicles of China with other countries was not that significant, but China exported automobile parts worth of about 5.5 billion dollars, thereby, considering this strength Chinese companies are now exporting automobile part to develop and developing countries.

Tao & Qian (2014)¹³ conducted a study in which they provided that industrial revitalization plan emphasized on the on the development of independent brands and as a result of this, China now holds a number of independent brands and China gradually change to auto power to auto big just when these independent car brands go to international markets. This study is primarily focused on the Chinese automobile brands in the international market and the findings of this study provided that the most attractive care is the low market miniature car whereas, in the fully competitive market, the midsized sedan is unattractive most. In the end, this paper provides that in the low end and emerging market miniature cars and economy cars must be the target market and Chinese manufactures must enter this market.

¹²Tang, R. (2009). The rise of China's auto industry and its impact on the US motor vehicle industry. *Federal Publications*, 688

¹³Tao.X&Qian.Y. (2014). Chinese Automobile Brand International Marketing Target Market Selection Model Based on AHP. *International Journal of Business and Social Science*, 5(1), 285-289.

Gan (2001)¹⁴ conducted a study which describes that how automobile industry is significantly evolving. The barriers and dynamics resulting from the technological change of automobile as a response to reductions of the exhaust emission and the energy efficient improvements are analyzed. This has been argued that the considerations of externality cost must integrate into the transport management and automobile industrial policymaking.

Four main challenges which need to be addressed to gain profitability in future. This report analysis revealed that the challenges which shape up in industry till at least 2025. The cost pressure and complexity provide that there would be more platforms sharing and further modular system. The regulatory pressures will be lightened, and prices are likely to go flat. This market needs to adapt according to the changing segment patterns and to change regional supply and demand and the emerging after sale market offers new opportunities for growth. Digital demands should also be focused as this is the digital era and customers expect more connectivity and successful brand are excessively using digital sources to make their purchases. Shifting landscapes of the industry is also

¹⁴Gan, (2001). Globalization of the industry in China. CICERO. Retrieved from

<https://www.google.com.pk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=10&cad=rja&uact=8&ved=0ahUK Ewi7nYDrk8nXAhXLMY8KHWRDCawQFghjMAk&url=https%3A%2F%2Fwww.duo.uio.no%2Fbitstream%2Fhandle%2F10852%2F32767%2F1381.pdf%3Fsequence%3D1&usg=AOvVaw361QJiBnXKtcNioYRb9N>

an important issue, in this regard, suppliers would add further value in the alternative powertrain technologies along with innovative solutions for the infotainment and active safety (Mohr et al., 2013)¹⁵.

Overall, North Africa and the Middle East is the grand market for the Chinese commercial vehicle producers. However, the manufacturers of China showed comparatively less interest in this region. However, the demand for the vehicles in this region is fortunately great that some of the Chinese vehicle manufacturers realized that this region is the big market for the automobile exporters. It is also interesting to note down that the demand for Chinese vehicle in GCC region grew due to the large infrastructure and large construction projects. This reflects the demand for Chinese automobiles in GCC regions.

In conclusion, these studies provided very interesting findings including that Chinese automobile brands must have to focus on the innovation and personal creativity to support their unique and independent existence in the market. The copying of technology and designs is preventing Chinese automobile industry to exist independently and have their own brand identity. Another thing that these brands lack the use of most

¹⁵Mohr, D., Müller, N., Krieg, A., Gao, P., Kaas, H. W., Krieger, A., & Hensley, R. (2013). The road to 2020 and beyond: What's driving the global automotive industry. *McKinsey & Company (Pub.), Automotive & Assembly—Latest thinking*, available online at [http://www.mckinsey.com/~media/McKinsey/dotcom/client_service/Automotive% 20and% 0 Assembly/PDFs/McK_The_road_to_2020_and_beyond. ashx](http://www.mckinsey.com/~media/McKinsey/dotcom/client_service/Automotive%20and%20Assembly/PDFs/McK_The_road_to_2020_and_beyond.ashx), accessed, 28(3), 2014

essential tools of social media, digital marketing, and similar other promotional tools. Along with there is also a high demand for industrial and passenger vehicles from Chinese automobile companies in GCC countries, thereby, the Chinese manufacturers can also focus on that aspect of automobile industries.

CHAPTER 5: RECOMMENDED STRATEGY

5.1.Recommended Strategy

In this section of the project, we will discuss the previous marketing strategy done by the company and the recommended strategy should be implemented.

5.1.1. *GAC Motor Marketing Strategy*

GAC Motor has been using lots of marketing tools since they opened their branch in Qatar. They have been using a mix of traditional and online advertising to increase the level of exposure and to introduce the brand to the general public. In 2017 GAC Motor did a huge marketing campaign to celebrate the launch of new model GS4 including launched multiple events such as launch GS4 display in City Centre, Digital media test drive event, and Showroom test drive. In these events, GAC used a number of influencers with different nationality. Moreover, they used a well-known English and Arabic newspaper such as The Peninsula, Gulf times and Al Raya to promote the new launching of GS4 model. In addition to that, they have been using traditional media, billboards, and mupis with different shapes and size to create attention and motivate people to attend the event in City Center. There were activities to push people to City Centre to see the launch and the display, but also extensive activations after launch (*Appendix-E*).

5.1.2. *Weakness in the current Strategy*

While reviewing GAC GS4 car launching report, it was found that their strategy is not emphasis much on online social media advertisement. Nowadays, the importance of social media of internationally emerging brands cannot be denied and ignoring such an important platform with billions of users it will consider as a huge loss not just for the organization also for the product as well. Therefore, it is recommended that the marketing strategy of GAC must focus on improving the use of social media platforms. In this regard, GAC can incorporate Facebook, Instagram and Twitter advertisements, YouTube video advertisement, and celebrities' social media accounts that have millions of followers. Through this mechanism, GAC will be able to reach the maximum audience in Qatar.

5.1.3. *Integration Marketing Communication Plan (IMC)*

GAC Motor marketing objectives can be grouped into four categories Awareness, Cognitive, Affective, and behavioral objectives to be achieved within 12 months after launching a massive marketing strategy to accomplish the below objectives:

I. Awareness objectives:

- Achieve 30% awareness of GAC Motor brand name, car models, and services amongst the target market.
- Achieve 35% by building strong brand awareness of the product quality amongst the target market.

II. Cognitive objectives:

- Educate at least 20% of the target market that GAC Motor is a legend name in manufacturing automotive vehicles.
- Educate 35% of the target market that Chinese quality is strong and trustworthy.
- Educate 30% of our target market the features and advantages of GAC Motor.

III. Affective objectives:

- Motivate at least 20% of the target market to consider purchasing GAC Motor

IV. Behavioural objectives:

- Increase the percentage of visits to the showroom by 25%
- Encourage 15% of the target market to try and test drive GAC cars.

Table 1

Integration Marketing Communication Plan

Marketing Objective	Media Type	Aim
<p><u>Awareness objectives:</u></p> <ul style="list-style-type: none"> • Achieve 30% awareness of GAC Motor brand name, car models, and services amongst the target market. • Achieve 35% by building strong brand awareness of the product quality amongst the target market 	<p>Traditional Media</p> <ul style="list-style-type: none"> • Radio • Sports Magazines • Billboard • Mupis <p>Online Portals</p> <ul style="list-style-type: none"> • Qatar living • Qatar Sale • Online newspapers 	<p>- Using traditional and print media will help to create and attract our target market to be more familiar with our brand name, logo and types of car models provide by GAC Motor.</p> <p>- Using web portal from famous websites will allow users to connect with one another by clicking the advertising and find the contents of GAC brand easily and simply.</p>

*(Continued)

Cognitive objectives:

- Educate at least 20% of the target market that GAC Motor is a legend name in manufacturing automotive vehicles.
- Educate 35% of the target market that Chinese quality is strong and trustworthy.

- Educate 30% of our target market the features and advantages of GAC Motor.

Social Media

- Instagram business (*video ad/photo ad*)
- YouTube Ad
- Google Ad words
- Twitter Ad
- Facebook Ad

-Using these tools will help to educate our potential and return customers about the quality of our products, promotions, and service by using attractive virtual contents and motion.

Affective objectives:

- Motivate at least 20% of the target market to consider purchasing GAC Motor

Social Media

- Instagram
- Facebook
- Twitter
- Website

Using social media tools to be up to date, promote the services and offers that are provided by GAC Motor and encourage the target market to interact through different social media channels and post their opinion, experience, and feedback on the comment section and live chat.

*(Continued)

behavioral objectives:

- Increase the percentage of visits to the showroom by 15%
- Encourage 15% of our target market to try and test drive the cars.

Social Media

- Instagram
- Facebook
- Twitter
- Website

Traditional Media

- Radio
- Sports Magazines
- Billboard
- Mupis

Online Marketing

- SMS (Test drive event)

-Posting customer testimonials feedback on social media channel will motivate people to visit the showroom and will encourage the purchasing behavior.

-Sending an SMS to our target market to motivate them to have the chance to test drive the latest model launch to show that the product is trustworthy and to promote buying behavior

IMC Plan is just one element of marketing strategy; there are many other marketing opportunities that GAC Motor can take advantage over their competitors such as, message contents, Sponsors, and influencers. All these elements will be further discussed in the Tactical Execution section in the project.

CHAPTER 6: TACTICAL EXECUTION

6.1. Tactical Execution

Based on the “Recommended Strategy” section, the below are each element of the Marketing Plan, (STP) can be executed:

6.1.1. Message Contents

The main issue GAC Motor is facing currently is that they are not focusing on delivering strongly unified, and constant messages applicable to persuade the target market on the power of their brand image. This can be done through well-advertising to show the strength of their brand. **Emotional appeal** is one of the strongest appeals, which most of the international brands rely on their campaign messages to create memorable stories and to demonstrate the brand personality. For example, an ad for car accidents might evoke essential feelings of fear or safety by associating quality of the car vehicles (*Appendix-F*).

Underneath are some of the successful advertising ideas of international brands using emotional appeal:

a. **Volkswagens:** They create a video on Volkswagen YouTube channel called “The choice.” The video gained over 140,000 views in a week on. The idea was inspired by the famous movie “The Prestige” to tell a story about the love for the car "Volkswagens" in particular.

b. **Ford:** Ford moved from traditional media to focus more on social media to develop influencers for the longer term. They launched a video for "the Focus RS" with a film of stunt driver "Ken Block" racing around one of its factories to show the features of the new car such as the speed, safety, and navigation. This video made an impact trending number 1 on Twitter with 1.7 million views. The brand also asked other digital influencers to create their own videos and to post them online. By creating this move, Ford gained in total over 160,000 views.

6.1.2. Traditional Media

Traditional media is one of the most trustworthy and most reliable media around the world. The advantage of traditional media that provide a credible source of information and can reach a large audience. GAC Motor should constantly use traditional tools such as radio, sports magazine, billboards, and Mupis. A good Advertisement Company could be hired for this purpose. *This can be executed in begin of 2018; it will last for four months continually. The Second time will be during the event in November.*

6.1.3. Social Media

Social media now offers very effective advertising platform for brands. First of all, there are lots of different social media platforms including Facebook, Instagram, Twitter, and Snapchat, which all can be used to communicate with the audience. Based on

statistic study done in September 2017 of the most common social media channel usage around the world, Facebook occupied number1 with 2061Million users. YouTube succeeded to occupy Number 2 by 1300Million users (Global social media, 2017)¹⁶. GAC Motor must gain the power of these two communication tools by being more interactive with the followers, posting attractive pictures with smart messages to engage more with the audience (*Appendix-G*). Also sharing tweets about any events that are held by GAC or any promotions offered by in both languages Arabic and English. By doing so, GAC will be able to stay in touch with their customers and increase their brand awareness through reaching a large number of customers in Qatar.

Also, another important tool is **Using Hashtag (#)**. This tool will help to increase engagement and can reach large audiences. Using this tool GAC can figure out how well the users like their products. Studies have been showing that tweets receive more clicks when using the 1-3 relevant hashtag. *This can be implemented from Jan 2018.*

➤ **Website**

Website is a very important element that provides all the critical information about the brand including products, features, and offers. The website has an advantage of operating cost-free for internet users. It should be updated regularly with the latest information and news about the company since it is considered as the reliable source of information about GAC. Moreover, SEO (search engine optimization) feature must be

¹⁶(Global social media, 2017). About Us. Retrieved from <https://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/>

well-used by GAC to help in quick-finding of GAC information sources and as a result gaining lots of visitors to the landing page. This is to be achieved by showing GAC website at the top of the searching list when searching for keywords. Also, all promotions and events run by GAC Motor could be mentioned on the home page to increase the level of searchers engagement with the brand (*Appendix-G*). *These should be permanent and available 24/7*

➤ **Social media-Advertising**

One of the best ways through which any business can make a boost in the traffic of websites and increase its sales is to use **paid ads** on different social media channels. Paid advertisement is an easy way to target a massive number of customers even if the customers are not following the account is the official account. It can be applied by selecting some ad objectives, target audience age, and country. Then, the buyer company can decide how long the ad will run and how much the brand is willing to spend. After that images and short videos are distributed among different channels such as Facebook and Instagram, the company will enjoy the customer interaction of increasing the number of followers, and this will help to generate clicks on the website as well. GAC motors can make use of this tool as a kind of their mass marketing strategy to spread the brand name and awareness among internet users. *This can be implemented from June 2018.*

➤ **Online portals**

Web portals will be used to advertise through the display of banners on their website such as Qatar Living, Qatar Sale, and banners of an online newspaper such as Gulf Times, Al Raya and Peninsula all these advertising banner will increase the visibility. Banners on these sites will be displayed both on the home page as well as on each section page. GAC can make use of this tool effectively by making a six-month agreement with the admin of these websites since this kind of websites has been visited by multi-users and will give GAC a great exposure in the country. *This can be initiated from the beginning of the implementation period (January 2018) and will last for the first six months continuously.*



6.1.4. *Sponsorship and Partnership*

Sponsoring an event will give GAC Motor great opportunity to be in front of their target market especially that they are new in the Qatari market. Based on the demographic statistic data provided by the company, that most nationality who bought GAC cars are 40% Filipinos, 23% Nigerian and 11% Indians (*Appendix-H*). To target these segments, GAC Motor can sponsor events that most of the attendees are from different nationalities. These events could be Cricket games or basketball to give the brand a good exposure. For example, GAC can sponsor Qatar Cricket Game with an agreement for the next three years (*From 2018 to 2020*).

On the other hand, GAC Motor can go further and partner with some other companies to support their image in the market. *This will be initiated by the marketing team to start negotiating with partners from October 2018.* Some partners could be suggested as below:

Table 2

Suggested Sponsorship and Partnership

Partners	Benefits
QB HOOPS 	Basketball Academy that is very active for a long time. GAC can be a potential sponsor for their events.
Vodafone 	Is the second telecommunication network in Qatar. The reason to partner with Vodafone is that most of their customers are expats, so GAC Motor will have the chance to an agreement to access their Customer dataBase.

6.1.5. SMS



Sending SMS to the customers has become as one of the powerful tools especially to announce any discount or to invite people to attend an event. GAC will coordinate with Vodafone to use their customer database to send SMS regularly to their promotions and future events. GAC will sign a contract with Vodafone to send SMS once every month to recall their offers and promotions. It will act as a promotional tool as well as an introductory tool to GAC the brand. Agreement with Vodafone will start ***from June 2018 and will last for three months continuously.***

6.1.6. Influencers & Endorsement

Social media influencers play an important role in building relationships with customers and increasing the chance to reach a massive number of the audience around Qatar. An influencer can reach a good number of consumers via their social networks that GAC Motor may not be able to reach. Below are certain influencers that will add value to GAC Motor brand:

Table 3

Suggested influencer's

Influence	Reason
<p data-bbox="282 590 467 621">Khalifa Haroon</p> 	<p data-bbox="540 590 1326 888">A Famous Qatari influencer who has Qatari and expat followers from different ages, mainly youths. He can help to promote GAC car and enhance the perception of a Chinese brand.He will be promoting GAC Motor through his Snapchat, Instagram page, Website</p> <p data-bbox="540 947 849 978">http://www.iloveqatar.net/</p>
<p data-bbox="282 1037 370 1068">Top bb</p> 	<p data-bbox="540 1037 1326 1268">A Famous influencer that specializes in advertising everything that relates to cars. It has more than 149K followers all around Qatar. He will be promoting GAC Motor through Snapchat and Instagram.</p>

6.1.7. *Unique experience "Fans in the driving seat!"*

To attract different segments of the target market and to achieve the objectives effectively, it is recommended to use non-traditional techniques to attract the audience attention and to generate buzz or excitement about GAC brand. The idea will be to launch the "test drive event" in Doha Festival City. The reason to choose this venue is to

increase the exposure of the brand by setting up a booth that has GAC Motor logo with big digital screens. It will show videos about the production and the quality of GAC vehicles. The Staff will be wearing casual outfits with GAC logo on the shirt and attracting the audience by starting exciting and enthusiastic conversations. An example of these conversations will be stated as below:

- *When was the last time you try something that makes you feel excited!*
- *Are you willing to try new car model! Here and right now in the parking of Doha Festival City?*
- *This experience is a unique one, and you can make you friends curious by allowing us to post a picture on our Instagrampage !#GACMOTOR_FESTIVELCITY EVENT*

In this way, GAC can attract a large number of audience to try the car in a comfortable environment and change people perception. During their test drive experience, the salesperson can provide more details about the promotion, discount on the spot to encourage customers to consider buying immediately.

Finally, this behavior will lead to spreading a good news in social media, to increase the number of followers on the Instagram page and create a huge buzz on the brand of GAC which will later attract lots of buyers in the future. ***The event prefers to be implemented in November 2018.*** Because after the consumer has been going through different stages of the IMC plan starting with the awareness till the behavioral objective. The test drive event will take place in the last quarter of the year which the customer has

been going through a massive advertising campaign and being familiar with the brand from a different angle. Moreover, It's important to choose the right time, and*November 2018will be the best month of the year. This month is selected because IMC plan will be in the last phase.Also, GAC can manage to establish the partnership with Vodafone. Having the even in Doha Festival City will encourage and motivate people to attend and interact with GAC staff to discover the car and to step outside the mall. Also, the salespersons can have the chance to explain more of the features of the car.Eventually, the customer can enjoy the test drive session and end up with punches the products which will help GAC Motor to grow in sales.

Table 4

The segmentation profiles

Category	Variables	Profile
Geographic	Region	Qatar, GCC, non-Qatari
	International	China, Middle East, South America, Southeast Asia, North American and Europe
Demographic	Occupation	Business owners, Families, Employers, Office workers.
	Income	Middle class, Upper Middle class,
Psychographic	Values	Quality Seekers, Moderate, Cost-Conscious, Strivers, Experiencer.
Behavioral	Service Knowledge	Aware, Informed, Interested,
	Product feature	Situation-specific
	Benefits	Intending to purchase, Customized

6.2. Segmentation, Targeting, and Positioning (STP)

6.2.1. Segmentation

GAC must primarily focus on having proper segmentation, positioning, and targeting. This process is essential for this commendation of the Marketing Plan. This process is as follow.

6.2.2. Target Audience

Based on the above Segmentation profiling, GAC Motor target market can be divided into two categories:

- **Individual:** Targeting consumer wholives in Qatar with different backgrounds, aged between 18 and above with middle-incomerange, who are interested in cost-effective and high-quality cars.
- **Corporate:** Targeting transport service or rental companies in Qatar,who provide transport service for individuals to use it to commute to work, school or any desired location. They are heavy users and looking for quality and price effective vehicles.

6.2.3. Position Statement

"GAC Motor is leading provider of high-quality Chinese SUV and Sedan cars in the world, and we address the automotive needs of people through our innovative, wise, stylish and exquisite cars to delight our customers and satisfy their need."

CHAPTER 7: PROGRAM EVALUATION

7.1. Program Evaluation

The program evaluation section of the marketing plan depends on analyzing quantitative and qualitative data that is associated with the implementation of the strategy. Evaluating GAC Motor marketing plan will be done through looking at the outcomes and examining whether or not the GAC achieving the strategic objectives in the implementation phase.

Success Criteria: Based on the success of the new marketing strategy that will heavily depend on social media communication tools and the contents of the message itself to increase the number of unit sale during the 12 months after implementing IMC plan. It is expected after launching the marketing strategy and **Doha Festival City "test drive event"** to increase the awareness by 35 %.By the end, theyear of 2018 as lots these virtual ads and communication tools will be used to rebuild the brand image in the consumers' minds. Also, test drive event will give the audience the possibility to discover the feelings of driving GAC, and this will result in spreading word of mouth and increase the profitability of the company as well.

Methods of Measurement: GAC Motor must measure the number of unit cars sold each month by conducting some statistics reports each quarter to track the difference of sales. Also conducting surveys before and after implementing the IMC plan or running any promotional campaign to measure the level of awareness of the target market.

Underneath are some indicators to measure the successfulness of the IMC plan:

Increasing the number of followers on social media channels such as Instagram and Facebook by 10%. Increasing the number of visitors to GAC Motor official website by using analytics websites tool to ensure the progress. Enhance the communication and interactions with the followers on Social media. Moreover, traditional media and Video ads will defiantly help to perceive the brand in a different perspective. Testimonials from previous clients is another effective way to change the perception of people by showing some virtual evidence.

Consequences and Contingencies:After implementing all parts of the tactical executions, it is expected that GAC Motor will overcome the challenge of public perception of Chinese brands and the lack of awareness. This project will have positive consequences with high return on investment and massive growth sales. If GAC has failed to achieve certain tactics in the suggested strategy, there will be a contingency plan tactic to overcome the obstacles. For example: if GAC Motor failed to attract people during the test drive event, they could offer their loyal customer to switch their car for a newer model for a test drive during the weekend. This will give GAC higher benefit by building mutual trust.

CHAPTER 8: FEASIBILITY AND RELEVANCE FROM THE CLIENT

PERSPECTIVE

“ Fatma has understood the project objectives and has put in a lot of effort to establishing a clear understanding of the current position and where we need to be. Her recommendations are sound in content and have been thought through based on what the business needs to implement to move further forward. While we have already taken significant steps in developing the GAC brand in Qatar, being comparatively new still in the market, and not a highly recognized brand globally, we still have work to do.

Fatma has given some good ideas that can be implemented quickly, simply and cost-effectively, with a particular focus on digital media which we can develop further.

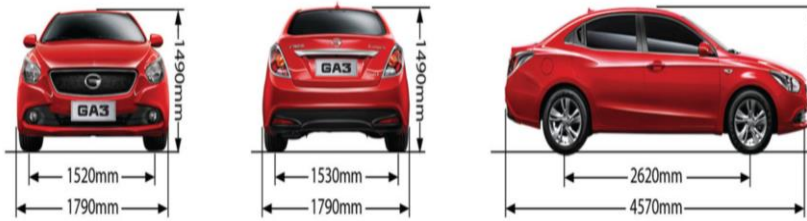
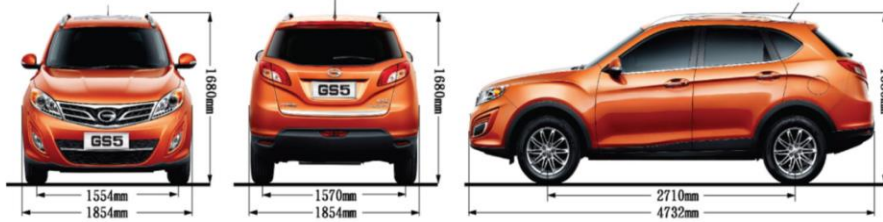
We will review with management and are likely to implement a number of her recommendations.”

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Appendix A: Models Of Cars



Appendix B: Management Interviews Questions

Section I: Management

1. Have you perceived any difference in buyers' perception and attitude towards GAC motors?

Ans. Yes. There is difference in buyers' perception. When they think of Chinese products, they always think of low quality, no Durability and no reliability. They expect car prices to be very low.

2. Do customers believe that buying from GAC motors "Chinese brand" is an unreliable practice?

Ans. Initially Yes.

3. Is there any policy that will help overcome the perception about Chinese products and Chinese company?

Ans. We are already overcoming the perception about our cars by giving them proper introduction of company profile, company achievements, dealer network in 14 countries, huge sales figures, future plans. Apart from that we are giving professional demonstration and test drive of all of cars. After telling that we are part of Domasco which has vast experience in automobiles and has got 4 conveniently located service centres, we are overcoming the fear of customers.

4. What policy and practices company is using to increase its brand recognition?

Ans. Brand awareness campaigns, marketing campaigns, Mall display etc.

5. Is there any change appeared in perception of customers over time?

Ans. Yes. At some extent. As customers have already seen lot of cars on road. Existing customers are giving very good feedback, which is giving them confidence and changing the perception.

6. What do you think your company is successful in market?

Ans. Yes. Our company is successful in market.

7. What is the current marketing approach used by GAC?

Ans. GAC is using aggressive market approach. Lot of investments have been made in digital media. They are increasing Product line up so that car meets requirements of all type of customers.

8. What promotional strategy is used by GAC?

Ans. Lot of investments have been made in digital media. They are increasing Product line up so that car meets requirements of all type of customers.

9. How GAC motors remained successful in gaining competitive advantage?

Ans. By doing aggressive marketing and by providing best buying experience to customers.

10. What are some marketing techniques which are ineffective for your company?

Ans. Newspapers adv. Is not as effective as it used to be.

11. What are the major strengths of GAC motors?

Ans. High quality, durability and reliability. Having rich experience of making cars for Honda, Toyota, Fiat, Jeep, Mitsubishi, Hino trucks etc. Having association for spare parts with world's best suppliers like Denso, Bosch, TRW, AISIN, Continental, Delphi, Visteon, Magna & Johnson Controls.

12. What are some Weaknesses of GAC motors?

Ans. General Perception about Chinese brands.

13. What are some Opportunities for GAC motors?

Ans. It has opportunities to reach all retail and fleet customers (except commercial).

14. What are the Threats that faces GAC motors?

Ans. Only general perception about Chinese brands.

15. Who do you consider your direct competitors?

Ans. Kia, Hyundai, Nissan, Mitsubishi & Chevrolet,

16. What type of social media you think it was effective to your brand?

Ans. Facebook, Google ads, live chat program

Appendix C: Focus Group Questions

Group A: Customers who already purchase GAC car

1. How would you describe your experience with GAC motor since you purchased the car until today?
2. Why did you choose this brand? Try to probe and get into the decision making process they went through
3. When you think of GAC motors, what is first word that comes to mind?
4. Would you recommend this brand to your friends / family? why?
5. To what extend do you believe GAC is reliable? Who is the closest competitor of this brand?
6. How this brand is different from other brands?
7. Based on your experience with the customer service, how do you think it can be improved?
8. Do you anticipate to buy again GAC in the future? Why yes and why no? If you will be describing this brand to others, what you will say about it? And how you would recommend it to others?
9. When you start looking for a car where do you search for information? (Website , Friends , relatives, advertising , social media)

10. - Have they seen any GAC advertising the past few months?

- Where did they see it?
- What did they like or not like?
- Why did they not react to it?
- What would entice them to consider GAC
- What are the media that they use where there is a high possibility that they would see GAC advertising?

11. Where do you see this brand in next 10 years?

12. Any comments about this event at GAC motors?

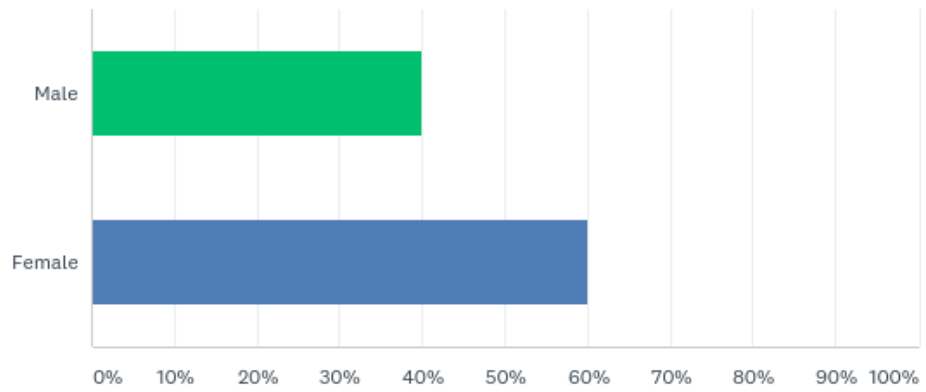
Group B: Customers who visited showroom and show some interest but decided not to buy a car.

1. How was your experience at GAC sales agent?
2. What is the reason behind rejecting this brand?
3. Would you like to visit the showroom and consider to buy a car from this brand again?
4. Do you think GAC Motor is less reliable than any other brand?
5. Did you find any issue or difficulties with the sales agent?
6. Do you think that sales person was not helpful to provide the information that will convince you to buy the car?
7. Did you had bad experience with products and services?
8. Are customers valued less at GAC as compared to other brands?
9. Is the promotion that GAC provide is satisfactory?
10. How this brand is different than any other brand?
11. How was your experience with GAC team? (Call center , managers ,supervisors)
12. What do you think of the prices of products and services?
13. How can customer experience be improved?
14. If you will be describing this brand to others, what you will say about it? And how you would recommend it to others

Appendix D: Survey Findings

Q1: Gender

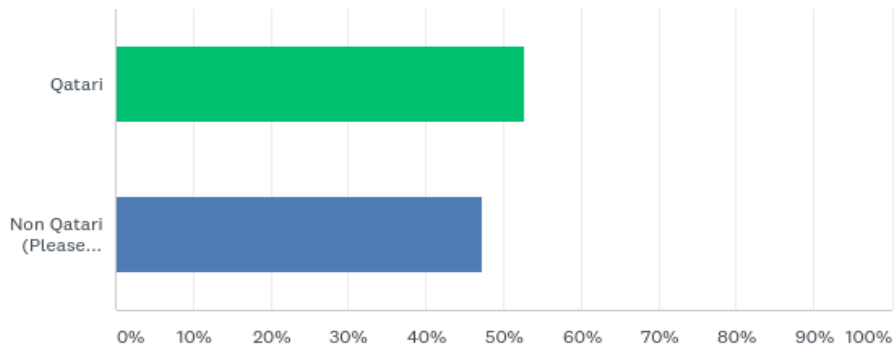
Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
Male	40.00%	22
Female	60.00%	33
TOTAL		55

Q2: Nationality

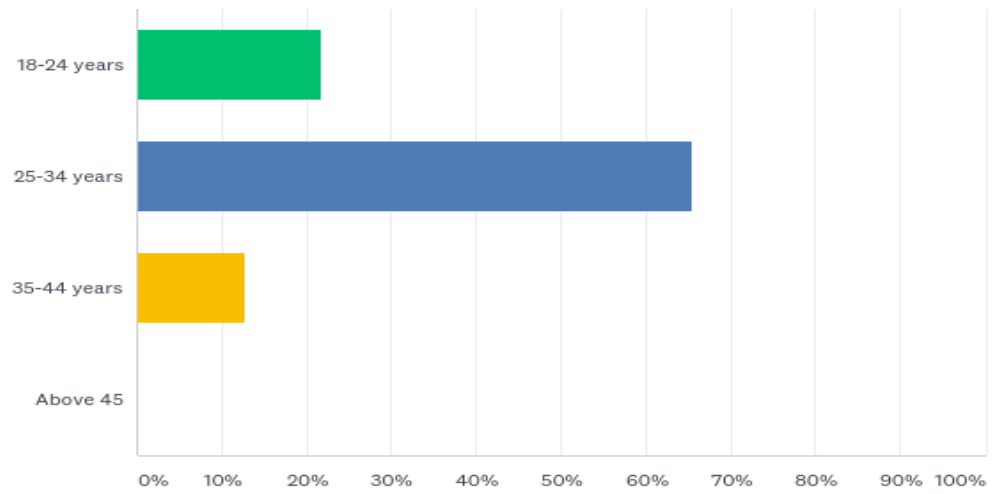
Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
Qatari	52.73%	29
Non Qatari (Please Specify)	47.27%	26
TOTAL		55

Q3: Age

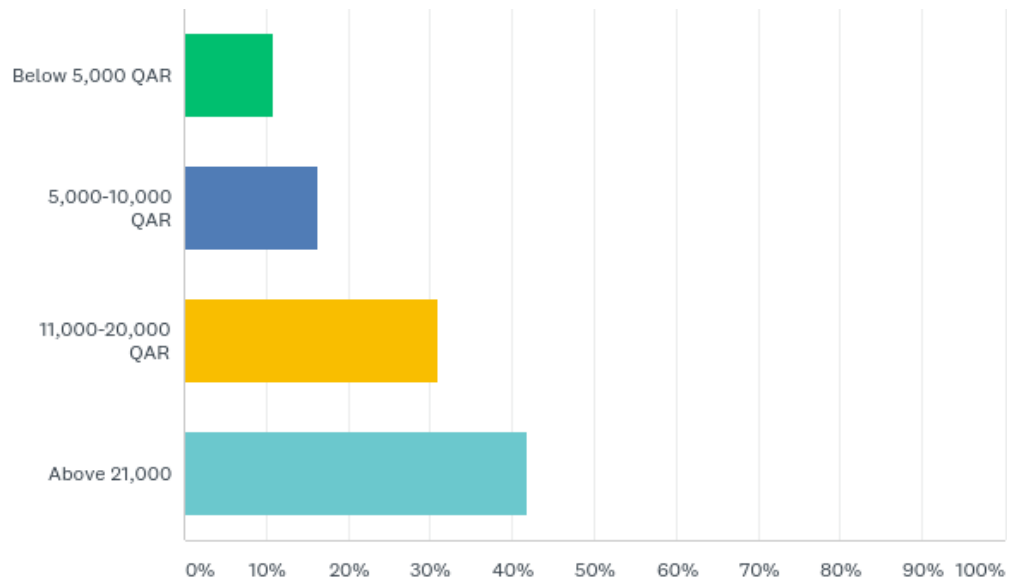
Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
18-24 years	21.82%	12
25-34 years	65.45%	36
35-44 years	12.73%	7
Above 45	0.00%	0
TOTAL		55

Q4: Salary

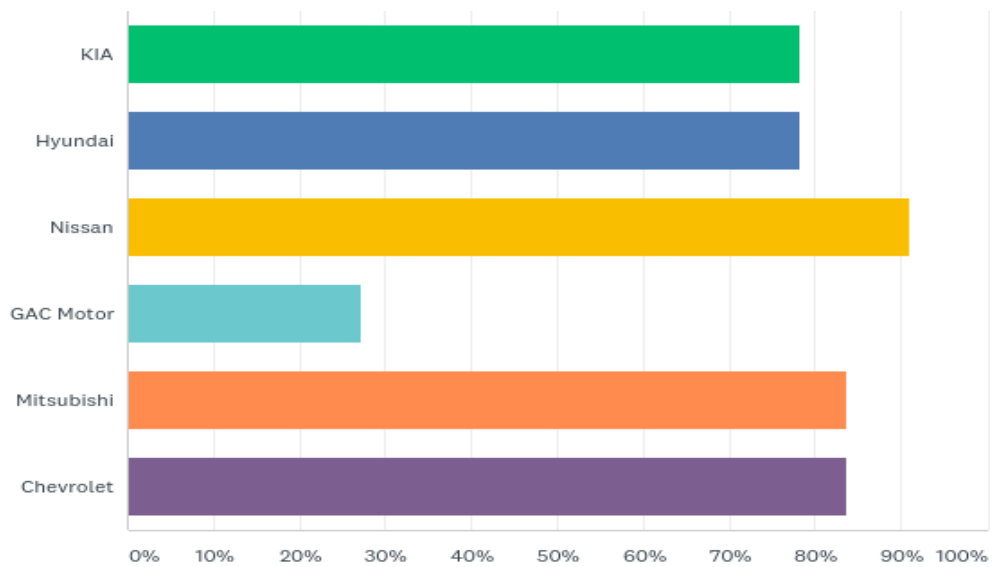
Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
Below 5,000 QAR	10.91%	6
5,000-10,000 QAR	16.36%	9
11,000-20,000 QAR	30.91%	17
Above 21,000	41.82%	23
TOTAL		55

Q5: Which of the following automobile brands you are aware of? (Select all that apply)

Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
KIA	78.18%	43
Hyundai	78.18%	43
Nissan	90.91%	50
GAC Motor	27.27%	15
Mitsubishi	83.64%	46
Chevrolet	83.64%	46
Total Respondents: 55		

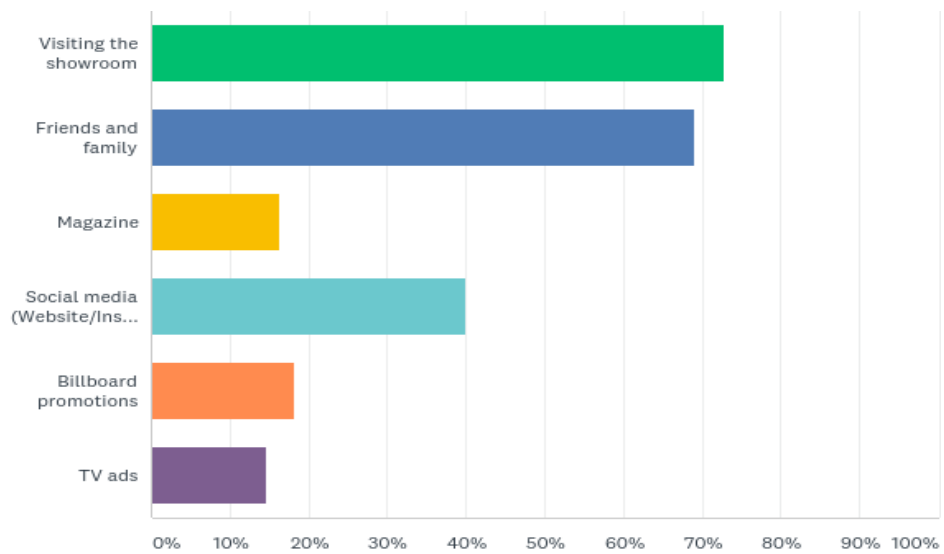
Q6: Rate the following factors that plays an important role in making the decision while purchasing a car?

Answered: 55 Skipped:

	MOST IMPORTANT	SOMEWHAT IMPORTANT	SOMEWHAT NOT IMPORTANT	LEAST IMPORTANT	TOTAL
Brand	54.55% 30	38.18% 21	0.00% 0	7.27% 4	55
Price	69.09% 38	27.27% 15	3.64% 2	0.00% 0	55
Advertising	5.45% 3	49.09% 27	21.82% 12	23.64% 13	55
Product Quality	87.27% 48	7.27% 4	3.64% 2	1.82% 1	55
Functional Specifications	61.82% 34	32.73% 18	1.82% 1	3.64% 2	55
Exterior Design	47.27% 26	49.09% 27	1.82% 1	1.82% 1	55
Interior Design	41.82% 23	52.73% 29	3.64% 2	1.82% 1	55
Family needs	40.00% 22	43.64% 24	9.09% 5	7.27% 4	55
Comfort	56.36% 31	32.73% 18	7.27% 4	3.64% 2	55
Safety	70.91% 39	20.00% 11	7.27% 4	1.82% 1	55
Maintenance Cost	49.09% 27	45.45% 25	5.45% 3	0.00% 0	55
Availability of Spare Parts	52.73% 29	38.18% 21	7.27% 4	1.82% 1	55
Fuel Efficiency	30.91% 17	43.64% 24	14.55% 8	10.91% 6	55
Resale Value	23.64% 13	50.91% 28	14.55% 8	10.91% 6	55
Discounts/Exchange Offers/Promotions	25.45% 14	45.45% 25	18.18% 10	10.91% 6	55
Interest Rate Offer on Car Loans	20.00% 11	40.00% 22	18.18% 10	21.82% 12	55

Q7: What is your main source of information when it comes to taking a decision to buy a car?(Select all that apply)

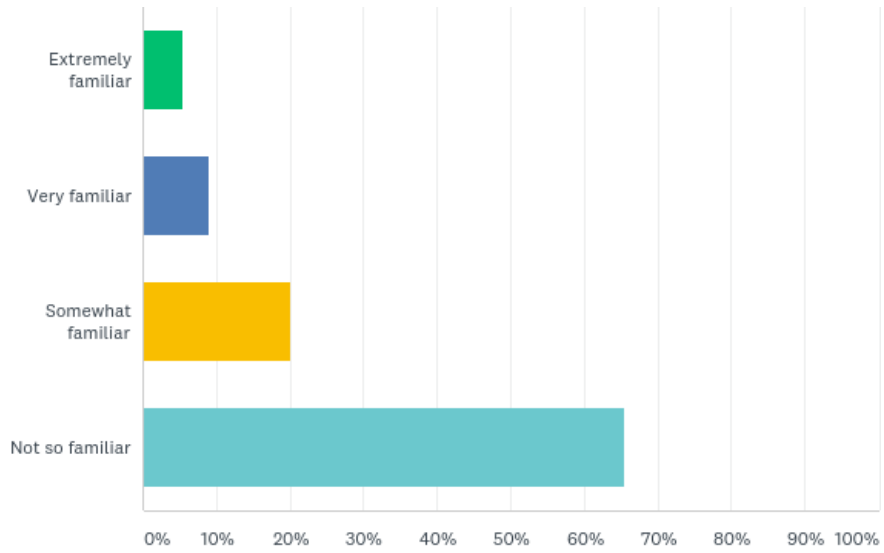
Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
Visiting the showroom	72.73%	40
Friends and family	69.09%	38
Magazine	16.36%	9
Social media (Website/Instagram/Facebook)	40.00%	22
Billboard promotions	18.18%	10
TV ads	14.55%	8
Total Respondents: 55		

Q8: How familiar are you with GAC Motor?

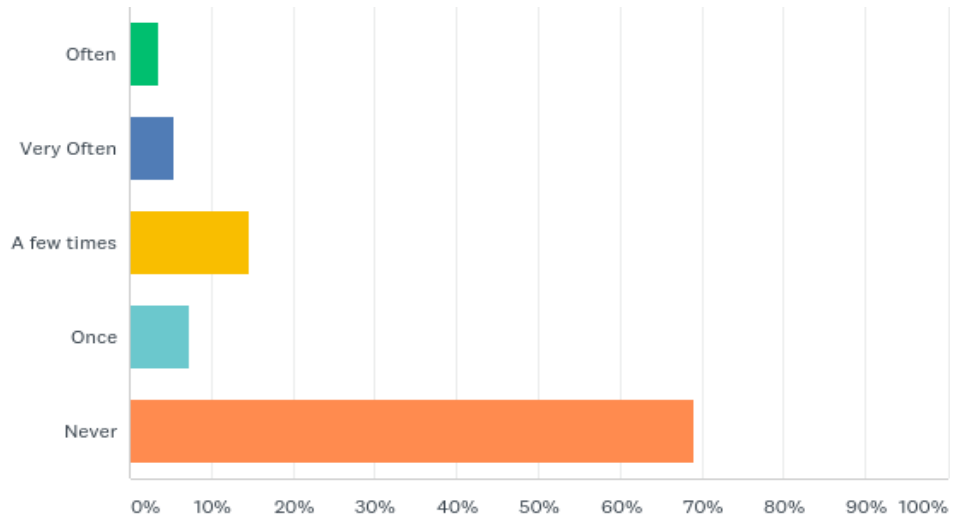
Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
Extremely familiar	5.45%	3
Very familiar	9.09%	5
Somewhat familiar	20.00%	11
Not so familiar	65.45%	36
TOTAL		55

Q9: How often, if ever, you have seen an advertisement for GAC?

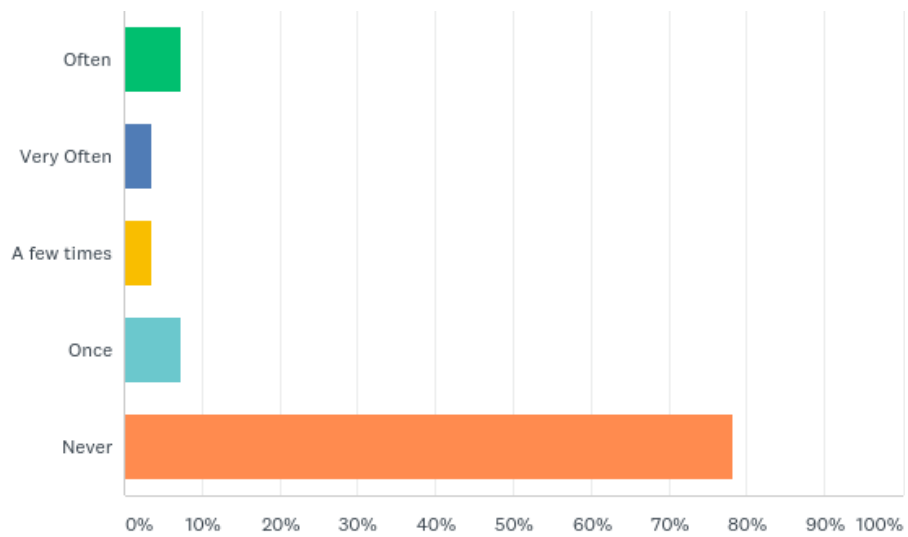
Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
Often	3.64%	2
Very Often	5.45%	3
A few times	14.55%	8
Once	7.27%	4
Never	69.09%	38
TOTAL		55

Q10: Have you ever encountered GAC Motor social media channels such as, Website, Instagram, Facebook, etc?

Answered: 55 Skipped: 0

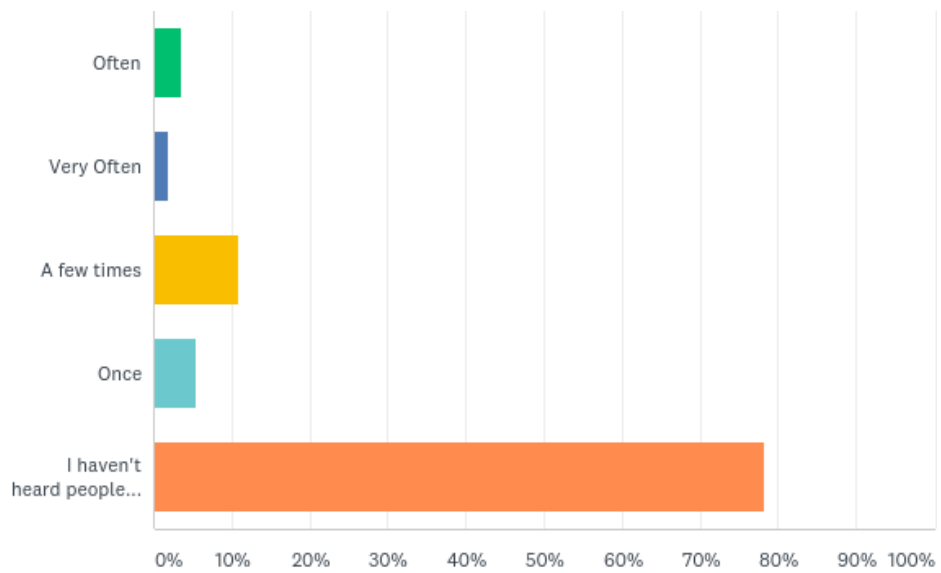


ANSWER CHOICES	RESPONSES	
Often	7.27%	4
Very Often	3.64%	2
A few times	3.64%	2
Once	7.27%	4
Never	78.18%	43
TOTAL		55

Q11: In past 3 month, how often have you heard people talking about GAC

Motor?

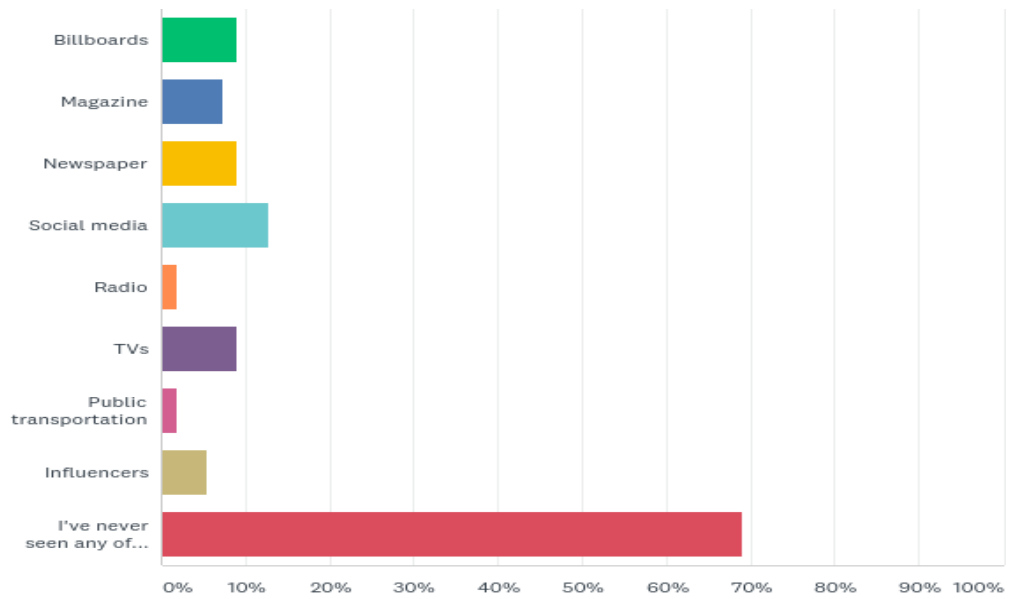
Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
Often	3.64%	2
Very Often	1.82%	1
A few times	10.91%	6
Once	5.45%	3
I haven't heard people talking about it	78.18%	43
TOTAL		55

Q12: Where have you seen advertisement for GAC Motor?(Select all that apply)

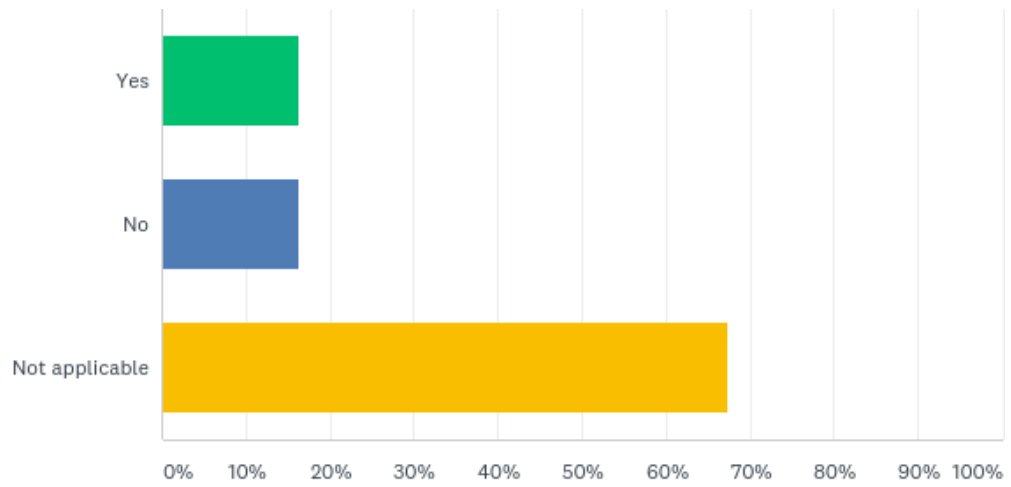
Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
Billboards	9.09%	5
Magazine	7.27%	4
Newspaper	9.09%	5
Social media	12.73%	7
Radio	1.82%	1
TVs	9.09%	5
Public transportation	1.82%	1
Influencers	5.45%	3
I've never seen any of their advertising.	69.09%	38
Total Respondents: 55		

Q13: Is it easy to find/locate the GAC showroom?

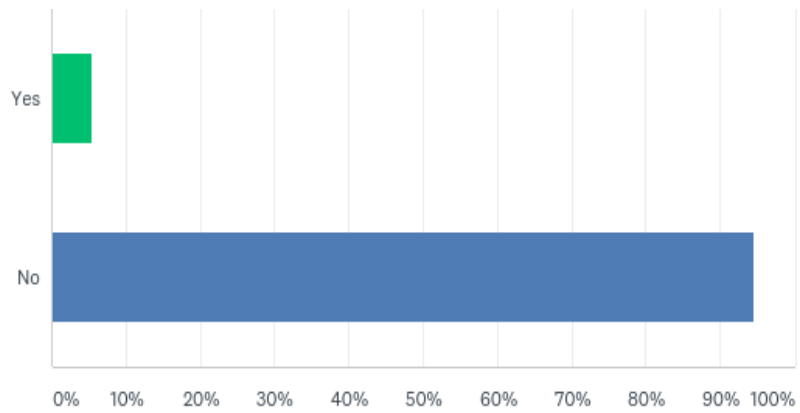
Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	16.36%	9
No	16.36%	9
Not applicable	67.27%	37
TOTAL		55

Q14: Do you own a GAC Motor car?

Answered: 55 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	5.45%	3
No	94.55%	52
TOTAL		55

Q15: Please rank your perception about quality and marketing of product and service provided by GAC motors ranging from “strongly agree” to “strongly disagree”.

Answered: 3 Skipped: 52

	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
Are you satisfied with products and services of GAC?	33.33% 1	33.33% 1	33.33% 1	0.00% 0	0.00% 0	3
Do you think any other brands offer better services than GAC?	33.33% 1	0.00% 0	33.33% 1	33.33% 1	0.00% 0	3
Did GAC staff clearly explain the features of the product to you?	33.33% 1	0.00% 0	0.00% 0	66.67% 2	0.00% 0	3
How would you rank the attention and care provided to customers?	33.33% 1	33.33% 1	33.33% 1	0.00% 0	0.00% 0	3
Do you think GAC is marketing its product and services effectively?	66.67% 2	0.00% 0	0.00% 0	0.00% 0	33.33% 1	3
Are the promotions that GAC provide satisfactory?	33.33% 1	33.33% 1	0.00% 0	33.33% 1	0.00% 0	3
Did the prices of the products and services meet your expectations?	33.33% 1	0.00% 0	66.67% 2	0.00% 0	0.00% 0	3

Appendix E: GAC Events



Appendix F: Posters



Safety 
Is Tough

GS4
Leading Chinese Brand in Quality & Safety

CONTACT US
GAC Motor, Salwa Road, Opp. HSBC bank, Near Qatar
Decoration R/A, Doha, Qatar
P: 4424 8989
info@gacmotor.qa



Safety 
Is Tough

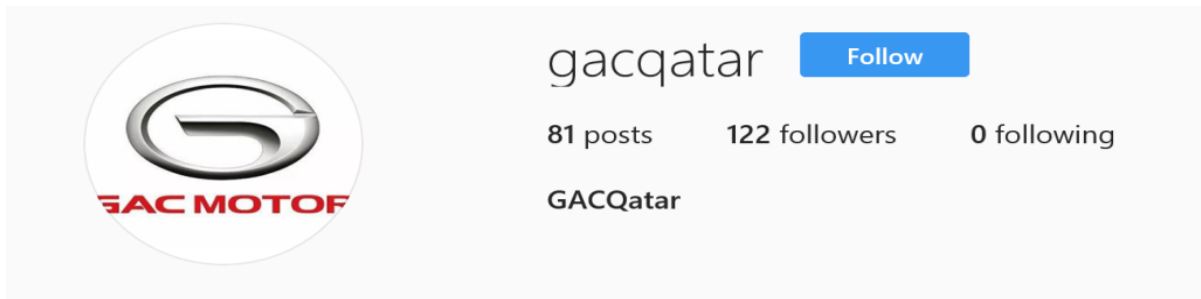
GS4
Leading Chinese Brand in Quality & Safety

CONTACT US
GAC Motor, Salwa Road, Opp. HSBC bank, Near Qatar
Decoration R/A, Doha, Qatar
P: 4424 8989
info@gacmotor.qa

Appendix G: Social Media

GAC Motor Social Media Account:

✓ Instagram : **gacqatar**



GAC should concentrate to increase the number of the followers by posting attractive images daily.



- ✓ Facebook: @GACQatar
- *ACEBOOK should be more up to date with effective images.*
- ✓ Instagram Ad



Appendix H: Demographic

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