

Project on marketing communication of the luxury car brand

Bc Hieu Nguyen Thanh

Diplomová práce
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Univerzita Tomáše Bati ve Zlíně
Fakulta managementu a ekonomiky

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Ústav managementu a marketingu
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- Zpracujte teoretické poznatky k danému tématu.

II. Praktická část

- Analyzujte trh luxusních automobilů v České republice.
- Analyzujte marketingové komunikace značek luxusních automobilů.
- Navrhněte projekt marketingové komunikace pro luxusní automobilové značky v České republice.
- Zpracujte nákladovou, rizikovou a časovou analýzu projektu.

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Vedoucí diplomové práce: **doc. Ing. Miloslava Chovancová, CSc.**
Ústav managementu a marketingu

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prof. Dr. Ing. Drahomíra Pavelková
děkanka




Ing. Pavla Staňková, Ph.D.
ředitel ústavu

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ABSTRAKT

V diplomové práci se zabývám marketingovou komunikací luxusních automobilových značek. Jejím cílem je vypracovat projekt marketingové komunikace pro společnost BMW v České republice. V teoretické části se nejprve zaměřuji na marketingovou komunikaci obecně a její definice. Další část jsem věnoval jednotlivým nástrojům komunikačního mixu. Poté se v samostatné kapitole zaměřuji na proces vytvoření komunikačního plánu. V analytické části zkoumám marketingovou strategii luxusních podniků jako je BMW, Audi a Mercedes a jejich finanční výsledky. Projektová část obsahuje návrhy pro promo akci, jejichž cílem je zvýšit image společnosti, získat nové zákazníky a zároveň udržet stávající. Diplomovou práci uzavírám časovou, nákladovou a rizikovou analýzou toho projektu.

Klíčová slova: marketingová komunikace, luxusní auto, BMW, Audi, Mercedes - Benz

ABSTRACT

In this master thesis I am doing the research about the marketing communication of the luxury car brands. The purpose of the thesis is to create a project on marketing communication for the BMW brand in the Czech Republic. In the theoretical part I focus on marketing communication and its definition, then about the instruments and marketing strategy. In a separate chapter I will describe the process of making the advertising plan. In the practical part I research the marketing communication strategy and the performance of the brands. Project part of this thesis contents the proposals for promotion. The main objectives of the project are to improve the image of the brand and earning news customers while keeping the existing ones. The thesis is concluded by the risk, time and cost analysis of the project.

Keywords: marketing communication, luxury car, BMW, Audi, Mercedes – Benz.

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INTRODUCTION

The business world is evolved over years. Nowadays, the business for any company is a difficulty. Not all the company can survive on the market without the proper strategy. As a result, the marketing strategy has become more important in any kind of business. Because every business needs to understand the fundamental about the marketing in order to find the way to survive in the market. The marketing is not only about product, price, place, but also about the promotion. The promotion, in other words the marketing communication, has an important role in strategy of each business. The supply now is surplus the demand. Therefore, every company has to find a way to present itself, about its product and why should the customers buy the product from them and not from the competition. In order to solve this problem, the only way is to create a new marketing communication plan which will have the companies to build their image, improve the sales result and even create the relationship with the customers.

The need of marketing communication is even more important for the luxury car brand such as Audi, BMW and Mercedes-Benz. They are all luxury brands which are recognized all over the world. They are also the rival of each other in the business. For that reason, each of them has to use all the available techniques in price, place, product and promotion to compete among themselves. Again, the marketing communication becomes the only strategy that can differentiate one brand to another.

The purpose of this master thesis is to analyze the performance of the luxury brands together with their marketing strategy in the world. From the result of the analysis, I would like to create a marketing communication project for a luxury brand on the Czech Republic.

The theoretical part provides the information and definition about the marketing communication, its objectives and the main point of this thesis, marketing communication instruments. It also gives the specific information about the step when conducting an advertising campaign.

The practical part will research the performance of each luxury brand and their marketing communication strategies. As part of the practical, the project for the luxury brand of choice will be conducted base on the information from the analysis and other available information.

I. THEORETICAL PART

1 MARKETING COMMUNICATION

In the 21st century, marketing has become very important factor in the success of every business. The marketing communication mix 4P helps the entrepreneurs survive in difficult situations, in financial crisis and also in the war against others competitors in the market. 4Ps of marketing are price, product, place and promotion. Most company focus mainly on the 3P of price, product and place. They just did not recognize the important of marketing communication and its impact on the business. With the right strategy, the suitable communication instruments, the business can become a lot more successful than just base on price, product or place alone. The product can have a good quality, or even excellence, but if no one knows about it, than the product cannot make any profit for the company at all. The same thing applies for price and place. People are willing to pay even a higher price for the product if they feel that the value of the product is equal with that price. Or the place is sometime not too important, since the internet has become available in all over the world, the product can easily reach its target customers as long as there are demands. However, the poor strategy in marketing communication will kill the product, and also kill the companies and efforts of their managers. Therefore, marketing communication, or in other words, the promotion from the 4P is a very important factor that every business needs to understand and use it wisely. The next part of this thesis will explain about some aspects of the marketing communication, for example its definitions, objectives, and other aspects.

1.1 Definition of marketing communication

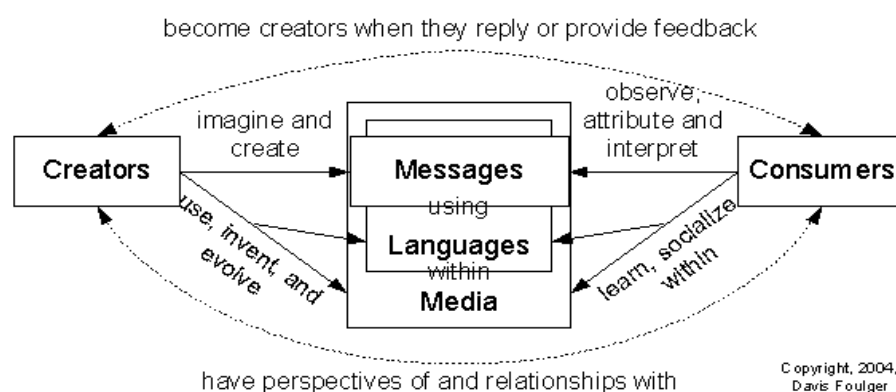


Figure 1: The communication process [28]

Before looking into the marketing communication definition, we should take a look at the communication in general. The communication can be defined as the process of broadcasting, receiving and processing information. The figure above displays the process of communication with the interaction between creator, media and consumers.

The creator can be enterprises, or advertising agency which companies hire to do the promotion activities for them. The task of marketing communication is to create proper messages, using the appropriate media and communication instruments to reach the target group. Consumers are people who will receive the messages, and react by either purchase the products, giving feedback or just ignore them. Therefore the firms need to work carefully on the messages so that their target customers will be attracted and proceed to purchase their product. Also we can see from the figure that the communication is process which both side need to actively involve. So the task of the companies is not only to work on their message, but also to receive the feedback from the customers.

According to Kotler, marketing communication refers to any mean by which companies inform, persuade and remind customers about the products, which they sell. For that reason, marketing communication is in a sense, the voice of the brand, which stimulates dialogue and relationship with consumers. [9, 10]

Marketing communication can also be defined as long-term process of management which has influence on customers purchasing behavior in all the process of purchasing. The process of purchasing contains before making the purchasing, while making the purchasing and after the purchasing. There are four basic instruments of the marketing communication process, which are advertising, sale promotion, public relation, and personal selling. On the other hand, there are other instruments like direct marketing, digital marketing, and virus marketing. [1, 3]

1.2 Marketing communication's objective

The ultimate objective of marketing communication is the sustainable sales and growth of the market share. However, that is not the only objective of marketing communication. Different authors have identified several goals of marketing communication. For example, Kozak has identified 6 sub-goals of marketing communication:

- To provide information on the availability and changes of products.
- To create and stimulate demand without price reduction.
- To differentiate the company products with its competitors and change the perception of customers about the products
- To emphasize the benefits and values of products and also enhance it.
- To stabilize sales, production and storage of offsetting seasonal fluctuation in demand.
- To stabilize the market position by maintaining relationship with existing customers and increase the market share. [13]

Also there is a lot of other marketing communication's objective, but all of them have one thing in common. Your marketing communication's objective should describe what the company wants its target group think, feel and do after they are exposed to marketing messages. It should answer the question "what in it for me". Therefore, these are 3 most common objectives of marketing communication which are:

- Create the brand awareness for the company.
- Defining the need that the product or service can fulfill.
- Encourage action from target customers. [32]

1.3 The effectiveness of marketing communication

When conducting the marketing communication, the marketers also need to consider the effectiveness of the plan. The effectiveness of marketing communication can be evaluated by changes in customers' behavior, the improvement in sales volume or the awareness of the customers about the company. It is important for the company that the marketing communication can affect the buying process of customers. The best result of the marketing communication is to make the customers to repeat the buying and become loyal customers for the company. To achieve this goal, the marketers should understand the buying process of customers, and to create the marketing communication based on it. [6]

As from the previous section, the marketing communication's objectives are based on the behaviors of consumers, which can express by three words: think, feel and do. There are many models which are created based on this behavior of consumers.

1.3.1 Model AIDA

The AIDA is the model for effectiveness communication in marketing communication. The word AIDA stands for Attention, Interest, Desire and Action. The AIDA model creates a process that would attract customers and make them involve in every steps. The first step is to create an attention to the target customers. The surprise, unexpected contents or attractive graphics can be used to process this step. The next step is to form an interest in the customers. By using some promise, reward or mystery, this step can be fulfilled easily. The third step of AIDA model is Desire, which is generated from the first two steps. When the customers are interested, and they desire the product, it leads to the final step of the model, the Action. The figure below show how the AIDA model may be used for example on the internet.

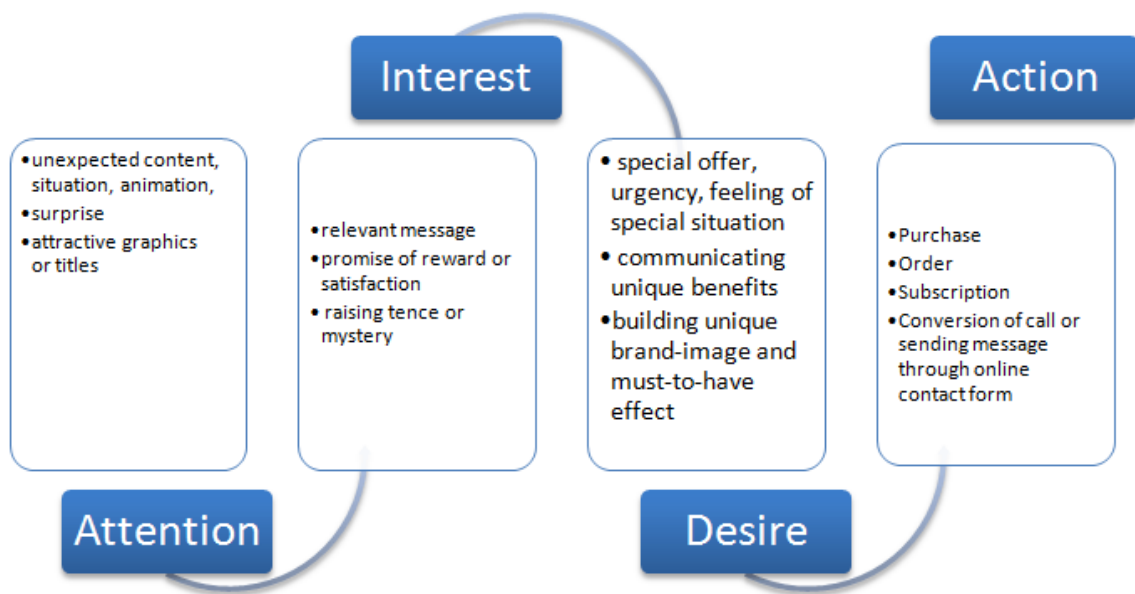


Figure 2: The AIDA model of effective marketing communication [29]

1.3.2 The model DAGMAR

DAGMAR stands for Defining Advertising Goals for Measured Advertising Results. It is basically an approach to advertising planning and a precise method for selecting and quantifying goals and for using those goals to measure performance.

According to this model, before purchase, the marketers have to follow this process to convince the customer.

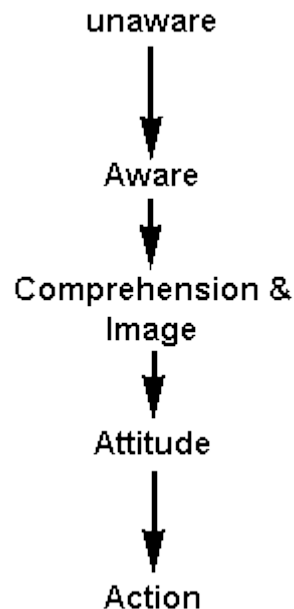


Figure 3 Communication process in DARMAR approach [30]

This model has the same principle as the model AIDA, but it is more popular and comprehensive than the AIDA. This approach emphasizes the communication task of advertising. It is usually took several steps for the customers to consider before making the purchase. At the beginning, the customers may be unaware of the existence of the product. Therefore the first task of the marketers is to make their product become visible. That means to inform customers about the existence of the product by some methods, media and so on. When the customers already know about the product, then the next step is to create an image for the company and also for the product. The purpose of this step is to teach the customers about the benefit of the product, how to use it and what its value is for the customers. And that is the step four, the attitude or conviction step. When the customers understand about the product, its value and about the company, then that will be the final step, to make the purchase, to try out the product. [30]

1.4 Satisfaction of the customers

One of the important objectives of the marketing communication process is to look for the satisfaction of the customers. This is looking for feedback from the customers about the product, services or anything that needs to improve. Overall, every company should satisfy the customer's needs, or find out how to satisfy the needs of the customers.

Consumer satisfaction/dissatisfaction (CS/D) is determined by the overall feelings, or attitude, a person has about a product after it has been purchased. Consumers engage in a constant process of evaluating the things they buy as they integrate these products into their daily consumption activities. In other words, the satisfaction of customer is the main factor which decides the relationship of the customers with the company in long-term. [16]

Nowadays, companies produce goods which can fulfill the needs of the customers. On the other hand, the customers purchase these goods and generate income for companies. In addition, the satisfied customers can make companies become more profitable. There are some reasons why company should try its best to satisfy customers:

- Satisfied customers are loyalty and maintain a good relationship with the enterprise. The cost of keeping these customers is a lot less than the cost for finding new customers.
- Satisfied customers can buy different product from the company, and even at the higher price.
- Satisfied customers can be reference to others potential customers, such as their friends, their boss, their employees and so on. This is a very effective channel of marketing communication, and it is completely free for the company.
- Satisfied customers can also make the employees of the company feel satisfied and proud of their work, which is benefit for the company. Because employees are the core of the company. Satisfied employees can work a lot more effective than normal ones.

Loyalty of the customers can be defined as the positive relationship between customers and company. However, repeated purchase would not be the same as loyalty. It can also be the habit of the customers. Dissatisfied customers however can cost the company a lot of problems. When the customer is not satisfied with the goods and the attitude of the company,

then it makes them feel negative about the company. Just as the reason why satisfied customers are valuable for company, dissatisfied customers can also talk about the company, with negative feelings, therefore it will cost the company much more in order to convince these customer with negative attitude toward the company. [2]

1.5 Form of marketing communication

The fundamental of marketing communication is to communicate. The company communicates with its customers through a lot of communication methods. Basically there are 2 forms of marketing communication, which are personal and non-personal approaches.

1.5.1 Personal approach

This is the most expensive methods which company can use to introduce its product or service. However, it is also the most effective way to communicate with customer, to gain the precisely feedback which is very important for any business. Basically this is any form of communication which is performed face-to-face directly by marketers to potential customer in the street, in office, in the mall and so on. Nevertheless, the cost on one contact is very high and the contacts which company can get in a period of time are limited. These two reasons is the main disadvantages of this approach. [5]

1.5.2 Non-personal approach

All the rest methods which not involve on directly communication between company and customers are non personal approach. It can be called as mass communication. The company can choose from a lot of available forms of marketing communication to promote its product or service. The media, telephone, mail and electronic belong to this approach.

Media communication refers to any traditional mass distribution broadcast or publication with a large volume of viewers or listeners. Television, radio, internet ads, magazines, newspaper, billboards are all forms of the traditional media marketing. In addition to this media communication, there are 2 more types of communication which recently were added to this form. They are webinars and social networking sites.

The other form of marketing communication is by mail. A million of marketing messages are sent by mail daily. However, this is a difficult task to design these mails so that they will not hit directly into the trash.

The next form of communication is by telephone. Whether there is a person or auto-dialer, the telephone can be an efficient way to contact a large amount of people in a short period of time.

The last form of communication is electronic, which is the most popular form of marketing in the 21st century. Basically we understand this as fax and email. In addition, internet is playing a very important role in this form. Except email, internet ban ads and website, social network is part of this form too. [34]

The advantage of this approach is the large volume of contacts and the small cost in each individual. On the other hand, the high cost invested to media and difficulties to evaluate feedbacks are disadvantages of this approach. [5]

Criteria	Personal approach	Non-personal approach
To the public speed of broadcasting message cost on one contact	low high	High Low
Influence on individual The value of getting attention Usefulness	high high	High medium
Feedback Communication Effect's evaluation	2 way precisely	1 way difficult

Table 1 Difference between personal and non-personal approach in marketing communication [own creation]

2 MARKETING COMMUNICATION MIX

Marketing communication mix is an element of the marketing mix. In other word, marketing communication is promotion, one of the 4P of marketing mix (Price, Product, Place and Promotion). There are a lot of literatures which write about the promotion instruments. Basically there are four main instruments of marketing communication mix, which are advertising, sale promotion, personal selling and public relation. Nevertheless, there are also other tools which are used to promote a product or service or the company itself as a result sponsoring, direct marketing is also part of the promotion.

These instruments are divided into two categories which is above the line and below the line. The different between these two categories is counted in the way of communication, cost and segmentation. Above the line promotion technique deals with mass media, such as television, radio, newspapers and magazine, etc. Below the line promotion techniques are targeted at individual according to their needs and preferences. In other words, above the line promotion is useful for building brand identity while below the line leads to sale. Because of dealing with mass media, the cost of above the line promotion is a lot more expensive than below the line, however, it can broadcast to a larger segmentation than below the line techniques. For that reason, the cost on individual is much less than the cost on individual with below the line techniques. According to this, above the line techniques mean advertising, which is non-personal and below the line techniques is sale promotion, personal selling, and direct marketing. Somewhere between these two categories is the space for sponsoring and public relation. [13]

2.1 Advertising

Advertising is non-personal mass communication using mass media such as TV, radio, newspapers, etc, the content of which is determined and paid for by a clearly identified sender. [15]

Also we can understand advertising as a form of communication intended to persuade an audience (viewer, readers or listeners) to purchase or take some action upon products, idea or services. It includes the name of a product or service and how that product or service could benefit the consumer, to persuade a target market to purchase or to consume that particular brand. These messages are usually paid by sponsors and viewed via various me-

dia. Advertising can also serve to communicate an idea to a large number of people in an attempt to convince them to take certain action.

Furthermore, advertising is a type of promotion above the line. Advertising deals with media most of the time like magazines, newspapers, television and radio. Thanks to the media, the company message can be sent to a large volume of audiences. The company can use this advertising to drive sales, or to build the brand identity. The main goals of advertising are to build image, to persuade customers to buy their product, and to remind customers about their position in the market.

Obviously, the good advertising needs to have a clearly defined goal. There are three main objectives which advertising aims to

- To inform
- To persuade
- To remind

INFORM	PERSUADE	REMIND
To inform the customers about the new products	To gain the reference of customer about the product	To remind customers about the needs of the product
To suggest the new use of the product	To convince the customers to purchase the product	To remind customers where the product is available
To inform about changes of the product, price, and services	To change the perception of customers about the product	To keep the image of the company even outside the season
		To maintain the awareness of customers about the product

Table 2 Main objectives of the advertising [11]

Advertising is like all other instruments, it has advantages and disadvantages. The biggest advantage of advertising is to broadcast its message to a very large amount of audiences with the cost on each individual relatively low. For example, the advertising in television can reach to every household with television in one country. Advertising can send its message to the audience repeatedly and can increase the sales with a fastest speed.

The advertising disadvantage can be seen in the evaluation of advertising campaign. It is very difficult to evaluate the effectiveness of advertising because of the range. The range of advertising is too big therefore it cost a lot of effort and also money to evaluate it.

2.2 Sales promotion

We can understand sales promotion as sales-stimulating campaigns, such as price cuts, couponing, loyalty program, competitions, free samples, etc. These campaigns are used to stimulate the sale of the product. By creating different action plan, the company hopes that the sale promotion program will have them sell more for the customers, and also improve the image of the company in the process. [15]

According to Kotler, sale promotion can be defined as follow:

“Sales promotion is a short-term stimulus to encourage the purchase or sale product or service” [11]

The objectives of sales promotion can be different depends on their targets.

TARGET GROUP	FORM OF SALE PROMOTION	OBJECTIVES
Customers	Sale, discount, coupon, sample, bonus, contest	Stimulate the purchase of customer and keep loyal customer
Sales staff	Premium, provision, free gift, contest	To encourage sale staff, to increase sale effort, obtain new customers
Distribution channel	Special discount, bonus goods, loyal coupon, etc	To create good relationship with distributors, increase the amount of existing products.
Organization	Conferences, exhibitions	To obtain new offers, stimulate sale and reward customers.

Table 3 Goals of sales promotion and its tool [17]

Sales promotion can be directed to each customer, sales staff, distribution channel etc. Sales promotion includes several communications activities that attempt to provide added value or incentives to consumers, wholesalers, retailers, or other organizational customers to stimulate immediate sales. These efforts can attempt to stimulate product interest, trial, or purchase.

Like every other tools of promotion, sales promotion has its advantages and disadvantages.

Advantages of sales promotion

- SP is flexible and variable
- SP strengthens loyalty with existing customers and wins new customers
- SP can change the purchasing habits of consumer goods.
- SP can stimulate demand in downturn
- Customers accept it positively - they see it as adding value of product.
- SP allows faster measurable feedback compared with traditional advertising.
- SP can effectively support all other elements of marketing mix
- SP can neutralize the competitive action of promoting the sale.

The disadvantages of sale promotion

- SP is a short-term event
- SP can be quickly and easily copied by competitors
- SP can threaten the long-term brand image

2.3 Personal selling

Personal selling is the oral presentation and/or demonstration of one or more salespersons aimed to sell the products or services of the company. It is the personal contact between a company representative and a prospect or client. [15]

Personal selling is one of the most effective factors of the marketing communication. Therefore it is also the most expensive of all elements of marketing communication. Personal selling is not for publicity, it is for the potential customers. The most important element of personal selling is of course the person who does these following tasks: find new

customers, communicate with them, provide services and collect information. All these tasks are defined as goals for personal selling. [14]

Type of selling	Target groups
Commercial sales	Supermarkets, groceries, pharmacies
Missionary sales	Customers of our customers
Retail sales	Customers
B2B – sales between companies and organizations	Organizations and companies
Professional sales	Influencers of our target groups.

Table 4 Types of personal selling [14]

2.4 Direct marketing

Direct marketing is a personal and direct way to communicate with customers and potential clients or prospects. Telemarketing action, direct mailing are possible ways of using direct marketing communications. [15]

Also another definition of direct marketing is the next one: Direct marketing is a form of advertising that reaches its audience without using traditional formal channels of advertising, such as TV, newspapers or radio. The companies communicate straight to the consumers with advertising techniques such as fliers, catalogue distribution, promotional letters, and street advertising.

The advantages of direct marketing is the possibility of very precisely targeting, defining the target group and also the control of measurement. It brings the comfortable, simple and private for the customers (online catalog). It can grant access to wider choices of goods immediately (online). On the other hand, direct marketing bring the effective tool for company to build relationship with customer and a cheap alternative access to the market. [11]

The disadvantages of direct marketing is the small range of public, because it can only focus on well-defined target group [11]

Types of direct marketing

- **Direct mail**

The most common form of direct marketing is direct mail, which is sometime called junk mail, used by advertiser, who sends paper mail to all postal customers on the area or on the list. Direct mail includes advertising circulars, catalogs, free-trial CDs, and so on. Direct mail is suitable for direct, individual communication. It allows a bigger choice on target market. It is also possible to use personal approach, which is flexible and the result can be easily evaluated. [11]

- **Telemarketing**

Another common form of direct marketing is telemarketing, in which marketers contact consumers by phone. If the telemarketing is properly designed and operated, it can bring significant benefits, for example comfortable purchasing and better information about services or products. However, there are people who are not expected or want to receive the call from marketer. Therefore the US states and US federal government created the no-call list. That mean the advertisers are not allowed to call to people in this list. [11]

- **Email marketing**

Email marketing is the third type of direct marketing. It means sending mail to a group of people by the internet. However, major concern is spam. As a result of proliferation of mass spamming, ISPs and email service providers have developed effectively email filtering programs. [11]

- **Direct-response television marketing**

It is the marketing through television. The special thing about this type of marketing is the direct response option. Most common is by telephone number, which customer can contact to get more information or order goods. [11]

2.5 Public relations (PR)

PR consists of all the communications a company instigates with its audiences or stakeholders. Stakeholders are a group of individuals or organizations to whom the company wants to create goodwill. Press releases and conferences, some of the major public relation tools, should generate publicity. Publicity in impersonal mass communication by mass media, but it is not paid by a company and the content is written by journalists (which mean negative publicity can be possible). Sponsorship can also be considered as the tool of PR. [15]

Advantages of PR

There are many advantages of Public Relations which help business in many ways. They are.

- **Credibility**

Because PR communications are not perceived in the same light as advertising – that is, the public does not realize the organization either directly or indirectly paid for them – they tend to have more credibility. The fact that the media are not being compensated for providing the information may lead receivers to consider the news more truthful and credible. For example, an article in newspapers or magazines discussing the virtues of aspirin may be perceived very much as more credible than an ad for a particular brand of aspirin.

- **Cost**

In both absolute and relative terms, the cost of PR is very low, especially when the possible effects are considered. While a firm can employ AD agencies and spend millions of dollars on AD, for smaller companies, this form of communication may be the most affordable alternative available.

- **Avoidance of Clutter**

Because they are typically perceived, as news items, PR messages are not subject to the clutter of ads. A story regarding a new product, introduction of breakthrough is treated as a news item and is likely to receive attention.

- **Lead Generation**

Information about technological innovations and medical breakthroughs results almost immediately in a multitude of inquiries. These inquiries may give the firm some quality sales lead.

- **Ability to reach specific groups**

Because some products appeal to only small market segments, it is not feasible to engage in advertising and / or promotions to reach them. If the firm does not have the financial capabilities, to engage in promotional expenditures, the best way to communicate to these groups is through PR.

- **Image Building**

Effective PR helps to develop positive image for the organization. A strong image is insurance against later misfortunes. [25]

Disadvantages of PR

Also there are some disadvantages of the PR. While PR messages can break through the clutter of commercials, the receiver may not make the connection to the source. Public Relations may also misfire through miss management and a lack of coordination with the marketing department. When the marketing and PR department operate independently, there is a danger of inconsistency in communication and redundancies in efforts. [26]

3 MARKETING COMMUNICATION STRATEGY

The meaning of strategy is the art of management the activities of the people or collective, so that they will achieve predefined objectives. Marketing communication strategy focuses on the objectives of marketing and other objectives of the company. Generally, there are two basic strategies. They are strategy pull and strategy push. The firm will have to choose which strategy to use and in what measure. The best result for the company can be achieved by using the combination of both strategies. [4]

3.1 Strategy pull

The concept of this strategy is that the customers are actively demand the products from the company. The company will use the advertising and promotion in a way that will create interest in the customers. The interested customers will actively come to the company or distribution channel to ask about the product. This strategy is suitable in such field where the loyalty of the customers is high and the customers know the different between brands and products. The customers' buying decision will be made before they enter the shop. [4]

3.2 Strategy push

The concept of this strategy is the opposite of the pull. The producer will try to push their products through the distributors and straight to the customers. The company will use the sale promotion or personal selling to convince the distributors, with other tools of promotion to sell to the customers. The typical example for this strategy is in the supermarket. This strategy is used in the field where customers have low loyalty toward brands. The customers will impulsively make the buying decision on the shop. [4]

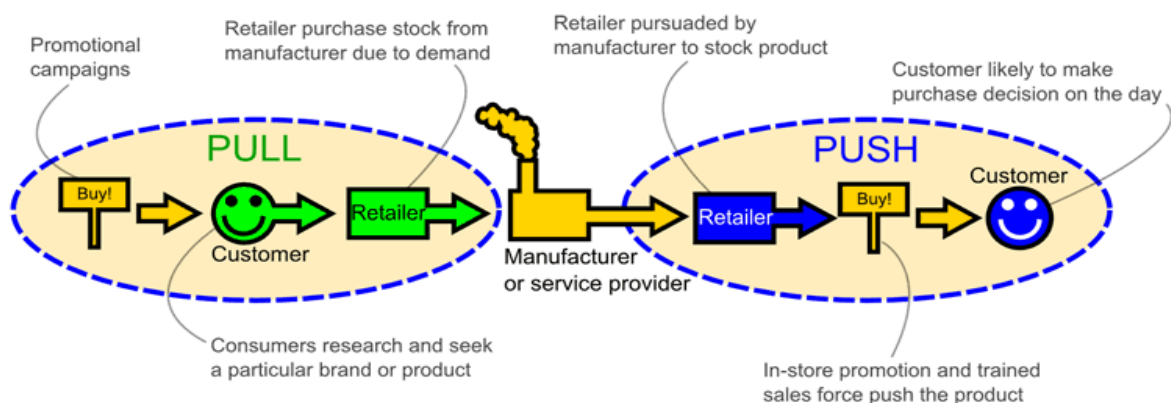


Figure 4 The marketing strategy pull and push [33]

4 ADVERTISING PLAN

Advertising is one of the tools of marketing communication. This is the non-personal approach and very expensive in cost. As a result, the preparation of the advertising campaign has to be very careful and accuracy, because the mistake in the advertising campaign can cost the company a lot of money. The process of creating advertising plan should follow the 5 steps which are known as 5M.

- Mission
- Money
- Message
- Media
- Measurement

The 5M of advertising campaign	
Mission (advertising objectives)	What are the objectives? What is the key objective?
Money (budget)	How much is it worth to reach objectives of company How much can be spent
Message (the ad message)	What message should be sent? Is the message clear and easily understood?
Media	What media are available? What media should be used?
Measurement (Evaluation)	How should the result be measured How should the results be evaluated and followed up

Table 5 The 5M of advertising campaign [27]

4.1.1 Target market

Defining the target market has an important role in communication planning. If the target group is chosen unwisely, then the result will cost the company a lot of money without

bringing any benefit. Therefore it is important for the company to choose its target market wisely. According to model STP (Segmenting, Targeting, Positioning) the company can choose the right target group in 3 stages. [14]

Segmenting

The fundamental of this stage is to divide the market into segments based on customer characteristics and needs in a way that each segment is most different from others. For segmenting the company can use different categories like demographics, geographic, psychological, social, and economical.

The main activity segmenting consists of four sub activities. These are:

- Determining who the actual and potential customers are
- Identifying segments
- Analyzing the intensity of competitors in the market
- Selecting the attractive customer segments [14]

Targeting

Based on the attractiveness of each segments, the marketers will decide to aim for one or more target segments. In order to evaluate these potential of these segments, the marketers can use the following factors: the range and growth of segments, structural attractiveness, aim and company's budget and stability of segments. In this stage there are also 4 sub steps that any company has to consider:

- Defining the abilities of the company and resources needed to enter a market
- Analyzing competitors on their resources and skills
- Considering the company's abilities compared to the competitor's abilities
- Deciding on the actual target markets [14]

Positioning

The final stage of this process is positioning. It means to create strategy and communicative concepts for target markets. The positioning of the company is shown as how customers notice the product or brand names in comparison with others product, based on properties, price, quality and value of product. In short, the company can summarize the activities on two steps:

- Identify the differential advantages in each segments

- Decide on different position concept for each of these segments. [14]

4.1.2 Advertising objectives

The objectives of advertising campaign have to follow the previous target market. The objectives have to be particular communication task, which should fulfill in certain group of target in a given period of time. The target market should be based on the analysis of current market situation. The advertising objectives can be:

- creating a strong brand,
- increasing the demand,
- strengthen the company position on the market,
- creating a positive image and motivation of employees
- creating more options for distribution [13]

4.1.3 Budget

The second M from 5M of advertising is money, which we can understand as budget for marketing communication. The task of defined a suitable budget for advertising is very complicated. Generally, if the company wants a bigger range, frequency and value, then they have to create a bigger budget. [14]

There are two basic methods to create budget for advertising:

Method top down - this method is based on the fact that every company has its own budget for advertising. The advertising plan is created based on the money which they received from the company.

Method bottom up – the advertising plan is created based on the aims of the company, after that the company will calculate the necessary budget to execute the plan.

Among these two basic methods, there are more methods which are popular for marketers as following:

Marginal analysis – the principle of this method is based on the marginal growth of income and cost. That mean the company will invest on advertising as long as the activity bring greater profit for the company than the investment.

Method indifference – the company will invest a constant sum of money without research the market, the activities of competitors and reacts of customers.

Method random allocation – this method is based on decision of the manager or shareholders. It is the subjective method which does not consider the analysis on market or strategies. This method is used the most in the small and medium enterprises.

Method remaining budget – This means the company will invest the residual money from other activities to marketing communication. The main disadvantage of this method is the unbalance of budget in difference situation of company. When the company in a good financial situation, then the advertising will have unnecessary high budget and in bad financial situation the advertising will have minimum investment.

Method percentage of revenue – the marketing communication plan is provided the budget which is created based on the percentage of revenue or expected sales volume. It can be created also from the costs of previous years.

Method competitive parity – The company will create the budget based on the action of competitors.

Method of goals and tasks – the most complicated method and the only method that follows the bottom up principle. The fundamental of this method is each dollar of investment has to be evaluable. [14]

4.1.4 The ad message

The third M from 5M is message, which the company wants to pass to its customers or potential customers. This message depends on the segments, phase of decision-making process of buyers and product life cycle. As advertising objectives, the message has to have these following characters:

- To present
- To inform
- To persuade
- To remind

Each message has to communicate something interesting, desirable, special, different, trustworthy and provable about the product. The success message is the one which attracts attentions of the target market. The important things when create a message is the choice of styles, format, tone and words. Therefore each message can contain different styles:

- Mood and image, when the product connects with certain mood

- Fantasy – the style created around product a fantasy and romantic
- Normal life – the value of product in normal life
- Musical style – the product is connected with some texts from a song
- Recommend styles – the product is recommend by trustworthy, popular person
- Expert styles – the product is presented by an expert person in his field.
- Symbol of personality – the promotion of the product is connected with a certain person, which can be either athlete or actor. [19]

4.1.5 Media

Before choosing suitable media, the company should understand the advantages and disadvantages of each kind of media.

Media	Advantages	Disadvantages
Newspapers	Flexible Up-to-date Trustworthy source	Can be expensive Short-term Inaccessible everywhere
Television	Provides image, sound and motion Good for attention Large range	Expensive Short-term Less accessible for customers
Mail	Choice of customers Flexible Can be personal	Relatively expensive The ad which is sent by mail has less chance to get attention
Radio	Not expensive Large range Separate the listeners at a high level	Provides only sound Weak attention A lot of different cost Short-term
Magazine	Segments of readers	Inflexible

	Trustworthy source Long-term Can be accessible everywhere	Long time implementation
Outdoor	Flexible Repeated exposure Not expensive	Mass market Short time exposure

Table 6 Advantages and disadvantages of each type of traditional media [13]

Except these traditional media, there are other news media which can be used for advertising. As in this century, the internet has become a great source of information. Almost every enterprise has its own website. Therefore the advertising through internet can be an option to present their product. The advantages of internet are cheap, immediacy, interactive option. However, internet also has its disadvantages which are low effect and control exposure.

After understanding about media, the company has to choose which kind of media to use in its advertising campaign. This decision is based on these factors which has effect on the campaign. The first thing is defining target market of the campaign. The marketers have to choose the media carefully, so that their message can be sent to the right target group, which the company wants to impress. As a result, the important thing to decide is:

- Choice of media – the main problem is to choose the most effect media in comparison with the cost, which the company has to pay.
- Range – the amount of people, to whom the company want to reach
- Frequency – how many time the advertising message will be shown to the target group in a certain period. [11]

4.1.6 Evaluation report

The final M from 5M is measurement. The company wants to find out if the advertising campaign has fulfilled its task. The marketers try to prove the return on investment from advertising. This process has to take place before, during and after the campaign. The result of the campaign will be used to increase the effectiveness of campaigns in future and avoid mistake from the previous campaigns. [14]

The main method of measuring the effect of marketing communication

The direct method – this method will test the sales of products where there is some increasing revenue in comparison with cost of marketing communication. This method is useful to use in case of direct selling and sales promotion. Nevertheless, this method has a problem with its informative ability. Therefore it is necessary to know the influence of other factor (price of competitors, communication activities of competitors, analysis macro-environment of the company) which can affect the result. [5]

The indirect method – this method measures the effectiveness of communication through the media, the change of thinking of customers, the research on products and so on.

The measurement operates in 2 main fields:

- Research of communication media
- Research of effectiveness of communication [5]

5 CONCLUSION FOR THE THEORETICAL PART

The theoretical part was used as the foundation research of methods and tool to develop other part of the thesis. The main focus of the theoretical part is the marketing communication, its process, and its elements. First part presents the general definition about the marketing communication, its objectives, the effectiveness and its forms. The second part mentions about the marketing communication mix, the four instruments, their advantages and disadvantages. The third part creates a general idea about the basic strategies of marketing communication, which are strategy pull and push. The last part of the theoretical refers to one of the most important instrument of the marketing communication mix, the advertising. This part contains the five steps which marketers have to follow when they conduct a advertising campaign.

Most of the information in this thesis is based on the literatures of either Czech authors or foreign authors. Each of them has its own interesting things and can be used to apply in the project part of this thesis as well as the analysis. Some knowledge also are took from the internet. As internet develops more and popular, the source in the internet can be more reliable and useful in the practical part.

II. PRACTICAL PART

6 ANALYSIS OF THE LUXURY CAR BRANDS

6.1 Methodology of the analysis of the luxury car brands

This part of the thesis contains analysis of the luxury car brands, their sales performance by models and markets, and finally the analysis of the marketing communication.

For the analysis of the luxury car brands, the main source was the information from several website about automobile and car magazines. This analysis emphasizes on the basic information, the history of the brands and their currently production line.

The analysis of sale performances of luxury car brands by models and markets is conducted with the sources from the secondary data which are available on the media, internet. The main source of this analysis are the financial reports of the brands which can be found on the official website, the section for investors. This part will analyze the sale volume of each brands in the period from 2007 to 2010 in each markets, and the total sale volume in all over the world.

The primary data are used to create the analysis of marketing communication of luxury car brands. This primary data were obtain by conducting deeps interview with 23 students from the marketing and management field. Also the deep interview was performed with the participation of the executive manager of BMW dealer Zlín. The analysis focused on the evaluation of the brands marketing communication such as Advertising, Public Relation events and Online Communication.

6.2 Analysis of the Luxury Car Brands

6.2.1 Audi

Audi AG is a German car manufacture from mini to SUV with various designs and styles. The Audi is positioned as the premium brand within the Volkswagen Group. The head-quarter of Audi is located in Ingolstadt, Germany and has been wholly owned subsidiary of Volkswagen AG since 1966. Apart from Germany, the company has other production locations in Europe, Asia, and south America .

The name Audi came with its founder Agust Horch. His name, which means “listen” in German, when translated into Latin becomes Audi.

Audi’s sales grew strongly in the 2000s with deliveries to customers increasing from 653,000 in 2000 to 1,003,000 in 2008. The largest sales increases came from Eastern Europe, Africa and the Middle East. Also, China is the key market for Audi since 108000 out of 705000 cars were delivered in the first quarters of 2009. The popularity of Audi came from the fact that the Chinese government buys this type of car for officials. Due to that reason, the Audi has operating profit of 1.17 billion Euro and became the biggest contributor for the Volkswagen Group since Bentley and Seat had suffered considerable losses.

The Audi emblem is four overlapping rings that represent the four marques of Auto Union. The first ring from the left represents Audi, the second represents Dampf-Kraft-Wagen, the third one is Horch and the last ring is Wanderer.



Picture 1 The Audi logo [21]

Audi has a total 6 manufacturing plants around the world: Ingolstadt, Germany since 1969, Neckarsulm, Germany since 1969, Gyor, Hungary, Changchun, China since 1995, Brussels, Belgium since 2007 and Aurangabad, India since 2006.

With the continuous improvement, Audi brand has brought numerous new products into market in the 2010, among them are the Audi A8, Audi A1 and the Audi A7 Sportback. Along with these new models, Audi has also set a new record for itself with a sales volume of 1,092,411 vehicles in 2010. [21]

6.2.1.1 Current models of Audi

- A1 Super-mini
- A3 Compact Car – Sportback, Cabriolet
- A4 Compact Executive Car – Saloon, Avant, allroad quattro
- A5 Compact Executive Car – Sportback, Coupe, Cabriolet
- A6 Executive Car – Saloon, Avant, allroad quattro
- A7 Executive Car – Sportback
- A8 Full-size Luxury Car – Saloon
- TT Compact Sport Car – Coupe, Roadster
- Q3 Compact Crossover SUV
- Q5 Compact Crossover SUV
- Q7 Crossover SUV
- R8 Sports Car – Coupe, Spyder

6.2.2 BMW

BMW or Bayerische Motoren Werke AG (Bavarian Motor Works) is a German Automobile, motorcycle and engine manufacturing company founded in 1916 by Franz Josef Popp. It also owns and produces the Mini brand and is the parent company of Rolls-Royce Motor Cars. The BMW is known all over the world for its performance and luxury vehicles and is a global leader in premium car sales.

The BMW was originally an aircraft engine manufacturing firms in 1917. However, after the end of World War I in 1918, BMW was forced to cease aircraft engine production. Therefore, the company shifted to motorcycle production in 1923 and later to automobiles production in 1928-29. The aim of BMW was, is and will be only about motor performance. The motto of BMW is an “ultimate driving machine”.

The logo of BMW is circular blue and white. The logo is simply the movement of an aircraft propeller, to signify the white blades cutting through the blue sky – as the company was originally an aircraft engine manufacturing firm.



Picture 2 The BMW logo [23]

In 2006, BMW group with Mini and Rolls-Royce produced 1.366.838 four-wheel vehicles and that number increased to 1481253 in 2010. Also in 2010, there were 112.271 motorcycles that have been produced. In its production, the BMW has about 56 percent vehicle that are powered by petrol engine and the rest with diesel engine. In these vehicles, there are 27 percent with four cylinder engines, 9 percent had eight cylinder engines and the rest 64 percent had the classic six-pot engine.

With the three brands, the BMW, MINI and Roll-Royce Motor Cars, the BMW group has its sights set firmly on the premium sector of the international automobile market. For that reason, the strategic objective is clearly defined: The BMW Group is the leading provider of premium products and premium services for individual mobility. [23]

6.2.2.1 Current models of BMW

- 1 Series Hatchback, coupe and convertible
- 3 Series Sedan, coupe, convertible and wagon
- 5 Series Sedan and Wagon
- 5 Series Gran Turismo Progressive Activity Sedan
- 6 Series Coupe and convertible
- 7 Series Sedan
- X1 Compact Crossover SUV/Sports Activity Vehicle (SAV)
- X3 Compact Crossover SUV/Sports Activity Vehicle (SAV)
- X5 Compact Crossover SUV/Sports Activity Vehicle (SAV)
- X6 Sports Activity Coupe
- Z4 Sports Roadster

6.2.3 Mercedes-Benz

Mercedes-Benz is a German manufacturer of automobiles, buses, coaches and trucks. It is a division of its parent company, Daimler AG. Mercedes-Benz itself is well-known as a brand of luxury vehicle that are sold throughout the world. Mercedes-Benz was founded as the first petrol powered car made by Karl Benz and patented in January 1886. The Mercedes automobile was first marketed by Daimler Motoren Gesellschaft in 1901. The first Mercedes-Benz brand name was used in 1926 following the merger of Karl Benz's and Daimler's companies into the Daimler-Benz company. The Mercedes-Benz is one of the most well-known and established automotive brands in the world and is also the world's oldest brand still in existence today.

The Mercedes-Benz logo is a simplistic three-pointed star that represents its domination of the land, the sea, and the air. The famous three-pointed star was designed by Gottlieb Daimler to show the ability of his motors for land, air and sea-usage. It was first seen on a Daimler in 1909, and was combined with the Benz laurel wreath in 1926 to signify the union of the two firms.



Picture 3 The Mercedes-Benz logo [24]

6.2.3.1 *Current models of Mercedes-Benz*

- A-Class—Hatchback
- B-Class—Multi Purpose
- C-Class—Saloon, Estate & Coupé
- CL-Class—Coupé

-
- CLS-Class—4 door coupé
 - E-Class—Saloon, Estate, Coupé & Cabriolet
 - G-Class—cross-country vehicle
 - GL-Class—Off Roader
 - M-Class—Sports Utility Vehicle (SUV)
 - R-Class—Luxury Tourer Vehicle (LTV)
 - S-Class—Saloon
 - SL-Class—Roadster
 - SLK-Class—Roadster
 - SLS AMG—Coupé
 - Viano—Multipurpose Vehicle (MPV)

6.3 Analysis of sales volume of the luxury car brands by models

6.3.1 Sales volume of Audi brand

Models\Year	2007	2008	2009	2010	2010/2009
A1	-	-	-	27 898	-
A3	231 005	223 082	208 817	204 325	-2,15%
A4	322 517	367 130	298 119	302 060	1,32%
A5	18 553	54 272	70 743	114 533	61,90%
A6	234 215	221 050	194 620	204 309	4,98%
A7	-	-	-	3 795	-
A8	21 362	20 159	11 703	17 039	45,60%
Q5	-	9 034	99 812	147 088	47,37%
Q7	81 775	59 458	35 606	43 251	21,47%
TT	51 771	43 820	26 979	24 908	-7,68%
R8	2 952	5 016	3 074	3 166	2,99%
Subtotal	964 150	1 003 021	949 473	1 092 372	
Internal vehicle before launch	1	448	256	39	
Total (vehicle)	964 151	1 003 469	949 729	1 092 411	

Table 7 The sales volume of Audi models from 2007-2010 in the world (vehicles)
[own creation]

The table above shows the detail information about the sales volume of Audi in the period from 2007 to 2010. In this table we can see the newest models from Audi and that is the Audi A1 and Audi A7. The Audi A1 was introduced as a super-mini class car, first launched by Audi at the 2010 Geneva Motor Show. This was a pretty impressive sales of the Audi A1 because the sales of its started in Germany in August 2010 and following with the United Kingdom in November 2010 with 27 898 vehicles sold recorded in 2010. [22]

The Audi A7 also is a new model from Audi. It was first introduced at 2010 Paris Motor Show. Its most notable features are its array of innovative assistance, infotainment and safety systems. The Audi A7 was launched from October 2010 and has already achieved a sales volume of 3 795 vehicles. [21]

Another impressive model of Audi is the Audi Q5, which was launched for the first time in the fall of 2008, is the midsize SUV with the features of sportiness and versatility. The sales of the Audi Q5 jumped incredibly from 9 034 in 2008 to 99 812 in 2009 and in 2010

to 147 088 (that was 47% growth in 2 full-year production), surpasses all the expectations of the Company. With a similar growth percentage as Audi Q5, the Audi A8 has recovered from the financial crisis 2008 and achieved the growth of 45,6% in 2010 with the new model of Audi A8 introduced in 2010.

The Audi A5 also has its own improvement. Growing regularly from 2007, it achieved a growth of 61,9 % in 2010 compared to 2009. The other models which had a slightly increasing in sales are the Audi A4 (1,32 %), Audi A6 (4,98%) and Audi R8 (2,99%) compared to 2009.

Unfortunately, not all models of Audi had growth sales in 2010. The Audi TT and Audi A3 presented a slightly decreasing sales of -2,15% for Audi A3 and -7,68% for Audi TT.

The last models of Audi; the Audi Q7 with the new, more efficient engine was introduced in Q7 car line and helped this model to have 21,47% up in 2010.

6.3.2 Sales volume of BMW brand

Models	2007	2008	2009	2010	2010/2009
BMW 1 series	165 803	225 095	216 944	196 004	-9,65%
BMW 3 series	555 219	474 208	397 103	399 009	0,48%
BMW 5 series	230 845	202 287	175 983	238 454	35,50%
BMW 6 series	19 626	16 299	8 648	5 848	-32,38%
BMW 7 series	44 421	38 835	52 680	65 814	24,93%
BMW X1	0	0	8 499	99 990	1076,49%
BMW X3	111 879	84 440	55 634	46 004	-17,31%
BMW X5	120 617	116 489	88 851	102 178	15,00%
BMW X6	0	26 580	41 667	46 404	11,37%
BMW Z4	28 383	18 006	22 761	24 575	7,97%
Total (vehicle)	1 276 793	1 202 239	1 068 770	1 224 280	16,51%

Table 8 The sales volume of BMW by models from 2007 – 2010 in the world (vehicles) [own creation]

As we can see from the table 8, the total sales of BMW in total were still very positive. The BMW achieved a growth of 16,5 % in 2010. However, not all the model of BMW had a positive growth.

The BMW 1 series is approaching its final life product cycle, and for that reason, the sales of this models dropped from 216 944 in 2009 to 196 044 in 2010 (down 9,65 %). In the same situation as BMW 1, the BMW 3 series had a slightly growth with 0,48 % compared to 2009 with 399 099 vehicles sold in 2010.

In another case, the BMW 6 series is in its final year of life cycle. As expected, the sales of BMW 6 series dropped 32,38% in 2010 with only 5 848 vehicles sold. To replace this old model, the new BMW 6 series Convertible celebrated its world debut at the Detroit Motor Show. Another drop of sales was the BMW X3. In 2010, BMW decided to change models of BMW X3. That decision leded the sales of BMW X3 dropped 17,31%. In the other hand, the new model BMW X3 was available in November 2010 and It received an enthusiastic response from customers and the media.

Although BMW 5 series is not at the end of its life cycle, BMW launched the BMW 5 series Sedan in spring 2010 and the BMW 5 series Touring in autumn 2010. This enable BMW 5 series to achieve 35,5 % sale volume growth and to take over the world market

leadership in its segment in the last quarter of 2010. With a similar growth, the BMW 7 series had 24,9 % growth with 65 814 vehicles sold in 2010.

The most impressive growth of all BMW models was the BMW X1. It had 99 990 units sold in 2010, and together with the sold from its launch in 2009, BMW X1 had a sale volume of over 100 000 vehicles in 15 months.

The BMW X5 remained as a market leader in its segment during 2010 with a sale volume of 102 178 units, up 15% compared to 2009. Both the BMW X6 and BMW Z4 had a considerable growth in 2010 with 11,4% for BMW X6 and 8% for BMW Z4.

6.3.3 Sales volume of Mercedes-Benz brand

	2007	2008	2009	2010	2010/2009
A/B class	275 400	250 300	215 500	222 400	3,20%
C/CLK/SLK class	386 500	448 400	322 800	341 900	5,92%
E/CLS class	230 900	172 900	212 100	330 800	55,96%
S/CL/SL class/SLR/SLS/Maybach	107 000	92 900	57 100	80 400	40,81%
M/R/GL/GLK/G class	180 200	161 300	167 200	202 800	21,29%
Total	1 180 000	1 125 800	974 700	1 178 300	

Table 9 The sales volume of Mercedes-Benz by models from 2007-2010 in the world (vehicles) [own creation]

The sale performance of the Mercedes-Benz was very positive in 2010. The most impressive growth from all models belongs to E-class segment (E/CLS class) with 56% up in 2010. This was a very good result thanks to the success of the new models E-class sedan, coupe, station wagon in 2009 and convertible in spring 2010.

Not growing as much as the E-class, the luxury segment of Mercedes (S/CL/SL class/SLR/SLS/Maybach) also had a greatly growth by 40,81% in 2010, achieved a sale volume of 80 400 vehicles sold in 2010. This result proved that S-class of Mercedes-Benz defended its lead as the world's best-selling luxury sedan, despite the new competitors from BMW, Audi and other brands in its segment. The demand from China was the main factor in this victory for Mercedes-Benz.

Unit sales in the C-Class segment (C/CLK/SLK class) grew slightly by 6% to 341 900 vehicles, while unit sales in the all-terrain/SUV segment (M-, R-, GL-, GLK-, and G-Class) rose by 21% to 202 800 vehicles.

The sales of the A/B class decreased slowly from 2008. As they approached to the end of their lifecycles, sales of those cars rose to 222 400 units with 3,2% of growth in 2010.

6.4 Analysis of the Sales volume of Luxury Car Brands by markets

6.4.1 The sales volume of luxury brands in the world

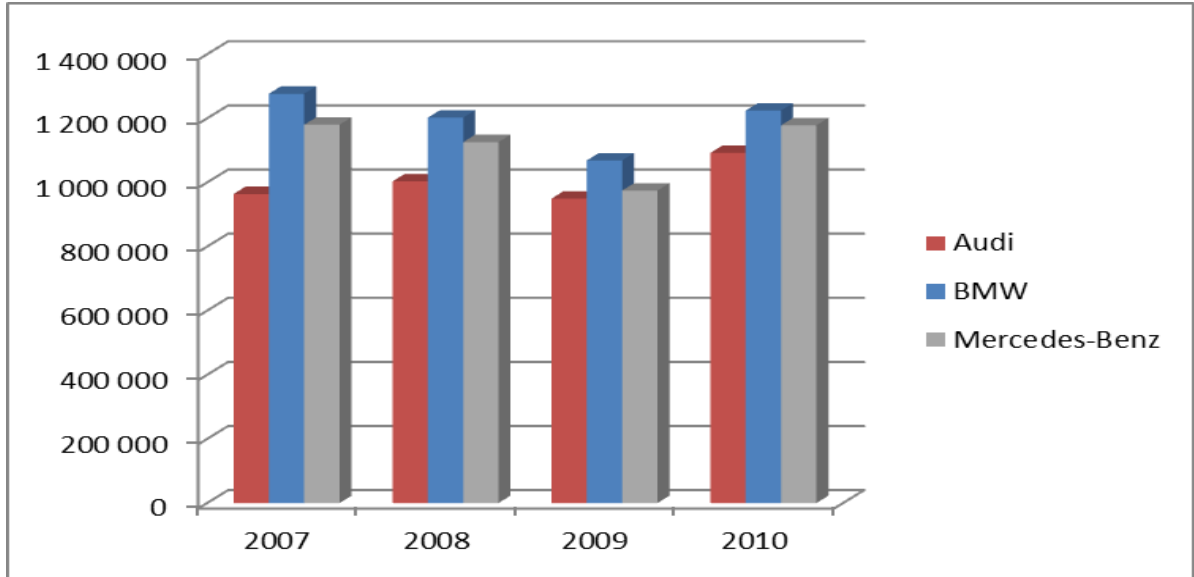


Figure 5 The sales volume of luxury car brands worldwide (vehicles) [own creation]

From the figure 5, it is clearly seen that the BMW has the best performance above the other two. Mercedes-Benz stands in second place, as the rival of BMW. However, the most impressive growth belongs to Audi. The next table shows us the growth of each brand by percentage. The change in % displays a change between each year.

	2007	2008	Change in %	2009	Change in %	2010	Change in %
Audi	964 151	1 003 469	4,08%	949 729	-5,36%	1 092 411	15,02%
BMW	1 276 793	1 202 239	-5,84%	1 068 770	-11,10%	1 224 280	14,55%
Mercedes-Benz	1 180 100	1 125 900	-4,59%	974 700	-13,43%	1 178 300	20,89%

Table 10 The sales volume of luxury car brands worldwide (vehicles) [own creation]

6.4.1.1 In 2008

From 2007 to 2008, only Audi had a positive total growth of 4,08 % with 1 003 469 vehicles sold in total. In the wake of financial crisis and its negative impact on the real

economy, the demand for cars in many market experienced a dramatic collapse in the end of 2008. However, with its attractive product range and modern engines, deliveries of Audi reached 1 003 469 vehicles, surpassing 2009 by 4,08 %. This result also marked the 13th record-breaking year of Audi in a row and the first time in its history with record of over one million vehicles sold. More specifically, The sales of Audi had a good growth in all the market except US with the lowest rate in Germany by 1,6% and highest rate in China with 17,3%.

BMW and Mercedes-Benz experienced the same impact as Audi in 2008. Both brands had high growth rates in the first 2 quarter in 2008. But the sale volume shrank significantly from the middle of 2008. The BMW for instance had managed to achieve a similar sale as from 2007 with only 23 vehicles less. The negative impact in the Western Europe had a big impact, therefore, in spite of the growth in Eastern Europe, the sale of BMW dropped by 3,8 % in total. On the other hand, China proved to be a potential market with the growth of 23%.

Mercedes-Benz is the brand who had the most growth in China in 2008 with 59% sales increase. Still in other market as Germany, US or Western Europe, Mercedes-Benz had a downturn in sale with -3%, -8% and -11% respectively.

6.4.1.2 In 2009

As expected, the financial crisis still had a big impact on the real economy in 2009. Audi, BMW and Mercedes-Benz all experienced the decreasing in sale by 5,36 %, 11,1 % and 13,43 % respectively. In the Germany market, both Audi and Mercedes-Benz had sale volume down by 11%. BMW was doing a little better with only a decrease of 4,8%. On the other hand, the BMW had decreased its sale volume in US market the most with -20,3% while Audi with -5,7% and Mercedes-Benz with -16%. In 2009, China continued proving to be a great market for all the three brands with a growing sales volume of Audi, BMW and Mercedes-Benz grew over 30 %. In the Japan market, Audi achieved a similar sale in 2008 with 0,3 % growth. Mercedes-Benz had the worst performance in Japanese market with -28%. BMW with its sale volume down by 15,8% was expecting an increase in 2010 because the sale in the final quarter of 2009 presented a slightly growth by 2,1%.

6.4.1.3 In 2010

In 2010, the luxury brands profited fully from the recovery on car demands. Both Audi and BMW achieved a growth rate of 15% while Mercedes-Benz grew by 20,89 %. In Germany, the sale volumes of Audi, BMW and Mercedes-Benz were stable with similar vehicle sold as in 2009. However, Audi had a very successful fiscal year in US with 22,86 % growth rate while BMW with 10,1 % and Mercedes with 15%. This made Audi brand became the fastest-growing in premium segment in US. The source of success was the Audi Q5 which proved to be popular in US market.

The Western Europe market continued to contribute to the growth of Audi and Mercedes-Benz with 6,48 % and 8,72 % respectively. However, BMW with the sales going down in Italy by 8,6 %, had a overall growth in Europe by only 3,36 %.

The growth of luxury brands in China was very positive in 2010. Mercedes-Benz became the fastest-growing brand in China with the sale volume increased by 140 % in 2010. China became the world most important market for S-class two years in a row. On the other hand, Audi grew by 43,41 % and BMW by 85,3% in Chinese market.

The Japanese market also contributed to the growth of Mercedes-Benz in 2010 with the growth of 17 % while Audi and BMW achieved 8,81 % and 6,1 % respectively.

		2008 (%)	2009 (%)	2010 (%)
Audi	Germany	1,60%	-11,34%	0,14%
	US	-6,10%	-5,70%	22,86%
	Western EU	3,10%	-12,08%	6,48%
	Japan	4,30%	0,30%	8,81%
	China	17,30%	32,90%	43,41%
BMW	Germany	-0,01%	-4,80%	-0,11%
	US	-9,70%	-20,30%	10,10%
	EU	-3,80%	-11,90%	3,36%
	Japan	-19,20%	-15,80%	6,10%
	China	23,00%	31,10%	85,30%
Mercedes-Benz	Germany	-3,00%	-11,76%	0,00%
	US	-11,00%	-16,00%	15,00%
	Western EU	-8,00%	-18,64%	8,72%
	Japan	-20,00%	-28,00%	17,00%
	China	59,00%	34,00%	140,00%

Table 11 The growth of luxury brands from 2008 to 2010 in % [own creation]

6.4.2 The sales volume of luxury brands in the Czech Republic

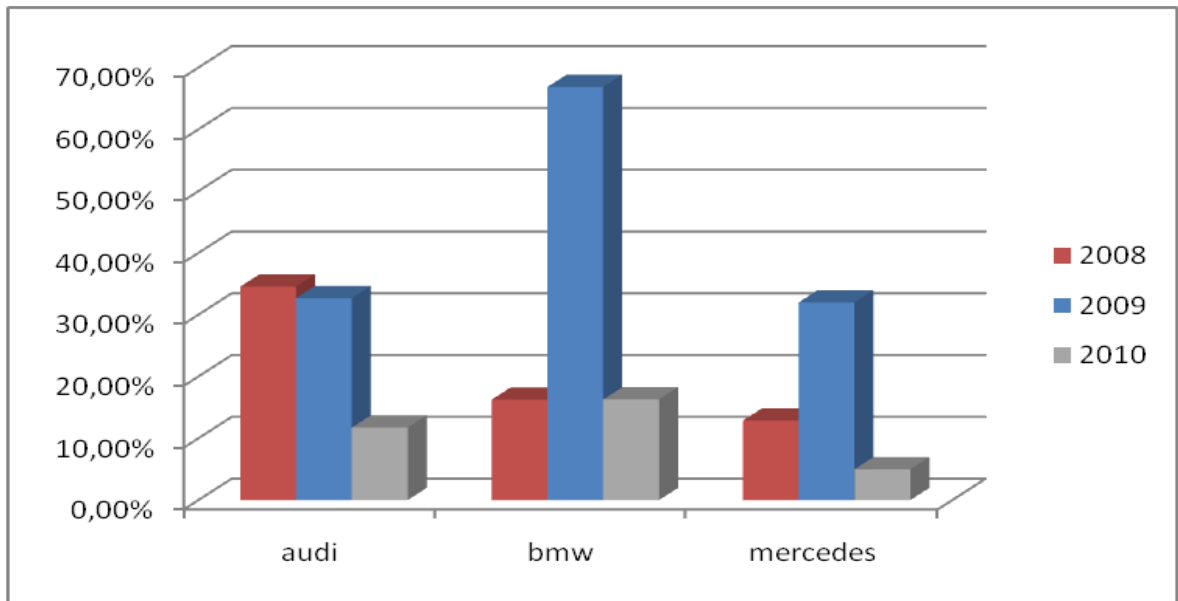


Figure 6 The growth of luxury brands from 2008 to 2010 in the Czech Republic (vehicles) [own creation]

In the Czech Republic market there are other luxury car brands. However the thesis focuses on the three brands of choice, which are Audi, BMW and Mercedes-Benz. As we can see from the graph, Audi, BMW and Mercedes-Benz all had positive growths from 2008 to 2010.

In 2008, even though most of cars manufacturers suffered in most markets, BMW and Mercedes-Benz brands achieved a growth rate above 10 % in the Czech Republic while Audi grew the most with 34,55 %. This also contributed to the fact that Audi was the only premium brand that had a positive growth in 2008. Apart from the growth, Audi also achieved the highest of sale volume with 2 181 vehicles sold. Even though Mercedes-Benz grew only by 12,86%, the sale volume of Mercedes-Benz was below Audi just by 162 vehicles sold and reached a total of 2.019 vehicles sold. BMW had 1 575 vehicle sold with a 16,24 % growth.

	2008		2009		2010	
Audi	2181	34,55%	2894	32,69%	3234	11,75%
BMW	1575	16,24%	2628	66,86%	3056	16,29%
Mercedes-Benz	2019	12,86%	2665	32,00%	2798	4,99%

Table 12 The sale volume and growth of luxury car brands in the Czech Republic (in vehicles and %) [own creation]

In 2009, all three brands recorded a decreasing in sale volume of 5,36 % for Audi, 11,1 % for BMW and 13,43% for Mercedes-Benz. Nevertheless, the situation in the Czech Republic experienced an upstream for premium brands. The sale of Audi grew up by 32,69 % with 2 894 vehicles sold. This is the highest volume among three brands. Mercedes-Benz had a similar growth rate as Audi with 32 % and 2 665 vehicles sold. The BMW had the most impressive growth in 2009 with 66,86 % and sold more than one thousand vehicles compared with 2008 with 2 628 vehicles sold in total.

In 2010, the luxury brands recovered from the crisis and all had positive growth with 15,02 % for Audi, 14,55% for BMW and Mercedes-Benz grew the most with 20,89 %. Nonetheless, Mercedes-Benz in the Czech Republic recorded a 4,99 % growth only, and was the least from the three brands with 2 798 vehicles sold. Again in 2010, Audi sold the most vehicles among them with 3 234 vehicles and achieved a growth by 11,75 %. BMW in 2010 had the most growth rate in the Czech Republic with 16,29 % and 3.056 vehicles sold.

The table below displayed information about other luxury car brands in the Czech Republic. Among them we can find Cadillac, the luxury brand from the US, or Lexus, subdivision of Toyota from Japan. Here also the sale volume of Ferrari, the super car brand from Italy or Jaguar, the premium brand from Great Britain. Another premium brand from Italy is Maserati. Porsche is a German company and known as a luxury brand, Volvo can be considered as luxury brand with some of its models in premium class.

	2008		2009		2010	
Cadillac	25	78,57%	11	-56,00%	9	-18,18%
Chrysler	124	37,78%	90	-27,42%	96	6,67%
Infiniti	-	-	39	-	84	115,38%
Jaguar	147	12,21%	104	-29,25%	62	-40,38%
Ferrari	26	5,38%	40	53,85%	58	45,00%
Lexus	176	5,38%	241	36,93%	206	-14,52%
Maserati	36	100,00%	28	-22,22%	29	3,57%
Porsche	126	41,57%	199	57,94%	302	51,76%
Volvo	791	2,71%	1502	89,89%	1578	5,06%

Table 13 The sale volume and growth of other luxury car brands in the Czech Republic (in vehicles and %) [own source]

6.4.3 Conclusion for the analysis of the sales volume of the luxury car brands

All the luxury car brands had performed well in the past years from 2007 to 2010. Even though there was the financial crisis in the end of 2008, all brands had managed to survive and recovered from the damage strongly than before. Audi, BMW and Mercedes-Benz had proved to be the leaders in the premium segment and continued to fight among themselves for the position in the market.

All the three brands tried to innovate as much and fast as possible. They brought to the market new models year by year, with the new models to replace the old one, or to compete with models from the competition. All the innovation enabled the brands to have a certain advantage in their target market. In 2009, the market suffered the damage from the financial crisis which began in US. The impact of the crisis was huge and led to the decreasing sales of all these three brands in 2009. However, their sale volumes of 3 brands had a positive growth in China. In other words, China is becoming the large potential market for luxury brands in the future.

In the Czech Republic, Audi, BMW and Mercedes-Benz recorded positive growths even in the crisis. This means the Czech Republic is a stable country within Europe with its own economy strength. With this market, all the 3 brands can count on stable growth and big contribution to the success of the brands in the future, even in the crisis

Although innovation is important, marketing communication is also important for the car brand. It is useless to have new models and new features on the car if no one knows about it. The next part of the thesis will analyze the marketing communication of the luxury car brands.

6.5 Analysis of the marketing communication of luxury car brand

This analysis was performed by deep interviews with 23 students of economics universities in the Czech Republic. The participants were presented about the marketing communication programs of the luxury car brands and to give out their own evaluation for each program. The table below displays the evaluation statistics of communication programs.

	Advertising for Super Bowl			Others advertising			Online communication			Public relation		
	Audi	BMW	Mercedes-Benz	Audi	BMW	Mercedes-Benz	Audi	BMW	Mercedes-Benz	Audi	BMW	Mercedes-Benz
1	5	4	5	5	4	5	5	4	4	5	5	5
2	5	3	5	5	5	5	5	4	4	5	5	5
3	4	5	4	4	3	5	4	5	4	5	5	5
4	5	4	3	5	5	4	5	5	5	5	5	5
5	5	5	5	4	4	4	3	4	5	5	5	4
6	5	4	4	5	5	5	4	3	4	4	5	5
7	4	4	5	5	5	3	5	5	3	5	5	5
8	5	4	5	4	4	3	5	5	5	5	5	5
9	4	3	3	5	4	3	4	4	4	5	5	5
10	5	4	5	5	3	4	3	3	3	5	4	5
11	5	5	5	4	4	5	5	4	4	5	5	4
12	5	4	5	5	4	3	5	5	3	5	5	5
13	5	4	5	4	3	4	3	5	3	5	5	5
14	5	5	5	4	5	5	4	4	4	5	5	5
15	5	4	4	4	3	3	5	5	5	5	5	5
16	5	4	5	3	4	4	5	5	3	5	4	5
17	5	5	4	5	4	5	4	4	5	5	5	5
18	5	4	4	5	5	3	5	4	4	5	5	4
19	5	4	4	4	3	3	5	5	3	4	5	5
20	5	3	4	5	5	3	5	5	3	5	5	4
21	5	4	5	4	4	5	5	5	4	5	5	5
22	5	4	5	4	4	3	5	5	4	5	4	5
23	5	5	5	5	3	4	4	5	5	5	5	4
Aveg.	4,9	4,1	4,5	4,5	4,0	4,0	4,5	4,5	4,0	4,9	4,9	4,8

Table 14 The evaluation statistics of the marketing communication of luxury car brand [own creation]

Also the secondary data and observation methods also were used to conduct the research about the current marketing communication of the luxury car brands. After that, the deep interviews provided the evaluation about the effectiveness of each communication tool and for each brand.

This research was performed in the May 2011 with the rankings are as follow:

- 5 Outstanding
- 4 Highly effective
- 3 Good
- 2 Disappointed
- 1 A disaster

6.5.1 Advertising

While every car manufacturers focuses on model advertising, the Audi, BMW and Mercedes-Benz put a strong emphasis on their brand. In 2011, these brands created new commercials to remind people about the value of their brand and build stronger image in the mind of customers.

6.5.1.1 Advertising for the Big game in USA

Audi launched the commercial spot for Super Bowl 2011 in US with the name “Release the hounds”. This commercial follows two pretentious inmates as they attempt to break out of a luxury prison. Audi wanted to change the thinking of viewer, to make them re-think luxury. The ad features a number of elements that recall the heyday of old luxury. This advertising also featured the new Audi A8 sedan, the most technologically advanced vehicle and the apex of Audi’s new luxury line up.

Unlike Audi, the Mercedes-Benz joined the commercial of Super Bowl with its ad “Welcome”. This commercial mainly focuses on the fact that Mercedes-Benz is the oldest automotive manufacturer in the world. In this commercial, all the old models of Mercedes-Benz gathered in one place and welcome the new line of models. In 2011, Mercedes-Benz celebrates its 125 year of innovation. Therefore the idea of this commercial is to use the big event to bring together all the previous models from Mercedes-Benz in one place at one time.

BMW also participated in the commercial for Super Bowl 2011 with a different proposal. Not presenting a model or making people to re-thinking luxury like Audi, nor celebrating a long history like Mercedes-Benz, BMW focused more about the performance of the car and the fuel for the future with its commercial “Advanced Diesel”. This commercial showed the viewers that cars with advanced diesel can be clean, quiet and powerful.

The pictures about these advertising can be found in the appendices.

As for the outstanding idea from the commercial, Audi received evaluation of 4,9/5. Celebrating 125 years of innovation is a good events, and for that reason Mercedes-Benz was evaluated a little lower and Audi, with 4,5/5. With the idea about changing the thinking of people about diesel, the commercial from BMW received an evaluation of 4,1/5.

6.5.1.2 Other TV commercials

Unlike BMW or Mercedes, the Super Bowl ad 2011 was the 4th time in a row Audi participation in this big event of USA. The first advertising from Audi for the big game in USA was created with the inspiration from the Oscar winning movie “The Godfather”. The aim of Audi was to connect the luxury vehicle customers in the USA. The movie was chosen because of its value: the film is about struggle between old and new power. In precisely that fashion, Audi represented the rise of a new force in luxury. This goal of Audi was repeated again in its ad for Super Bowl the next year with the name “Chase”. This ad was inspired by the iconic Hollywood scenes, actor Jason Statham rushes from decade to decade trying to avoid capture, and finally succeed with the supercharged Audi A6. The message of this ad is also nothing more than: Audi is creating a new value for the luxury segment, and is the progressive choice for upper class customers. Among its other advertising, Audi also tried to compare the value itself with other luxury car brands like BMW, Mercedes-Benz, Lexus or even Ferrari. After all, the value of Audi lie in the “truth in engineering” with other value of comfort from Mercedes-Benz, Sportiness from BMW or Safety from Volvo.

While Audi represents a young, fast growing luxury brand, BMW focuses more on sportiness, elegance, strong, youthful. In2010, in order to compete with the “Green police” marketing campaign from Audi, BMW launched its “Joy” campaign. In this campaign, the BMW concentrated on the Joy of drivers, the customers of BMW. This campaign alone proved that BMW is not only a car, but it brings joy to the customers; and that BMW does

not make cars, they make joy. In other advertising, BMW always proves that it is an ultimate driving machine with strong in power and elegance in design. For example the advertising for Super Bowl showed the customers about how strong a BMW can be with a diesel engine. Also customers can find that BMW cares about the environment too. Throughout BMW ads, customers can find a car with less emission but brings more pleasure driving it. It is called the efficient dynamics. This idea is focused more and more with the launch of BMW i, where i stands for electric in 2011. After all, the BMW is about Joy and performance.

Mercedes-Benz also represents elegance in its design, however, it also contains sophistication. In each ads of Mercedes-Benz, the customers can easily recognize the sophistication in design, the beauty and elegance of the car. The value of Mercedes-Benz is delivered by the tradition, as they celebrate their 125 years of innovation in 2011 with the promotion ad in Super Bowl event. In other ad, the Mercedes-Benz focused its customers with the attention assist systems with the name "Diner". In this ad, the Mercedes-Benz detected the dizziness from the driver and leads them into the diner where she can find a proper rest. Safety is also an important feature of Mercedes-Benz. They demonstrated this features through the ad "Sorry" in 2010 where the car helps to stop the car and avoid deadly accident. While Audi used Jason Statham as their celebrity, Mercedes-Benz uses Michal Schumacher and Nico Rosberg as their celebrities. So, the message from Mercedes is clear, that features of Mercedes-Benz are elegance, sophistication and safety, which is a class ahead. The motto of Mercedes-Benz was unlike any other, and now Best or nothing

Evaluation: All 3 brands have an outstanding idea in their advertising. It also carried the tradition and the value of the company. However, with a very dynamic, fearless advertising, Audi received a 4,5/5 while BMW and Mercedes-Benz have 4/5.

6.5.2 Online communication

Every luxury brand has its own website. This is the main instrument for communication online with customers. Therefore, Audi, BMW and Mercedes-Benz have their official website. In their website, customers can find all information about the cars models and also the information about the company, history, experience and other things.

The Audi official website is featured with the gray color. The first thing about the website is to attract the customers in the first sight, that Audi is a brand with speed racing car. Here the motto of Audi is written in German as “Vorsprung durch Technik”. There are also the information about models, experience and about the company itself with the data for investors and all other things. Another feature about the Audi international website is that it is connected to the location of the customers and the local website has the overall look as the main. However, it is written in the local language, just as BMW and Mercedes-Benz. Mercedes-Benz has done the same thing to their website as they do with their advertising. They are customers oriented. For that reason, most information about Mercedes-Benz is available in the local language, and their international website look very simple with just some actually features by the company.

Together with the official website, the online magazine and online TV is also an important tool for the brands to promote itself. The magazine and online TV are created so that they could featured the news about the brands, models and the life style that brands bring to its customers. As each brand has a different value, so the magazines and online TV do by giving the value according to the brands. All three brands prove that they are not just a luxury cars, they also carry lifestyles for customers.

Overall evaluation: the Audi, BMW and Mercedes-Benz have very good quality of online communication. However, Mercedes-Benz has a little more complex website that easy to confuse customers. Also the missing information for investors about the brands made it valuation a little lower than the other two. BMW, Audi got 4,5/5 and Mercedes-Benz with 4/5.

6.5.3 Public relation

As for the public relation, Audi focuses mainly on events and sponsorship.

Audi has participated in Le Mans race 2010 and won all three first places. For Audi, this is not only a simply race, but it is also an opportunity to test their newest innovation in the most extreme conditions. This result is very important since the motto of Audi is Truth in engineering. Therefore, Audi proved to the world about their technique and strength in a car through the race.

Another big event from Audi is the Audi Urban Future Award. Audi has issued the winning price of 100.000 Euro for the contest. The Urban Future Award looks ahead to tomorrow's world. The concern of Audi is how mobility, architecture and urban development will interact. With this new competition, the Audi brand is promoting visions and concrete proposals for remodeling our cities within the context of mobility issues.

Sport sponsorship is also a part of Audi's PR. Currently, Audi is the sponsor of 11 football teams in Europe and 5 from them are famous teams as Real Madrid, FC Barcelona, Manchester United, AC Milan and FC Bayern Munich. Moreover, Audi also creates the Audi Cup 2011 for the football world stars get together. The world's best club teams in the world meet in Munich just before the European season kicks off. The four teams representing the 4 ring of Audi are FC Bayern München, FC Barcelona, AC Milan and SC Internacional de Porto Alegre. The Audi Cup will be played on two days (July 26th/27th 2011) at Munich's Allianz Arena.

Apart from football, Audi also shares common values such as technical expertise, dynamism and fascination with winter sports. For this reason, Audi is the title sponsor of the FIS Ski World Cup and principal sponsor of the German Ski Federation (DSV). Also, the Olympic game is the place where Audi supports the national German team in 2010.

Golf is also sharing some common value with Audi brand. It is about the technology, design and sportiness value that characterize every Audi vehicle, and they also reflect the special fascination of the sport of golf. Currently Audi hosts the Audi quattro Cup for amateur golfers and the Audi ladies Cup with the idea "golf especially for ladies". They are also sponsor for UniCredit ladies German Cup and Süddeutsche Zeitung Business Golf Cup. As for the future, Audi is supporting the bid of RC Deutschland GmbH together with the Wittelsbach Compensation Fund in Neuburg an der Donau to stage the world's most prestigious golf tournament.

In the Czech Republic, Audi is the partner of the International film festival in Karlovy Vary in 2011. The guests of this festival are the stars with the highest standard and Audi fulfilled all the necessary qualities for this.

The customers can also have the chance to see Audi car in movies. In 2010, Audi brand activated a marketing promotion with the film "Iron Man 2". Also Tina Fey and Steve Car-

rell's characters stole the R8 Coupe from Mark Wahlberg in "Date Night", while Tom Cruise and Cameron Diaz drove the S5 Cabriolet in "Knight and Day".

Not as too active as Audi, BMW has its own style for the Public Relation activities. As an action toward the Urban Future Award of Audi, BMW launched the "Activate the Future", a series of four films about the future of mobility. This is the way that BMW want their customers, potential customer, media and other influencers to talk about something interesting, thought-provoking. These series is about the mobility in the tomorrow's world. By driving such a project, BMW effectively strengthens its positioning as a progressive thought-leader and therefore continues to build brand equity around performance and the whole notion of future excellence. Together with this event, BMW also launched the BMW Guggenheim Lab. The BMW Guggenheim Lab is a mobile laboratory that will travel to 9 major cities worldwide over six years. Lead by international, interdisciplinary teams of emerging talents in the area of urbanism, architecture, art, design, science, technology, education and sustainability, BMW Guggenheim Lab will address issues of contemporary urban life through programs and public discourse. The goal of this event is the exploration of new ideas, experimentation and ultimately the creation of forward-thinking solutions for urban life.

The BMW brand also focuses on sport. BMW supports three major sports, which are motor, golf and yacht. For each kind of sport, BMW is actively involved in national and international sport events. Currently, BMW participated in the Intercontinental Le Mans Cup and finished in third place. Another success of BMW motor team is the second place at Nurburgring 24 hours.

Unlike Audi, BMW brand is very active at golf. The BMW hosts various tournaments in golf with the aim to bring joy to the people. In 2011, BMW hosted the BMW PGA championship, which took place at Wentworth club, Surrey from 26th to 29th May 2011. The BMW international open was held at golf club Munchen Eichenried from 23rd to 26th June 2011. Also there are other tournaments as BMW Golf Cup International, BMW Pro-Am Challenge, BMW Italian Open or BMW Championship USA. BMW also is partnet of Team Europe at the 2012 Ryder Cup, which will be held at the Medinah Country Club in Illinois.

The last sport on the list of BMW is Yacht. BMW has a BMW Sailing Cup, which took place in Cascais Portugal. In 2011, team Portugal has won the prestigious trophy to Portugal for the first time. Another event was BMW ORACLE Racing. At the end of the year 2010, BMW brought to a close its longstanding partnership with ORACLE Racing and thereby end its involvement in the America's Cup. However, in 2010 BMW ORACLE Racing won the 33rd America's Cup match in Valencia. As technology partner, BMW has made a successful contribution to winning the world's most prestigious sporting trophy.

Apart from these main sports, BMW has its own contribution in individual countries with its public relations. For example, BMW commenced a sponsorship association with the Melbourne Racing Club's premier event, the Caulfield Cup in Australia. Or in the Czech Republic, BMW offered to exchange the BMW vehicles for the government for free in the beginning of 2011. The exchange is free of charge with the 6 BMW 750Li for 6 BMW 740d with the comfortable equipments. [31]

Sophistication is one of the characteristic of Mercedes-Benz's car. So are there public relations activities. As many other automotive brands dropped their sponsorship of major golf tournament, Mercedes-Benz had replaced them and expanded its promotion. In 2010, Mercedes-Benz sponsored these following golf events in the USA:

- The Masters
- The PGA Championship
- Quail Hollow Championship
- AT&T Pebble Beach
- AT&T National
- Senior PGA Championship
- Northern Trust Championship
- Chevron World Championship

Mercedes-Benz also sponsored another sport at the USA. After signing the four-year contract in 2009, Mercedes-Benz is now the official vehicle of the US Open and The Presenting Sponsor of the US Open Men's single Champion.

Another public relation activity of Mercedes-Benz is the sponsorships partner with fashion week. Mercedes' tri-star logo brand is very visible as the presenting sponsor of the New

York's spring and fall Fashion Weeks and Fashion Week in Miami. Both are huge events for members of the fashion industry, including retailer buyers, celebrities from around the world, television networks, international magazines, newspapers, and the Internet. In Australia, The Mercedes-Benz Brisbane Fashion Festival is arguably Queensland's premier fashion event. Mercedes-Benz Australia/Pacific holds the naming rights to this prestigious event, which is a perfect fit for a brand built on luxury and prominence.

Mercedes-Benz also has other sponsorships in Australia with various goals. Mercedes-Benz Australia/Pacific has been a platinum sponsor of the Kids for Life charity for the past six years. Kids for Life raises funds for research into life threatening childhood illnesses and diseases, and aims to brighten the lives of these affected children and their families. Each year the Mercedes-Benz has provided a vehicle to the charity to auction at their Annual Ball to assist with their fundraising. With similar method, Mercedes-Benz is the official partner of Ovarian Cancer Research Foundation and Melbourne Symphony Orchestra.

An extra activity of Mercedes-Benz to celebrate their 125 anniversary is the F-cell world drive. It is the drive of 125 days, 14 countries and 4 continents of the Mercedes-Benz's B-Class. This activity is not mainly to advertise the cars, but to prove to the world that new cars from Mercedes-Benz are qualified with technology and are ready for the market.

Also involving in movies sponsorship, Mercedes-Benz has another style. While Audi is promoting their brand through the action movie as in Iron Man 2 or Day and Knight, Mercedes-Benz had sponsored for a more life style movie like Sex and the City 2. In 2010, Mercedes-Benz's car also featured in the movie "Transformer 3".

In China, the Mercedes-Benz is a leading pioneer automobile brand and became the naming rights partner of the arena in Shanghai. The Mercedes-Benz Arena will be the first Mercedes-Benz named-venue outside of Germany and this ground-breaking ten-year naming rights agreement strongly reaffirms the commitment and support for the development of culture, arts and sports in China. [20]

Bottom line, all 3 brands has their own ways of doing public relations activities. And with various methods and goals, the evaluation of PR of all three brands is outstanding with 4,9/5 for Audi and BMW while Mercedes-Benz with 4,8/5.

6.5.4 Conclusion for the marketing communication of luxury car brand

There are other marketing communication tools for the luxury brands. However, this thesis focuses on the most visible strategy and events of the brands, which helps them to build and strengthen the image and position in the market. Each brand has its own way of advertising, online communication or public relations. With various efforts of sponsorships, advertisements, the brands presented its value to the customers with a very specific way. Overall, the average evaluation of these 3 brands is as following, Audi: 4,7/5, BMW with 4,4/5 and Mercedes-Benz with 4,3/5. With the biggest sale volume in the world, second place in growth rate in the world and the fastest growth in the Czech Republic, BMW wants to take the lead in the market and for that reason the purpose of this thesis was to conduct a marketing communication plan for BMW brand in the Czech Republic market.

7 PROJECT ON MARKETING COMMUNICATION

In this part of the thesis I would like to prepare a project to increasing the effectiveness of the marketing communication of the BMW brand in the Czech Republic. As part of the project, the cost analysis, the time analysis and also the risk analysis will be conducted. This project will try to create a marketing communication strategy for the brand in 2012 with the hope to improve the image of the brand and its position on the market. The structure of this project part will be as follow:

- Project objectives
- Target segment
- Marketing communication strategy
- Marketing communication mix
- Project's analysis

7.1 Project objectives

The main objectives of this project are as following:

- Build a newer, better image of the BMW brand in the Czech Republic
- Build a strong relationship with the existing customers
- Look for new potential customers.

Based on the main objectives of this project, I would like to create sub-goals for each kind of communication tools

- To promote new BMW products
- To improve the image of the brand
- To strengthen the relationship with existing customers
- To stimulate the potential customer into purchasing the new BMW vehicle
- To create a good image with the public and also increasing knowledge of the people
- To be more actively in sponsorship as a tool to promote life style of the BMW owners

7.2 Target segment

The BMW brand in the Czech Republic is an import company. Therefore the target of this project would be the final customers of the product. These final customers can be divided as follow:

- The existing customers.
- The potential customers.

The existing customers are very important to the company since they are the ones who actually purchased the vehicle and make profit for the brand until now. A very important task is to keep their loyalty which is vital for every business. Through these customers, the brand can be promoted among their family, friends, colleges and neighborhood. For that reason, there should be some program to reward the existing customers, to tell them that the brand care about them and want to thank them for their contribution.

Another target segment is the potential customer. This segment contents both the individual who would like to buy a BMW vehicle, or the relatives of the BMW owners. These potential customers can become the brand's customer in the future, and maybe even loyalty customers. Therefore it is not a less important task to attract these customers, give them the opportunities to know more about the brand, the vehicles and its value.

7.3 Marketing Communication strategy

The main task of this project part is to create a marketing communication strategy for the brand. This project will use both strategy pull and push and focuses mainly on the customers. The strategy pull will be used to attract customers by advertising. The strategy push will be conducted by the personal selling to push customers into buying a new BMW vehicle. As a combine of both strategies, the reward program will stimulate the customers into purchasing new vehicle from the brand. And finally the public relation will improve the image of the brand with the public and also their final customers.

7.4 Marketing Communication mix

7.4.1 Personal selling

Personal selling is part of the marketing communication mix. It has an important role in creating a personal contact with the customers. In order to deliver the best services to customers, the BMW brand will need a staff of professional and qualified personnel. Therefore, the training program will be conducted and delivered to all the employees of the BMW brand. The training will not only focus on the professional knowledge about the vehicle, but also about the emotional and behavior of the customers. The professional knowledge training will help the employees to be more useful for the customers when they need advice and more detail about the vehicle. The emotional and customer's behavior training will help them to notice and recognize the need and importance of the customers.

Plan	The training day program
Objectives	To improve the quality of the sale consultants and sale managers
Responsibility	Marketing department - manager
Schedule	The preparation of the program – from 02/01/2012 to 31/01/2012 The training day – from 01/02/2012 to 02/02/2012
Financial demands	Approximated 28 000 CZK

Table 15 The training day program [own creation]

Training employees for professional sale

This kind of training is intended for all the sale consultants of the BMW office in the Czech Republic. The objective of this program is to improve the skills of the participants, the sale negotiations, with emphasis on the selling techniques as well as increase self-confidence and staff motivation. The skills would have direct impact on improving sales result of the brand, along with individual and corporate objectives.

The training program contents the next features:

- Tasks of sales consultants
- Sale process and its stage
- The method to approach customers
- Obtaining information about the customers

- Negotiation process
- Close the deal technique
- Personal development plan

Training program for managers of the sale team

This program will be provided for the sale managers of the head of servicing in all the BMW official dealer and service. The aim of this program is to perfect the sale management and leadership with team work in competition environment. The participants will have the opportunities to learn about methods and tools for effective management. This will help to increase motivation of the participants and his knowledge, which will have direct impact on the sale result of the brand.

The training program' content has the next points:

- The task of sale manager
- System management
- Motivation
- Change in management
- Personal development plan

7.4.2 Sale promotion

Competition

The suitable tool for sale promotion would be competition. The BMW brand will prepare a new website there are all the information about the BMW, from technology to the brand image. A competition will be also launched by the BMW headquarter in the Czech Republic. The participants will have to answer 10 question about the BMW brand and one prediction question. These participants with the right answers about the brands and the nearest prediction answer will win a luxury weekend for 2 at one of luxury hotel in Prague and the possibility to ride on any BMW vehicle of choice. The name of the competition will be "BMW with Joy".

The competition will last for 4 month, start from May 2010 and finish in the end of August 2012. Each stage of the competition will last for 2 week and there will be 8 stages in total. That mean there will be 8 winners and they can enjoy their reward in the middle of September.

	The contest “BMW with Joy”
Objective	To promote the brand image of BMW to the public
Responsibility	The marketing director
Schedule	Preparation for the contest (content, website, inform customers, press) – from 04/03/2012 to 30/04/2012 The contest - from 01/05/2012 to 27/08/2012 The contest’s evaluation and preparation the reward for the winners – from 28/08/2012 to 10/09/2012 The reward program – in the weekend 15-16/09/2012
Financial demands	Approximated 400 000 CZK

Table 16 The contest “BMW with Joy” [own creation]

The BMW reward program

Another tool of sale promotion is the BMW reward program. The BMW brand will create a partnership with the CSOB bank to issue the BMW credit card. This card will provide its holder a starter 5% discount in the new BMW vehicle. With further use of the card, more money will be save as further discount for the card holder with the maximum discount of 10% the total price. The card would be available for all the interest parties of the BMW brand.

The BMW brand will contact the existing customers directly by email, mail or phone to offer the BMW credit card with initially 7% of discount on new BMW vehicle. For the existing customers, the maximum discount is 12 % the total price of the vehicle. The potential customers can apply for the card by visiting the BMW official dealer office, or to the office of the CSOB bank. They can also apply for the card by ordering online through the website of BMW or CSOB. After that customers will be contact by the bank to visit their office and get the card.

This program mainly targets the existing customers and potential customers of the BMW brand. The great thing about the card is that there is no annual fee and the customers can use the discount anytime they want. The card will be valid for 5 years.

	The BMW reward program
Objective	To stimulate the sale with the discount program and to reward the loyal customers with extra bonus
Responsibility	Marketing director
Schedule	The preparation of the program - from 01/03/2012 to 15/04/2012 The launch of the program – from 16/04/2012
Financial demand	Approximated at 25 000 CZK

Table 17 The BMW reward program [own creation]

7.4.3 Public relation

Opening day

One of the important part of public relation is the opening day. In this day, people can come to visit the salon of BMW. There is no limit for the amount of visiting people. The Brand will prepare two opening days in 2012 for each BMW salon in the Czech Republic. The time table of opening day in each region may differ due to the situation of the company. Each official dealer of BMW brand has the responsibility to organize their own opening day. However, the general period for the opening day in the whole Czech Republic will be in the beginning of the spring and the beginning of autumn, which is around March, April and August, September.

The participants of opening day will be presented about the BMW group, the history of the local dealers. They also have an opportunity to learn more about the BMW vehicles, along with the possibility to join some small competition, meals and test drive of the BMW vehicle. As mentioned above, these events will be organized by the local dealers of the BMW brand. The financial demands for the opening day is estimated at 200 000 CZK in the whole Czech Republic

The purpose of this opening day is to create a possible relationship with the public, and also to create some positive feeling for the visitors who may become the future customers of the brand.

Sponsorship

Sponsorship is also another event that BMW brand should actively participate. In 2012, I would recommend the BMW brand to sponsor for the Club of Czech entrepreneurs. As the name of the club, this club is the place where the Czech entrepreneurs gathers and share their experience, idea, get to know each other. In other words, sponsorship to this club mean the BMW can improve their image with its target market because the customers often are entrepreneurs or people with high income. And this club is exactly the place for people like this.

Talking about sponsorship, Golf tournament is also a luxury sport for BMW owners. The BMW group is the main partner of many large Golf's tournament in the world. In the Czech Republic, BMW brand should also sponsor for this luxury sport. BMW is currently the partner of the Premium Golf Tour in 2011. This should continue in 2012. And increase the range of the sponsorship on other tournament. Since golf is luxury sport, the players have to be in the upper class. As the partner of these golf's tournament, BMW will be easily recognized by the players and their family, or event visitors. This will help the brand to improve more their image, and also promote the lifestyle of the BMW owners, which as a result will bring more customers to the brand.

	The PR – sponsorship
Objective	To improve the image of the brand and promote the lifestyle of BMW
Responsibility	The PR director
Schedule	The preparation for the sponsorship – from 01/02/2012 to 22/02/2012 The realization of the program – based on the events of the club and golf tournament
Financial demands	Approximated 680 000 CZK

Table 18 The sponsorship program [own creation]

7.4.4 Advertising

BMW is a luxury brand, and its target customer is also the upper class of the population. Therefore I would recommend the brand to their advertising by the outdoor advertising and internet advertising.

	The advertising program
Objective	To promote the brand image and present new models
Responsibility	Marketing manager
Schedule	Preparation for the ad – from 02/04/2012 to 21/04/2012 Realization the ad program – in May, June, September, October 2012
Financial demands	Approximated 1 730 000 CZK

Table 19 The advertising program [own creation]

Outdoor advertising

The main tool for outdoor advertising will be billboard. The BMW brand would place their banner, posters on the highway, and in the entrance of each city. There cities of choice will be Prague, Brno, Ostrava, Zlin, Olomouc, Cheb, Liberec, Karlovy Vary, Hradec Kralove, Plzen. The billboard will have the purpose to make impression to the people when entering, or existing the cities. Therefore the design of the billboard should focus on attracting factor.

I would recommend the creation of a billboard to promote the new models of the BMW brand. Further detail of the billboard and poster should be discussed with the advertising agency to find the best suitable advertising for the brand.

Advertising in magazines

The BMW brand will advertise their brand and products in the magazines of choice. This magazine is determined for the upper class of the economy. These magazines of choice are listed in the following table. They are Golf magazine, TOP CARS and VILLA.

Name	Characteristics
	<p>Golf magazine is exclusive magazine with monthly issues. This magazine focuses mainly on golf in the Czech Republic and also the international news about golf. The magazine is partner of the Czech professional golf association and other golf resort and competition in Czech and Slovakia Republic</p> <p>Frequency: monthly</p> <p>Price: 95 CZK</p> <p>Sale volume: 12 000 items</p>
	<p>TOP CARS magazine is designed for the most demanding men with the information about the top product from the auto and motor industry. The most luxury limousine, SUV, and others.</p> <p>Frequency: Quarterly</p> <p>Price: 90 CZK</p> <p>Sale volume: 29 500 items</p>
	<p>This magazine focuses mainly on the luxury living, house and villa. The readers of this magazine will be impressed and inspire with the life style with a great living.</p> <p>Frequency: Quarterly</p> <p>Price: 60 CZK</p> <p>Sale volume: 34 200 items</p>

Table 20 The magazines of choice for advertising [own creation]

8 PROJECT ANALYSIS

8.1 Time analysis

The project of marketing communication for the BMW brand in the Czech Republic involves in several activities. In order to optimize the time and recourses spent on the project, it is necessary to know the duration of each activity. The time analysis will find out the shortest possible duration for each plan of the project.

This analysis is performed with the use of CPM program in Win WSB which uses the critical path indicating the shortest possible duration of the project. The following table indicates the activities, duration and predecessors to each activity.

	Activities	day	Preceding activities
	Training day program		
A	Plan approved	2	
B	Preparation material and lecturers for training day	14	A
C	Preparation program and realization for training day	14	B
D	Training day for Sale Managers	2	C
E	Training day for Sale Consultants	2	C
	Contest "BMW with Joy"		
A	Plan approved	2	
B	Preparation the content for the competition	7	A
C	Contact with the Website creating company	3	A
D	Arrange the content and the website design	7	B, C
E	Creating and test the website	30	D
F	Contact and inform the press	2	E
G	Inform customers through the firm database	7	E
H	Realization of the competition	123	F, G
I	Evaluation the result of the contest and announcement the winner	7	H
J	Preparation and award the winner	7	I
	BMW reward program		
A	Plan approved	2	

B	Preparation the content of the program BMW credit card	7	A
C	Contact with the bank	2	A
D	Negotiate the term and the condition with the bank	5	B, C
E	Sign the contract with the bank and start producing the card	14	D
F	Inform the press about the program	2	E
G	Inform the customers	14	E
H	Realization of the program	30	F, G
	Sponsorship for Golf tournament, Czech Club Entrepreneurs		
A	Plan approved	2	
B	Contacting the managers of the club and tournament	2	A
C	Negotiation on term, condition about the sponsorship	3	B
D	Preparation of the content and design of banner	7	C
E	Creating design and banner	7	D
F	Display the banner and poster on the activities of the club and golf tournament	5	E
	Advertising on Billboard and Magazines		
A	Plan approved	2	
B	Contact the advertising agency	2	A
C	Negotiation about the term and condition	2	B
D	Preparation of the content for the ad	7	C
E	Creation of the ad for magazines, posters and banner	7	D
F	Display the poster on the choosing place	5	E

Table 21 Activities of the marketing communication project for BMW brand [own creation]

The time analysis of this project was done in the PERT/CPM module from the Win QSB. Each plan can be executed independently. Therefore, the analysis will focus on individual plan. Each plan will have its own time analysis, which is solved on the module of Win QSB.

The training day program

Activity Number	Activity Name	Immediate Predecessor (list number/name, separated by ',')	Normal Time
1	A		2
2	B	A	14
3	C	B	14
4	D	C	2
5	E	C	2

Figure 7 Input data for the training day program

07-16-2011 20:06:39	Activity Name	On Critical Path	Activity Time	Earliest Start	Earliest Finish	Latest Start	Latest Finish	Slack (LS-ES)
1	A	Yes	2	0	2	0	2	0
2	B	Yes	14	2	16	2	16	0
3	C	Yes	14	16	30	16	30	0
4	D	Yes	2	30	32	30	32	0
5	E	Yes	2	30	32	30	32	0
	Project	Completion	Time	=	32	days		
	Number of	Critical	Path(s)	=	2			

Figure 8 Result of time analysis for the training day program

The realization of the training day program can be achieved in 32 days.

Contest “BMW with Joy”

Activity Number	Activity Name	Immediate Predecessor (list number/name, separated by ',')	Normal Time
1	A		2
2	B	A	7
3	C	A	3
4	D	B, C	7
5	E	D	30
6	F	E	2
7	G	E	7
8	H	F, G	123
9	I	H	7
10	J	I	7

Figure 9 Input data for the contest “BMW with Joy”

07-16-2011 20:08:55	Activity Name	On Critical Path	Activity Time	Earliest Start	Earliest Finish	Latest Start	Latest Finish	Slack (LS-ES)
1	A	Yes	2	0	2	0	2	0
2	B	Yes	7	2	9	2	9	0
3	C	no	3	2	5	6	9	4
4	D	Yes	7	9	16	9	16	0
5	E	Yes	30	16	46	16	46	0
6	F	no	2	46	48	51	53	5
7	G	Yes	7	46	53	46	53	0
8	H	Yes	123	53	176	53	176	0
9	I	Yes	7	176	183	176	183	0
10	J	Yes	7	183	190	183	190	0
	Project Completion Time	=	190	days				
	Number of Critical Path(s)	=	1					

Figure 10 Result of the time analysis of the contest “BMW with Joy”

For the contest, the realization of the plan can be achieved in 190 days. In this program, the CPM detected a critical part which is displayed in the graph below. The critical part is A->B->D->E->G->H->I->J.

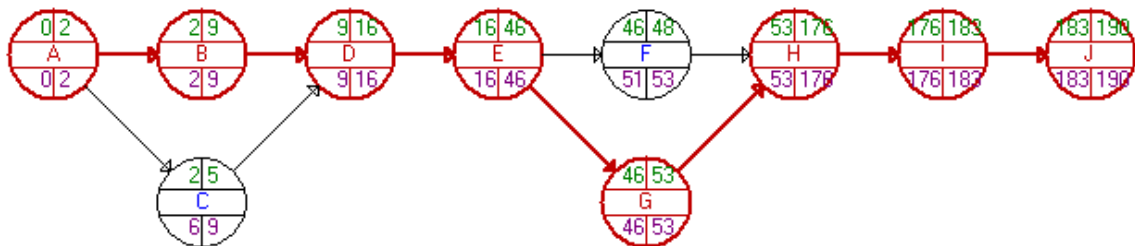


Figure 11 Graph result of the contest “BMW with Joy”

The BMW reward program

Activity Number	Activity Name	Immediate Predecessor (list number/name, separated by ',')	Normal Time
1	A		2
2	B	A	7
3	C	A	2
4	D	B, C	5
5	E	D	14
6	F	E	2
7	G	E	14
8	H	F, G	30

Figure 12 Input data of the BMW reward program

07-16-2011 20:14:25	Activity Name	On Critical Path	Activity Time	Earliest Start	Earliest Finish	Latest Start	Latest Finish	Slack (LS-ES)
1	A	Yes	2	0	2	0	2	0
2	B	Yes	7	2	9	2	9	0
3	C	no	2	2	4	7	9	5
4	D	Yes	5	9	14	9	14	0
5	E	Yes	14	14	28	14	28	0
6	F	no	2	28	30	40	42	12
7	G	Yes	14	28	42	28	42	0
8	H	Yes	30	42	72	42	72	0
	Project Completion Time		=		72	days		
	Number of Critical Path(s)		=		1			

Figure 13 Result of time analysis for the BMW reward program

The BMW reward program can be achieved in 72 days. In this program, the CPM also found a critical part which is displayed as follow. The critical part is A -> B -> D -> E -> G -> H.

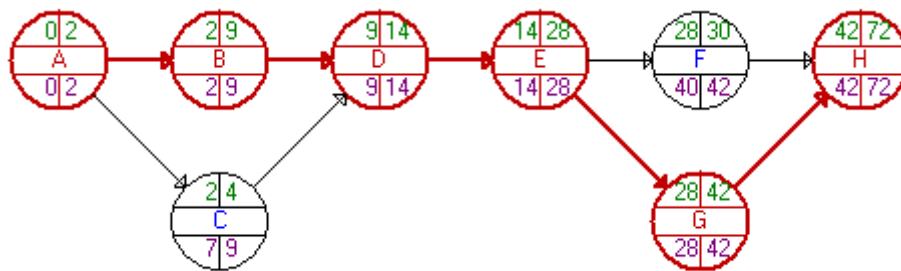


Figure 14 Graph result of the BMW reward program

The sponsorship program

Activity Number	Activity Name	Immediate Predecessor (list number/name, separated by ',')	Normal Time
1	A		2
2	B	A	2
3	C	B	3
4	D	C	7
5	E	D	7
6	F	E	5

Figure 15 Input data for the sponsorship program

07-16-2011 20:16:45	Activity Name	On Critical Path	Activity Time	Earliest Start	Earliest Finish	Latest Start	Latest Finish	Slack (LS-ES)
1	A	Yes	2	0	2	0	2	0
2	B	Yes	2	2	4	2	4	0
3	C	Yes	3	4	7	4	7	0
4	D	Yes	7	7	14	7	14	0
5	E	Yes	7	14	21	14	21	0
6	F	Yes	5	21	26	21	26	0
	Project	Completion	Time	=	26	days		
	Number of	Critical	Path(s)	=	1			

Figure 16 Result of time analysis for the sponsorship program

The realization of this program can be achieved in 26 days. All the activities lie in the critical path.

The advertising on billboard and magazines

Activity Number	Activity Name	Immediate Predecessor (list number/name, separated by ',')	Normal Time
1	A		2
2	B	A	2
3	C	B	2
4	D	C	7
5	E	D	7
6	F	E	5

Figure 17 Input data for the Advertising on billboard and magazines

07-16-2011 20:23:11	Activity Name	On Critical Path	Activity Time	Earliest Start	Earliest Finish	Latest Start	Latest Finish	Slack (LS-ES)
1	A	Yes	2	0	2	0	2	0
2	B	Yes	2	2	4	2	4	0
3	C	Yes	2	4	6	4	6	0
4	D	Yes	7	6	13	6	13	0
5	E	Yes	7	13	20	13	20	0
6	F	Yes	5	20	25	20	25	0
	Project	Completion	Time	=	25	days		
	Number of	Critical	Path(s)	=	1			

Figure 18 Result of time analysis for the Advertising on billboard and magazines

As we see from the results of all time analysis, the longest program will be the contest “BMW with Joy” with the duration of 190 days. However, The BMW reward program is a long-term program with CSOB bank. The realization of this plan is 30 days. This is the trial period for the program. If there will be positive responds from the customers, the program will be prolong to fit the need of the customers.

8.2 Cost analysis

Activities	Cost (in ZK)
Training day	
Preparation of the material and lecturers	8 000
Training day for Sale consultant	20 000
Training day for Sale Managers	20 000
Contest "BMW with JOY"	
Preparation of the content for the contest	5 000
Creation and maintain of the website	25 000
Contact the customers	0
Launch of the website and monitoring the activities	6 000
Evaluation the result	2 000
Reward for the winner	360 000
BMW reward program	
Preparation of the program content	5 000
Process of realization the program	20 000
PUBLIC RELATION	
Opening day	200 000
Cost for sponsorship in the Czech Entrepreneurs Club	300 000
Cost for sponsorship in golf tournament	350 000
Design preparation and content of the banner	8 000
Creating banner and display on the activities of the club and golf tournament	20 000
Advertising	
Preparation of the content	5 000
Creation of banner and poster	10 000
Creation of the ad for magazines	10 000
Ad in billboards	1 200 000
Ad in magazines	500 000
TOTAL	3 074 000

Table 22 Cost analysis of the marketing communication project for BMW brand

[own creation]

The marketing communication plan for the BMW brand in 2012 involves in several steps. Due to the lack of information, the values in the cost analysis are not real, but rather approximated values. However, they can be considered as the minimum cost for the whole project. Depends on the decision of the board of director of BMW brand in the Czech Republic and other factors, the cost can be higher or lower in some activities.

The training day for the sale consultants will take place 2 days in 2012. With the cost at around 10 000 CZK/ day, the total cost for this will be 20 000 CZK. This is the same as the training day for sale managers. Therefore the total cost for training day will be 48 000 CZK (includes the preparation and material).

The reward for the winner in the contest “BMW with JOY” will be about 360 000 CZK. This cost includes the payment for the resort with the price at 25 000 for one winner. The contest will have total 8 winners so the payment for the resort in total can be estimated at 200 000 CZK. The winner also has the option to drive on any BMW car of choice for the whole weekend. As a result 8 cars will be required with the cost of 10 000 CZK for a day. The cost for the weekend will be at 160 000 CZK for 8 winners. Therefore the total cost for the reward will be at 360 000 CZK.

The main idea of the BMW reward program is to giving the potential customers of the BMW brand a discount when purchasing a new BMW vehicle. The cost of issuing the card and other technical program will be solved by the bank. For that reason there are no other cost for the company except the preparation for the card with the cost of 25 000 CZK.

The Opening day will be take places in all over the Czech Republic. The cost of BMW brand is mainly the promotion items, cost on testing cars and the promotion of the events. The cost for sponsorship will be negotiated with the club owner and the manager of the Golf club. Together with the cost for design the banner and its creation, the total cost for public relationship will be estimated at 878 000 CZK.

The cost for advertising at the magazines and billboard will be negotiated with the marketing manager of each magazines and advertising agency. The preparation and the manufacturing of the banner and advertising will cost 25 000 CZK. The billboards will display the advertising from BMW in 10 cities of choice, and the total cost for this will be about 1 200 000 CZK. The cost for advertising in 3 magazines will be at 500 000 for the whole year.

As a result, the total cost for this marketing communication project will be estimated at 3 074 000 CZK. Please note that this cost is the minimum requirement for the project.

8.3 Risk Analysis

The risk analysis will be analyzed through a matrix of probability-impact for each of the potential risks to the marketing communication plan

Risks	Degree of impact			Likelihood		
	<i>Low</i>	<i>Medium</i>	<i>High</i>	<i>Low</i>	<i>Medium</i>	<i>High</i>
A			X		X	
B		X		X		
C			X	X		
D		X				X
E			X	X		
F	X					X
G	X			X		

Risk A: The project will not be accepted by the board of directors

The likelihood of this risk to happen is medium and the impact of it on the project will be high. Because if the project is not accepted, then none of these activities will not happen and as a result the image of the brand will not be improved. The action to prevent this risk is to prepare a detail presentation to the board of direction and explanation about each cost.

Risk B: Not enough the financial resources to fund the project

The risk will not have much impact on the project. Because if there will be a lack of money, then the marketing department will agreeing on which part of the project can wait and which part of the project need to execute now. And by negotiation with others companies, the cost the BMW brand can be adjust to fit the project.

Risk C: Low effectiveness of the project

This risk has a low possibility to happen, however will have a great impact on the company. In order to prevent this risk, the company should monitor the activities of the project carefully and continuous so that they can react in time.

Risk D: Increasing the cost of advertising and the creation of the banner, poster and ad

The likelihood of this risk is high however its impact will be at medium level. The action for this risk is to contact with the ad agency and negotiate about the cost. When both sides reach an agreement, the contract will be sign with the fix cost for the brand.

Risk E: Bad and ineffective use of communication tools

The likelihood of this risk is low. Still the impact is at high level. The action for this risk is to compare the activities with the competition and analyze the uses of the tool in the past.

Risk F: The project will copy by the competition

This risk represents a high possibility with a low impact on the brand. The brand should use its characters on the ad in different way. This will create problem the other competition to copy the idea. In the end, BMW is BMW, with unique characters that not easy to be alike.

Risk G: The change in target segment

The possibility of this risk is low, and its impact on the project will also be low because the project is focused on the target segment. Therefore if the target segment has some changes in the future, the project will be modified to fit the respective change.

CONCLUSION

The objective of this master thesis is to propose a plan marketing communication to improve the image of the BMW brand in the Czech Republic. The theoretical part provides the basic knowledge about marketing communication, marketing instruments and strategies. Based on the information from the theoretical part, the research on the luxury brand has been conducted and provide useful information for the project. In the project I proposed the plan for personal selling, sale promotion, advertising and public relationship.

The objective of this project is achieved with the plan for each instrument to improve the image of the brand. Moreover, this plan can help to improve the sales performance of the brand with news customers and increase the satisfaction of the existing customers. The effort of marketing communication focus on not only advertising or sale promotion, but also on personal selling and public relationship. In the last chapter of the thesis, there are the time, risk and cost analysis of the project.

The thesis would be a big asset for the BMW brand, because it provides new ideas for the marketing communication plan which will help to improve the success of the brand in the Czech Republic.

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LIST OF ABBREVIATIONS

CPM Critical Path Method.

SP Sale Promotion

PR Public Relation

CS/D Consumer satisfaction/dissatisfaction

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- P III The commercial of BMW for Super Bowl 2011

APPENDIX PI: THE COMMERCIAL OF AUDI FOR SUPER BOWL 2011



Scenes from the commercial of Audi brand in 2011. They are created by the author based on the original commercial which is available at [www: <http://commercials.audiusa.com/>](http://commercials.audiusa.com/)

APPENDIX P II: THE COMMERCIAL OF MERCEDES-BENZ FOR SUPER BOWL 2011



Scenes from Mercedes-Benz commercial 2011. They were created by the author based on the official commercial of Mercedes-Benz which is available at [www:
<http://www.mercedes-benz.tv/>](http://www.mercedes-benz.tv/)

APPENDIX P III: THE COMMERCIAL OF BMW FOR SUPER BOWL 2011



Scenes from BMW commercial in 2011. They were created by author based on the BMW official commercial which is available at [www:
<http://www.youtube.com/watch?v=OTzk3ibvQeo>](http://www.youtube.com/watch?v=OTzk3ibvQeo)