

**KOÇ UNIVERSITY**  
**THE GRADUATE SCHOOL OF BUSINESS**

**CONSUMER BEHAVIOR OF BMW CUSTOMERS**  
**AND**  
**STRATEGIC MARKETING IMPLICATION**

**MBA Thesis**

**by**

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**CONSUMER BEHAVIOR OF BMW CUSTOMERS**  
**AND**  
**STRATEGIC MARKETING IMPLICATIONS**

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## ABSTRACT

The scope of this project is to analyze the strategic marketing implications based on the consumer behavior of BMW customers. Their attitudes toward their cars, and the service provided to them are examined. As a result of this analysis, specific marketing strategies are recommended to BMW Turkish distributor BORUSAN, the dealers - KOSİFLER OTO, MEGA OTOMOTİV, BETA OTOMOTİV - and the authorized service centers. Throughout the report “the company”, or “the organization” refer to the above mentioned firms.

The study mainly focuses on four issues:

- 1) Complex Decision Making of potential BMW customers
- 2) Evaluation of pilot consumer survey regarding the satisfaction of old versus new BMW owners
- 3) Adaptation of the SERVQUAL model, developed by V.A. Zeithaml, A. Parasuraman, L.L. Berry, to the product, and service offered to the BMW owners
- 4) Marketing recommendations to the related companies

In order to generate customer-oriented marketing recommendations for the related companies, a market study based on exploratory research is conducted among the dealers, and the BMW owners.

It is concluded that effective communication is required from the companies so that customers know what to expect, and service providers know what is expected of them.



## ÖZ

Projenin amacı, BMW müşterilerinin davranışlarına dayanan pazarlama stratejilerini incelemektir. Müşterilerin, arabalarına ve kendilerine sunulan hizmete karşı yaklaşımları ele alınmıştır. BMW Türkiye Distribütörü BORUSAN'a, BMW bayilerine - , KOSİFLER OTO, MEGA OTOMOTİV, BETA OTOMOTİV - ve yetkili servis noktalarına pazarlama stratejileri önerilmiştir. Raporun içinde, yukarıda adı geçen şirketlerden "the company" veya "the organization" olarak bahsedilmiştir.

Çalışma, esas itibarıyla, dört ana nokta üzerinde toplanmıştır:

- 1) BMW müşterilerinin Komplex Karar Verme modeli
  - 2) Eski ve yeni BMW sahiplerinin memnuniyetiyle ilgili pilot tüketici çalışmasının değerlendirilmesi
  - 3) V.A. Zeithaml, A. Parasuraman, ve L.L. Berry tarafından ortaya konan SERVQUAL modelinin BMW için ürüne ve servise uyarlanması
  - 4) İlgili şirketlere pazarlama stratejileri önerileri
- Müşteriye yönelik pazarlama stratejilerini geliştirmek amacıyla, bayileri ve BMW sahiplerini kapsayan tetkik özellikli bir piyasa çalışması yapılmıştır.

Özet olarak çıkarılan sonuç şudur: Müşterilerin beklentilerini tanımlayabilmeleri ve müşteriye hizmet eden birimlerin kendilerinden ne beklendiğini iyi bilmeleri için, şirketlerin etkili iletişim yöntemlerine başvurmaları gerekmektedir.

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## **LIST OF EXHIBITS**

- I EXHIBIT - 1 COMPLEX DECISION MAKING MODEL
- II EXHIBIT - 2 COMPARISON OF DETAILED RESEARCH RESULTS FOR  
NEW, AND OLD CUSTOMERS
- III EXHIBIT - 3 COMPARISON OF TOTAL RESEARCH RESULTS FOR  
NEW, AND OLD CUSTOMERS
- IV EXHIBIT - 4 EXPECTATION, PERCEPTION AND SATISFACTION  
RELATIONSHIP
- V EXHIBIT - 5 CONCEPTUAL MODEL OF GOOD/SERVICE  
(OFFERINGS) QUALITY
- VI EXHIBIT - 6 PROCESS MODEL FOR CONTINUOUS MEASUREMENT,  
AND IMPROVEMENT OF GOOD/SERVICE QUALITY
- VII EXHIBIT - 7 RESULTS OF THE INTERVIEWS WITH DEALERS
- VIII EXHIBIT - 8 SAMPLE QUESTIONNAIRE

## TABLE OF CONTENTS

<b>ABSTRACT</b>	<b>iii</b>
<b>ÖZ</b>	<b>v</b>
<b>ACKNOWLEDGEMENTS</b>	<b>vi</b>
<b>LIST OF EXHIBITS</b>	<b>vii</b>
<b>METHOD OF STUDY</b>	<b>1</b>
<b>COMPLEX DECISION MAKING</b>	<b>4</b>
<b>Input Variables</b>	<b>5</b>
Internal	5
External	7
<b>Consumer's Psychological Set</b>	<b>7</b>
Benefit Criteria	8
Brand Attitudes	8
<b>Stimulus Exposure</b>	<b>9</b>
<b>Need Recognition</b>	<b>9</b>
<b>Perception of Information</b>	<b>10</b>
<b>Search for Additional Information</b>	<b>10</b>
<b>Benefit Association</b>	<b>11</b>
<b>Expected Satisfaction</b>	<b>12</b>
<b>Intention to Buy</b>	<b>12</b>
<b>Purchase</b>	<b>12</b>
<b>Post-purchase Evaluation</b>	<b>13</b>
Post-purchase Dissonance	13
<b>Symbolic Purchasing Behavior</b>	<b>13</b>



<b>HYPOTHESIS TESTING</b>	<b>16</b>
<b>Expectations, and Perceptions of Old versus New Customers</b>	<b>16</b>
Technical Features	16
Performance	17
Quality	17
Safety	17
Security	18
Comfort	18
After Sales Service	19
Second-hand Market	19
Option, and Special Equipment	19
Environmental Issues	20
Economy Related Attributes	21
Overall Analysis, and Hypothesis Evaluation	21
<b>Repeat Buying Behavior</b>	<b>22</b>
<b>Learning</b>	<b>24</b>
<b>ADAPTATION OF SERVQUAL MODEL TO THE PRODUCT, AND SERVICE OFFERED TO THE BMW OWNERS</b>	<b>26</b>
<b>Customers' View of Service Quality</b>	<b>26</b>
<b>Factors Influencing Expectations</b>	<b>26</b>
<b>Impact of Service Problems on Quality Perceptions</b>	<b>28</b>
<b>Impact of Quality Perceptions on Willingness to Recommend</b>	<b>29</b>
<b>Potential Causes of Goods/Service Quality Shortfalls</b>	<b>29</b>
<b>Perceptions, and Expectations Gaps</b>	<b>30</b>
Gap 1: Customers' Expectations - Management Perceptions Gap	30
Gap 2: Management's Perceptions - Product/Service Specifications Gap	31
Gap 3: Service-Quality Specifications - Service-Delivery Gap	32
Gap 4: Service Delivery - External Communications Gap	32
<b>RECOMMENDED ACTION</b>	<b>34</b>
<b>REFERENCES</b>	<b>37</b>
<b>APPENDIX</b>	<b>38</b>

## **METHOD OF STUDY**

The exports automotive industry in Turkey, and positioning of BMW in this market should have been examined. For this purpose, interviews were conducted with the dealers. Additionally, they also provided the information about the BMW customer profile, perception of BMW owners toward their cars, and sales procedures. The results of the interviews with the dealers are presented in Exhibit - 7 in the Appendix.

In-depth interviews were carried out with the customers. The answers to the questions are analyzed in the light of consumer behavior concepts. Statistical analysis is not preferred due to the limited sample size.

During these interviews, participants were questioned about the following issues, and each interview took about half an hour:

- Type, and model year of the car
- Vendor
- Previous cars owned
- Other cars in the family
- Purchasing behavior

Purchasing reason

Salient attributes

Information seeking

Comparison with other brands

- Expectations regarding the following attributes:

Technical features

Performance

Quality

Safety

Security

Comfort

Economy related attributes

After sales service

Second-hand market

Option, and special equipment

Environmental issues

- Overall satisfaction
- Next car purchase
- Image
- Demographics

A sample questionnaire is presented in the Appendix (See Exhibit 8). Since the interviews were carried out in Turkish, the original questionnaire was prepared in Turkish to make interview conducting easier for the interviewer. (The part of the questionnaire about Kosifler Oto is not related to the survey with regards to the project; it is prepared upon a special request from Kosifler Oto.)

Given the scope of the study, the target population elements are defined to have the following characteristics:

- 1) BMW must have been bought brand new (at 0 km.).
- 2) The model year must be more recent than 1990.

In order to meet the project requirements, two groups of customers are interviewed with the following characteristics:

1) New customers:

- ⇒ having bought the car at least one month, at most eight months ago
- ⇒ have no service experience

2) Old customers:

- ⇒ having bought the car at least nine months ago, or before
- ⇒ have service experience

The number of participants in both new, and old customer samples are nine people. (The questionnaires for the new customers are numbered from Y1 to Y9; the questionnaires for the old customers are numbered from E1 to E9). Also, the difficulties encountered in finding the appropriate respondents should be taken into account. For the new customer sample; a list of new customers, as defined above, was provided by Kosifler Oto, whom were then contacted by the researcher.

Regarding the old customer sample; BMW owners were contacted while they were having their cars washed. Basically, convenience samples were developed. Therefore, this study has some limitations in terms of sample size, and sampling method.

## COMPLEX DECISION MAKING

Complex Decision Making is focused on the thought process involved in consumer learning. See the complete Complex Decision Making Model (Assael, 1992: 52) in Exhibit - 1 in the Appendix.

The process is basically composed of the following steps:

- 1) Perceiving the stimuli
- 2) Associating the stimuli to needs/wants
- 3) Evaluating alternative brands
- 4) Assessing if expectations are met

Drivers have an enduring involvement with their cars. This involvement can be characterized as being continuous, and permanent. BMW owners are no exceptions to this. When the multidimensional nature of their enduring involvement is analyzed the followings are concluded:

- BMW is so important to the its owner that it is tied to the owner's self-image.
- The car is continually of interest to the customer.
- Perceived risk (financial, technological, social, psychological, etc.) is high.
- BMW carries with it emotional appeals.
- BMW is identified with norms of a group; that is, it has a badge value for the owner.

All these conditions necessitate a higher level of information processing for the potential BMW customer for his/her purchase decision. He/she is engaged with Complex Decision Making which is related to the products with the following characteristics:

- high priced
- associated with performance risks
- complex
- specialty good with customization possible
- associated with ego

All the above mentioned characteristics are valid for BMW.

Below, the Complex Decision Making process that BMW customers go through is analyzed step-by-step:

### ***Input Variables***

#### **Internal**

- 1) Customers' past experiences, and expectations

In the interviews the following factors are mentioned by the interviewees as the reasons of buying a new car:

- switching to a car with recent model year (the most prominent reason)
- desire to use a car with a new technology
- switching to a new design
- use of the old car for a long time

- unmet expectations with the previous car in terms of technical features, performance, technology, fuel consumption
- search for quality
- search for reliability
- search for sportiveness
- search for image

## 2) Customer characteristics

According to market research studies conducted in Turkey, and according to the survey conducted for this project the common points regarding the profile of BMW users can be described as in following:

- Customer profile of 3 Series:

young females, and males aged between 20 to 30

urban people

high socio-economic, and socio-cultural status

high income

not necessarily high education

some of them being children of wealthy people which is also mentioned by one of the dealers (See Exhibit - 7 in the Appendix for the interviews with the dealers)

modern, active, dynamic, and sportive

- Customer profile of 5 Series:

males with ages between 35 to 50

usually fathers

upper class in terms of socio-economic, and socio-cultural status

high education

high income

urban people

mature

elegant life-style

### 3) Customer motives

Car buyers' motives are in accordance to Maslow's five levels of motives:

- Physiological: Car appeals to the physiological need of transportation.
- Safety: Potential car buyers look for safety in a car.
- Social: Car is a mean of group acceptance.
- Ego: Cars can be linked to prestige, success, and self-esteem.
- Self-actualization: Car is associated with the owner's self-actualization, and self-fulfillment.

### **External**

#### 1) Environmental influences

Social class, and culture are important factors that are effective in car purchasing.

#### 2) Marketing stimuli

Knowledge of potential customers about product, price, promotion, and other relevant information affect beliefs, and attitudes.

### ***Consumer's Psychological Set***



## **Benefit Criteria**

The factors that BMW customers consider important in preferring to buy a new car are the following:

- image
- safety
- comfort
- service
- performance
- technical features
- technology

## **Brand Attitudes**

In the light of the benefit criteria, brand attitude is the predisposition toward BMW. Three components of brand attitudes for BMW:

### 1) Beliefs about the brand

There are general beliefs among the customers that have been interviewed that BMW has the following characteristics:

- safe
- easy to drive
- provides driving pleasure
- high performance
- engine power

- stylish
- nice design
- sportiveness
- youthfulness
- wide range of special equipment
- good in second-hand market
- strong image
- strong brand loyalty

## 2) Brand evaluation

The key issue in the brand evaluation is the conformance of the beliefs about BMW to the customers' needs. There is a correspondence between the internal input variables (needs) discussed above, and the beliefs about BMW. As a result BMW customers develop a positive disposition toward BMW.

## 3) Tendency to act

As a result of the favorable disposition toward BMW, the purchase activity is carried out.

### ***Stimulus Exposure***

When the potential BMW customer starts searching for a new car he/she is more attentive to advertisements, comments from friends about cars, and any other relevant information about cars.

### ***Need Recognition***

There is an interaction between stimulus exposure, and need recognition which can be described as a state of tension. Need recognition is caused by stimuli, and in turn the potential customer becomes more aware of the his/her needs about a car because of surrounding stimuli. Basically, initiation of the Decision Making process takes place at this point. From this point on, the time period that passes for a customer to make up his/her mind in buying the car differs for each individual. For the BMW customers, this period changes between one day to one year.

### ***Perception of Information***

In order for the stimuli to be perceived they have to address the following issues:

- conform to potential customers' past experiences
- conform to potential customers' current beliefs
- not too complex
- believable
- relate to a set of current needs
- not cause excessive fear, and anxiety

### ***Search for Additional Information***

If the customers feel that they need more information in order to make a more sound decision they make a further inquiry about additional information. For BMW customers the main sources of information are friends who have had previous experience with BMW, salespeople of the distributor, and the dealers, media,

magazines, and catalogs. On the other hand; many of the buyers make up his/her mind in buying BMW, and does not consider any other brands. Moreover, since BMW characteristics are already known to them, they declare that they do not require into deep information search.

### ***Benefit Association***

After defining the benefits sought out of a car discussed above, potential BMW customers are in a position to evaluate each brand in terms of these benefits. However, when asked with which brands they compared BMW during the decision making process, most of them say that they were determined to buy BMW, and did not make a comparison with other brands. In terms of decision making rules, they most probably do this comparison unconsciously, and come up with the best choice of BMW. The ones who mention that they explicitly carried out a comparison among the brands under consideration, prefer BMW due to the following benefits:

- sportiveness
- youthfulness
- second-hand market advantages
- safety
- recent technology
- performance
- low fuel consumption
- image
- relatively low price

The brands that are compared with BMW are Mercedes, Rover, Renault, Opel, Audi, Volvo, and Saab (as mentioned by the dealers; See Exhibit - 7 for the interviews with the dealers). In addition; various BMW types are compared among themselves.

### ***Expected Satisfaction***

A set of expectations are developed by the potential BMW customer about each brand based on benefit association. The brand that is more likely to satisfy most of the benefits is expected to provide highest satisfaction, and this brand turns out to be BMW in this case.

### ***Intention to Buy***

After concluding that the most satisfactory brand is BMW, the potential customer intends to buy a BMW. In order to make the purchase, he/she carries out the instrumental activities such as selecting the place of purchase, arranging the remaining details of financing, and deciding on the options of the car. The results of the survey show that most of the BMWs have options such as air conditioning, telephone, sun-roof, leather upholstery, etc. It is observed that since the option range has expanded, the recently bought BMWs carry a wider variety of options with them. Another important development is that the facilities that had been options once, are now standards such as airbags.

### ***Purchase***

After the buying intention, the purchasing activity is done which is accompanied with a contract involving the specifications of the car, and the payment terms.

### ***Post-purchase Evaluation***

Different levels of satisfaction occurs for each BMW customer (in this case most of them are “satisfied”). The satisfaction extent is reflected as feedback to the customer’s psychological set.

### **Post-purchase Dissonance**

Post-purchase dissonance which results from doubt in the evaluation of the purchase decision can be reduced by confirming the purchase with through several ways. BMW customers are not engaged with this process. They clearly accept their doubts, and state the points which do not meet their expectations. Since the disparity between their prior expectations, and subsequent perceptions are not high, in accordance with the assimilation effect, they seem to ignore the product, and service defects. In short, they evaluate the product as positive saying that they are “satisfied”. That is why most of them mention BMW among the brands that they would consider for their next purchase.

### ***Symbolic Purchasing Behavior***

Some of the customers purchase BMW for its symbolic rather than its utilitarian value. They make decisions based on emotional factors that are results of

their innate desires, and fantasies. Hirschman, and Holbrook say. "People buy product not only for what they can do, but also for what they mean". Symbolic purchasing behavior is a subset of Complex Decision Making model . The difference lies in the:

- 1) information processing, which is related to the association of symbol that represents BMW to the customer's self image, and social role,
- 2) brand evaluation based on customer's impressions, and images rather than observable automobile characteristics.

BMW customers perceptions of BMW image can be categorized into two:

- 1) Feature-oriented: stylish, driving pleasure, sportive, safe, high performance, high quality,
- 2) Social: used by low quality people, mean of showing off, affects other people's perceptions about the driver, youthfulness

Professor Werner Niefer, Former Chairman of MERCEDES-BENZ AG, stresses the importance of power branding very clearly (Niefer, Brand Power, 1994:105):

"Customers form a picture of the brand from their experience of the products, and services sold under a brand. Every message they receive from the manufacturer helps to fill in the details of this picture. If the brand gives customers good answers to their questions, desires, and needs, then all is well. Thus manufacturer must do everything they can to make a brand attractive, and convincing, and to avoid anything which does not suit the desired image of the brand.

Manufacturer must therefore have a clear idea of what customers expect. They must also constantly try to ensure that the product meets the customer's needs. If this is neglected in any way, it leads to a depreciation in the value of the brand, and confuses customers. Frequent inconsistencies, or contradictions between the customers' demands, and the reality of the product eventually lead to a loss of trust, and an unwillingness to buy the product.

But it is not only important to recognize, and respond to the customers' needs. Every measure taken by the company must also make a clear contribution to the desired image of the brand. If the coordination, and strict brand direction necessary to

achieve this are neglected, there will be difficult times ahead for the company. The success of its efforts will be limited, and the cost will be high. Since brand is the most valuable asset owned by the company, and the fate of the company lies with the brand, full commitment to the brand is absolutely essential.”

In the light of the symbolic purchasing behavior, the marketer should be more focused on what the product means to the customer. Advertising should associate the symbols that generate positive emotions, and fantasies. Product characteristics, and price are of less importance. Brand image that is linked to positive customer emotions are more important.





## HYPOTHESIS TESTING

**Hypothesis:** The longer the BMW owners drive their cars, the more negative will be their attitudes towards their cars.

**Reasoning behind the hypothesis:** As BMW customer drives the automobile, he/she realizes that expectations are not met.

### *Expectations, and Perceptions of Old versus New Customers*

Exhibit - 2 in the Appendix shows a detailed comparison, and Exhibit - 3 shows total comparison of old, and new customers' satisfaction levels. An analysis of the discrepancy between the expectations, and perceptions of old, and new customers are presented below for each attribute category:

#### **Technical Features**

For each customer group (new, and old), there are totally 90 opinions expressed by 9 new customers, and 9 old customers for 10 attributes in the technical features category. Out of 90 opinions, 76 coming from new customers vs. 53 coming from old customers favor that all the expectations are met. There is a significant gap between the number of opinions of new, and old customers who believe that some of

their expectations are met, and some are not. 2 opinions of new customers versus 18 opinions of old customers. There no opinions coming from new customers stating that expectations are not met, whereas according to the 2 opinions of old customers, expectations are not met.

### **Performance**

For each customer group (new, and old), there are totally 54 opinions expressed by 9 new customers, and 9 old customers for 6 attributes in the performance category. 4 opinions of the new, and 12 opinions of the old customers indicate that some of the expectations are met.

### **Quality**

For each customer group (new, and old), there are totally 45 opinions expressed by 9 new customers, and 9 old customers for 5 attributes in the quality category. 39 opinions of new, and 28 opinions of old customers suggest that expectations are met. On the other hand, according to 12 opinions of old customers some of the expectations are met, whereas out of 45 opinions of new customers only 1 of them hints at unmet expectations.

### **Safety**

For each customer group (new, and old), there are totally 72 opinions expressed by 9 new customers, and 9 old customers for 8 attributes in the safety category. There is not a significantly important difference between the satisfaction

levels of new, and old customers. However, it would be worth mentioning that there is no opinion coming from the new customers pointing out unmet expectations in comparison to the 3 opinions voiced by the old customers regarding partially met expectations.

### **Security**

For each customer group (new, and old), there are totally 18 opinions expressed by 9 new customers, and 9 old customers for 2 attributes in the security category. 10 of the opinions coming from new customers versus 6 of the opinions coming from old customers denote that all expectations are met. On the other hand, 2 versus 7 opinions coming from new, and old customers respectively imply that expectations are partially met.

### **Comfort**

For each customer group (new, and old), there are totally 99 opinions expressed by 9 new customers, and 9 old customers for 11 attributes in the comfort

### **After Sales Service**

For each customer group (new, and old), there are totally 72 opinions expressed by 9 new customers, and 9 old customers for 8 attributes in the after sales service category. Since new customers have not visited service stations yet, they are not questioned about after sales facilities. Plus; none of them have had an accident which would require them to have a service experience. Old customers' 5 opinions are in line with exceeding expectations. 45 opinions designate that all the expectations are met. However, there is a group who are unhappy about their service experiences. Consequently, 14 opinions declare unmet expectations.

### **Second-hand Market**

For each customer group (new, and old), there are totally 18 opinions expressed by 9 new customers, and 9 old customers for 2 attributes in the second-hand market category. The questions regarding the second-hand market of BMW were asked to only those who happened to sell their previous BMW's. 2 of the new customers' opinions express positive attitudes in terms of exceeding expectations. There is a unison between the two groups of customers with 10 opinions stating that all the expectations are met.

### **Option, and Special Equipment**

For each customer group (new, and old), there are totally 27 opinions expressed by 9 new customers, and 9 old customers for 3 attributes in the option, and special equipment category. 5 favorable opinions from new customers communicate

perceptions exceeding expectations compared to none from old customers. New, and old customers are almost in agreement in terms of perceptions meeting all the expectations with 20 , and 15 opinions, respectively, indicating this belief. Only 2 of the opinions stated by new customers declare some unmet expectations compared to 6 opinions in the case of old customers.

### **Environmental Issues**

For each customer group (new, and old), there are totally 9 opinions expressed by 9 new customers, and 9 old customers for 1 attribute in the environmental issues category. 4 opinions both from new, and old customers affirm completely met expectations. 4 opinions from new customer group, and 5 from old customer group indicate that these customers had no expectations regarding environmental matters which is stated by the other/no answer option in the questionnaire.

The automotive industry has perceived as a potential hazard to the environment. Those concerned with environmental damage question harms of vehicles, the methods used to produce them, and their disposal. BMW, and other car manufacturers now claim their vehicles are being designed to be recycled - for example; by reducing the variety of plastics they contain, and by using parts made from recycled materials. Although environmental issues are not considered to be important in Turkey, yet. It is inevitable that they will gain attention in the near future. The companies in Turkey should start communicating the 'nature lover' characteristics of BMW.

## **Economy Related Attributes**

For each customer group (new, and old), there are totally 36 opinions expressed by 9 new customers, and 9 old customers for 4 attributes in the economy related attributes category. Through 16 opinions, old customers admit that they are charged more than they anticipated in comparison to 4 opinions of new customers. 10 opinions from both of the groups suggest that customers perceptions are in line with their expectations economicwise. It can be observed that there is a great number of opinions for other/no answer option (19 for new, and 6 for old customers). This is due to the fact that new customers, who do not have any service experience, are not knowledgeable about service pricing. However, it is surprising to see that some old customers are not aware of the spare parts, and labor pricing.

## **Overall Analysis, and Hypothesis Evaluation**

There is a conformity between new, and old customers in terms of perceptions exceeding expectations revealed by 32 opinions of new customers, and 31 opinions of old customers. However, more of the opinions on new customers' side (316) express "completely met expectations" compared to 276 opinions on old customers' side. The substantial difference for customer groups with regard to "partially met expectations" should be noted as well. Among all the opinions mentioning this view, 101 opinions belong to old customer sample in comparison to 20 opinions of new customer sample. No opinion is heard from new customer sample asserting "totally unmet expectations". On the contrary, 5 opinions stated by the other group is a sign of "totally unmet expectations".

It can be concluded that the hypothesis of “the satisfaction that BMW customer gets from his/her car decreases with time” is valid. As stated above, it is observed that there are more number of people in the old customer group who declare unmet expectations than there are in the new customer group. Keeping in mind that satisfaction stems from the discrepancy between expectations, and perceptions, there is a higher degree of dissatisfaction in the old customer group compared to the new customer group. In fact, as the answer to the question “To what extent are you satisfied with your current BMW?”, 4 out of 9 participants in the new customer group say that they are “very satisfied” with the rest being “satisfied”. On the other hand, none of the old customers were “very satisfied”, instead all the old customers were “satisfied”.

Due to the lack of a pattern in the related information, it is not possible to come up with a comment on the correlation between the overall satisfaction level, and the following issues:

- previous experience with BMW (i.e. number of BMWs owned before)
- type of current BMW
- model year

### ***Repeat Buying Behavior***

Out of 9 old customers, 7 of them can be regarded as “repeat buyer”s because their current cars are their second, third, fourth, or even fifth BMWs. Only 2 of them have experienced driving BMW for the first time with their current BMWs. Same is true for the new buyers. 7 out of 9 of them are repeat buyers, and 2 of them have

driven BMW for the first time. This confirms what dealers say about repeat buying behavior of BMW customers. They observe that 70-80% of BMW customers are repeat buyers (See Exhibit - 7 for the dealer interviews in the Appendix).

In general, customers have not been loyal to BMW only in the past, but they will continue their brand loyalty in the future also. This can be deduced from the information that 6 of the old buyers would think of buying a new BMW, and 5 of the new customers would buy BMW again.

It is surprising that although none of the old customers are “very satisfied” with their current BMWs, but merely “satisfied”, most of them would consider BMW in their lists of options for their next purchases. There can be two reasons to this:

1) First one is that some of the attributes of BMW are so important, and highly satisfactory that even though customers are not “very satisfied” overall, they would think of buying a new BMW in the future. The attributes that these customers mention can be listed as the following: image, safety, comfort, service, performance, technical features, and technology.

2) The second reason can be the unavailability of a car that would make these customers “very satisfied”. Either there is no alternative car in Turkey that would meet all the expectations, or even if there is, its attributes would not be sufficiently perfect to make these people “very satisfied” because it should not be forgotten that some people are never satisfied.

It should also be noted that customers intend to buy a higher model of BMW for their next purchases; for example, switching from a saloon to a cabrio, or from 3 series to 5 series.



## *Learning*

Learning is very important in a competitive market both for the customers and the marketers. Customers want to learn in order to make the best purchase decision, and marketers want to teach potential customers about their own products.

The company has to teach current, and potential BMW customers about the outstanding attributes of the car which they cannot find in any other car. BMW's differentiated position among the other competitive brands should be communicated to customers. BMW owners should be made aware of high investment of BMW AG in R&D in order to create new ways to meet customer desires, the efforts of Borusan, and the dealers to make customers happy compared to the rival organizations in Turkey which are weaker in sales, and service performance.

One of the learning theories is Cognitive Learning paradigm which is based on the changes in the customers' psychological set of beliefs, and attitudes. According to this theory, learning is influenced by beliefs, attitudes, and past experiences. The company can work on changing beliefs, and attitudes of its customers, and prevent the customer from encountering any bad experiences.

There are significant implications of learning for the BMW marketers:

1) Since "meaning" is something that can be taught, the company should provide a meaning for BMW so that the customer would perceive value, and benefit in owning a BMW. It should be made certain that the customer create relationship between his/her own existing values, and the values, and benefits that BMW offers.

2) Owing to the fact that interpretation of information is consistent with expectations, or experiences, it is necessary to find out about expectations, previous knowledge, and experiences.

3) Proximity is another important issue regarding learning. Teaching is more efficient, and effective if the stimulus is presented within familiar surroundings.



## **ADAPTATION OF SERVQUAL MODEL TO THE PRODUCT, AND SERVICE OFFERED TO THE BMW OWNERS**

### ***Customers' View of Service Quality***

Satisfaction is the discrepancy between customers' expectations, or desires, and their perceptions of the product, or the company as shown in Exhibit - 4 in the Appendix (adapted from the model of Zeithaml, 1990: 23). Expectations of BMW customers are shaped by experiences, and priorities attached to various factors. The company, which makes offering to the customer by selling BMW, or by carrying out the service requirements of the car, is in a position to meet, or even exceed what the customers expect from the company. In this project the extent of discrepancy between BMW customers' expectations, and their perceptions is measured. Consequently, judgments of satisfaction levels are developed.

### ***Factors Influencing Expectations***

There are several key factors that might influence customers' expectation levels:

- 1) Word of mouth communications

Recommendations of friends, neighbors, relatives, and colleagues play an important role in the decision making of BMW buyer. Many BMW buyers ask for opinions in their social surrounding when they go through information search preceding the purchase of the car.

#### 2) Personal needs

BMW customers' expectations vary depending on their individual characteristics, and circumstances. For example; it is observed that young BMW drivers who are more demanding in the context of motoring are more sensitive toward technical, and performance related features of the car.

#### 3) Past experience

It seen that more experienced customers, having driven BMW in the past, know what a BMW can offer to them. Accordingly, they keep their expectations lower than the inexperienced BMW owners, who are more demanding. Since the discrepancy between expectations, and perceptions are smaller for experienced customers, they are more satisfied than first users of BMW.

#### 4) External communications

BMW is not advertised extensively, and effectively in comparison to competitor brands' advertising in Turkey. However, the direct, and indirect messages conveyed by the distributor, and the dealers to (potential) customers may lead to higher expectations.

#### 5) Price

Appealing to high socio-economic class of the society, BMW is an expensive car which involves high risks for its buyer. Since the price customers pay is high, they expect more.

In Exhibit - 4 in the Appendix, factors affecting expectations, and the relationship between expectations, perceptions, and satisfaction is diagrammed.

### ***Impact of Service Problems on Quality Perceptions***

BMW customers' perceptions are influenced by whether or not they experience a recent service problem. A thorough research should be carried out in order to determine if satisfactory resolutions of service problems improve service quality perceptions. This research should be based on quality perception differences among customers who had experienced a recent service problem, and those who had not. Moreover, perception differences should be measured between those who felt their problems were satisfactorily resolved, and those who did not feel that way among customers who had experienced service problems. According to interview results perceptions of service quality are adversely affected when customers experience a service problem.

The best thing the companies can do is to prevent service problems altogether, and if this is not possible to resolve the service problems to the customers' satisfaction. The service that the company provides should be reliable; in other words, perform the service dependably, and accurately in order to improve customer-retention rates.

### ***Impact of Quality Perceptions on Willingness to Recommend***

Word-of-mouth recommendations play a significant role in BMW customers' purchases of services than in their purchases of cars. There is a strong association between the customers' perceptions of the quality of service rendered by a particular service station, and their willingness to recommend the service station to their friends. A substantial improvement in customers' perceptions of a service station's quality of service is necessary before they begin speaking favorably about the service station. Performing all aspects of a service flawlessly the first time - and satisfactorily resolving any flaws that may occur - not only enhances a customer's service-quality perceptions, but also increases his/her likelihood of recommending the service station to others.

### ***Potential Causes of Goods/Service Quality Shortfalls***

In today's increasingly competitive business world, it is a sustainable advantage to deliver superior quality goods, and service by meeting or exceeding customers' expectations. Executives who are aware of the quality phenomenon must adopt a continuous process for:

1. monitoring customers' perceptions,
2. identifying the causes of dissatisfaction,
3. taking appropriate action to reduce the reasons causing dissatisfaction.

According to the SERVQUAL - instrument for measuring customers' perceptions of service quality, developed by V.A. Zeithaml, A. Parasuraman, L.L. Berry - "deficiencies within companies contribute to poor service-quality perceptions

by customers”. This is a “conceptual model linking customer-perceived quality deficiencies to within company deficiencies or gaps”.

In the following section of the report, this model will be adapted to perception, and expectation of BMW customers both toward the car, and the service provided by the service stations. The conceptual gaps are diagrammed in Exhibit - 5 in the Appendix (adapted from the model of Zeithaml, 1990: 46) . The descriptions of the gaps go as following:

- Gap 5: product/service shortfall perceived by customers
- Gap 1-4: shortfalls within the organization

Gap 1-4 contribute to Gap 5. The aim for the company should be to reduce Gap 1-4 with the purpose of narrowing Gap 5.

Next these gaps will be analyzed in more detail.

### ***Perceptions, and Expectations Gaps***

#### **Gap 1: Customers' Expectations - Management Perceptions Gap**

Gap 1 refers to the extent of congruency of executives' perceptions about what customers expect from the company with the expectations expressed by BMW customers. The company executives may not always be completely aware of which characteristics are relatively more important to customers. Managers may not know about certain product/service features critical to meeting customer desires; or even when aware of such features, they may not know which levels of performance customers desire along those features. Results of the research show that this is true to some extent. BMW customers expectations, and desires should be known to the

managers so that the manager would come up with a more optimal resource allocation scheme to improve the company's performance in the eyes of the customers. For example; focusing training programs for technical personnel almost exclusively on the mechanics of the automobile with little or no emphasis on aspects likely to be of greater concern to customers would be less of a value.

Senior managers' inaccurate understanding of what customers expect (Gap 1) is likely to result in weak performance that is perceived by customers as falling short of their expectations (Gap 5). The necessary first step in improvement process (narrowing Gap 5) is for management to have access to the information about customers' expectations (close Gap 1).

### **Gap 2: Management's Perceptions - Product/Service Specifications Gap**

Gap 2 is based on the performance standards reflecting management's perceptions of customers' expectations. Executives should convert their knowledge of customers' expectations into concrete performance standards. Some constraints are encountered in setting appropriate product/service specifications consistent with customers' expectations. For example; BMW customers expect rapid response to repair, and maintenance of their cars. However, it is difficult to establish precise performance standards for response time because of a lack of trained service personnel, and wide fluctuations in customers' demand for service.

The quality of service delivered by customer-contact personnel is critically influenced by the criteria against which they are evaluated, and compensated. These performance criteria are hints to contact personnel as to what management's



priorities are, and which type of performance is valued. When there are no set standards, or when the standards in place do not reflect customers' expectations, product/service quality as perceived by customers is likely to suffer. Therefore, closing Gap 2, through setting performance standards that reflect customers' expectations, should have a favorable impact on customers' perceptions (Gap 5).

### **Gap 3: Service-Quality Specifications - Service-Delivery Gap**

Gap 3 is the discrepancy between performance standards, and actual good/service (offering) delivery. According to executives, the main reasons underlying this gap are unwillingness, and/or inability of the contact personnel to meet the standards, increases in service loads without increases in capacity to serve.

People, systems, and technology resource support is necessary. Standards must also be enforced to be effective; that is, employees must be measured, and compensated on the basis of performance along these standards. When the level of performance turns out to be less than the standards (Gap 3), Gap 5 gets enlarged. The implied direct association between Gaps 3 and 5 suggests that narrowing Gap 3 by providing all the resources should also reduce Gap 5.

### **Gap 4: Service Delivery - External Communications Gap**

Promises made by the companies through their media advertising, sales force, and other communications raise expectations which serve as the standard against which customers assess BMW, and the service quality. A discrepancy between the actual, and the promised offering (Gap 4) has a negative effect on customers'

perceptions (Gap 5). For example; during the interviews, some of the customers mentioned about broken promises in providing the special equipment for an ordered car.

BMW Customers should be made aware of the behind-the-scenes efforts by the companies, which may be a good opportunity for the companies to get appreciated by the customers influencing customers' perceptions. Customers' service perceptions may also be improved by educating customers to be better users of the service, and by adequately explaining to customers facets of the service process which they may consider to be irksome, and getting their cooperation in cases of serious technical problems.

In short, external communications can affect not only customers' expectations, but also customers perceptions. Discrepancies between service delivery, and external communications about it (Gap 4) influence customers' assessment of service quality unfavorably (Gap 5). Effective coordination of actual offering delivery with external communications, narrows Gap 4, which in turn narrows Gap 5.

## RECOMMENDED ACTION

In the SERVQUAL Model the way to close Gap 5 is to close Gaps 1 through 4. The improvement model in Exhibit - 6 (adapted from the model of Zeithaml, 1990: 47) diagrams a logical process in which companies can employ to measure, and improve the quality of their offerings. The questions in the five boxes on the left side correspond to the five gaps of the conceptual model. The answer to these questions should be found out through intensive research inquiring into the customer expectations, and desires. The necessary action should be taken by the management in order to close the gaps. In terms of the hypothesis, old customers complain more of unmet expectations, whereas new customers are more satisfied to see that their expectations are met, which affirms the hypothesis. The management should take the necessary initiative to close the discrepancy between BMW customers' expectations, and perceptions, thereby increasing their level of satisfaction.

The managers have great responsibility in providing customer satisfaction for BMW. By far the most important way the marketer can help keep customers loyal, and break down barriers to customer loyalty is through his/her own behavior: the goals set, how well commitment is communicated to the environment, how time is

spent on this issue, what behaviors are modeled, and rewarded, what messages are sent, and what resources are committed. The marketer needs to communicate to everybody on board how much customers matter to him/her personally, that customers are important. Here are some ways to achieve this:

1. Set an example.

- Stress commitment to 100% customer satisfaction when you have contact with people.
- Make service part of the agenda at meetings. Spend as much time discussing customers as you do other management issues. Consider placing 'service' permanently first on your agenda.
- Visit service centers. Spend some time meeting customers, and talking to them.
- Make certain right messages are sent. Words, and actions display messages.

2. Provide support.

- Allocate major resources to the objective of 100% customer satisfaction - time, effort, people, and money.
- Have your advertising department produce in accordance with commitment to 100% customer satisfaction.
- Develop policies, and systems to meet customer requirements, not just organizational convenience.
- Implement a process for measuring customer satisfaction, and make it highly visible. Announce methods of improvement.

3. Delegate / Empower

- Empower, and train people at all levels to solve customers' problems on the spot.

#### 4. Reward / Celebrate

- Reward those who provide excellent service. Give them public recognition, as well as tangible awards. And make providing customer service part of the performance evaluation.
- Have formal, and informal celebrations when your organization, or a staff member achieves a goal, provides outstanding service, makes a valuable suggestion, and so on.



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## APPENDIX



EXHIBIT - 1 COMPLEX DECISION MAKING MODEL

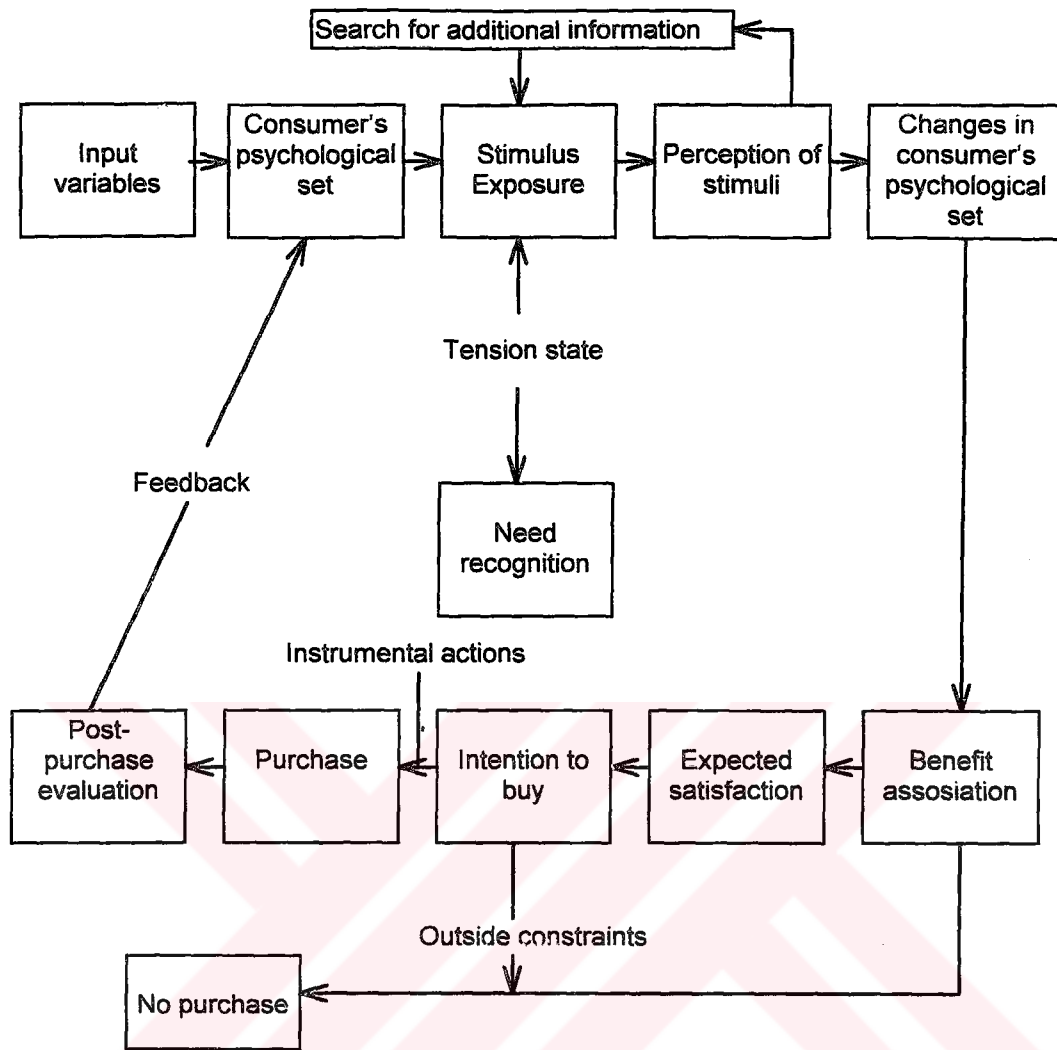




EXHIBIT 2 COMPARISON OF DETAILED RESEARCH RESULTS (NEW/OLD) (CONTINUED)

TECHNICAL FEATURES	NEW		OLD		NEW		OLD		NEW		OLD		Total
	Exceeding expectations	Meeting all the expectations	Meeting some of the expectations	Exceeding expectations	Meeting all the expectations	Meeting some of the expectations	Not meeting expectations	Meeting some of the expectations	Not meeting expectations	Other / No answer	Other / No answer		
Gear shifting		6	3	1	1	1				2	4	9	
Clutch	1	5	5							3	3	9	
Suspension	1	8	5			3		1				9	
Accumulator	1	8	6			3						9	
Warming lights	2	6	8	1				1				9	
Engine starting	1	8	6			3						9	
Headlights	1	8	4			3						9	
Wipers		9	4			3						9	
Washer jets		9	5									9	
Door locks		9	7			2						9	
Total	7	76	63	2	18	0	2	5	7				

PERFORMANCE		NEW	OLD	NEW	OLD	NEW	OLD	NEW	OLD	NEW	OLD	NEW	OLD
Exceeding expectations		Meeting all the expectations	Meeting some of the expectations	Meeting some of the expectations	Meeting all the expectations	Meeting some of the expectations	Meeting some of the expectations	Not meeting expectations	Not meeting expectations	Other / No answer	Other / No answer	Total	Total
	Performance	1	8	5	4	1	4					9	9
	Acceleration	1	7	4	1	5						9	9
	Rims		6	5	3	1						9	9
	Tires		9	4		2						9	9
	Road contact	2	7	7								9	9
	Manuverability	2	7	5								9	9
	<b>Total</b>	<b>6</b>	<b>44</b>	<b>30</b>	<b>4</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>
QUALITY		NEW	OLD	NEW	OLD	NEW	OLD	NEW	OLD	NEW	OLD	NEW	OLD
Exceeding expectations		Meeting all the expectations	Meeting all the expectations	Meeting some of the expectations	Meeting some of the expectations	Meeting all the expectations	Meeting some of the expectations	Not meeting expectations	Not meeting expectations	Other / No answer	Other / No answer	Total	Total
	Bodywork	1	8	6	1	2						9	9
	Paintwork	1	8	7								9	9
	Quality of materials	1	7	4	1	3						9	9
	Durability		8	6		3						9	9
	Labor quality		8	5		3						9	9
	<b>Total</b>	<b>3</b>	<b>39</b>	<b>28</b>	<b>1</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>



COMFORT	NEW		OLD		NEW		OLD		NEW		OLD		NEW		OLD	
	Exceeding expectations	Exceeding expectations	Meeting all the expectations	Meeting all the expectations	Meeting some of the expectations	Meeting some of the expectations	Meeting some of the expectations	Meeting some of the expectations	Not meeting expectations	Not meeting expectations	Not meeting expectations	Not meeting expectations	Other / No answer	Other / No answer	Total	Total
Ergonomic design of the cockpit	1	1	7	7	1	1	7	7	1	1					9	9
Interior space	1	1	7	7	3	1	3	1	5						9	9
Luggage compartment		1	9	9	4	1	4	1	4						9	9
Seats			8	8	7	1	7	1	2						9	9
Ease of handling	1	2	8	8	7		7								9	9
Heating, and ventilation			9	9	7	2	7	2	2						9	9
Noise control			7	7	7		7		1						9	9
Window defrosting	1		7	7	7		7		1				1		9	9
Electric window lifts			9	9	2		2		7						9	9
Interior lights	1	1	8	8	8		8								9	9
Mirrors	1		7	7	6	1	6	1	2						9	9
Total	6	6	86	86	68	6	68	6	25	0	0	1	1	2		

ECONOMY RELATED ATTRIBUTES	NEW		OLD		NEW		OLD		NEW		OLD		
	Above what is expected	Above what is expected	Same as expected	Same as expected	Below what is expected	Below what is expected	Very much below what is expected	Very much below what is expected	Other / No answer	Other / No answer	Other / No answer	Other / No answer	
Price of the automobile	3	2	3	3	2	3			1			9	
Fuel consumption	1	3	7	6	1							9	
Price of spare parts		6							9			9	
Labor pricing for service		5		1		1			9			9	
Total	4	15	10	10	3	4	0	0	19	0	0	0	
AFTER SALES SERVICE	NOT APPLICABLE												
Convenience of service stations													
Technology of workshops		2		7									
Quality of technicians				5		3							
Quality of spare parts				5		3							
Availability of spare parts				6		2							
Attitude/courtesy of service people				6		2							
Service mobile		3		1		1							
Overall quality of service				8		1							
Total	0	5	0	45	0	14	0	0	72	0	0	0	

SECOND-HAND MARKET	NEW		OLD		NEW		OLD		NEW		OLD		NEW
	Exceeding expectations	Meeting all the expectations	Meeting some of the expectations	Not meeting expectations	Other / No answer	Total	Exceeding expectations	Meeting all the expectations	Meeting some of the expectations	Not meeting expectations	Other / No answer	Total	
Second-hand price	1	5	3	1	4	9	2	2	2	2	9	9	
Ease of sale	1	5	7	1	4	9	2	2	2	2	9	9	
Total	2	10	10	2	4	18	4	4	4	4	16	18	
OPTION, AND SPECIAL EQUIPMENT													
	NEW		OLD		NEW		OLD		NEW		OLD		NEW
Exceeding expectations	1	8	2	1	3	11	1	1	1	1	3	11	
Air condition	2	6	6	1	2	9	1	1	1	1	3	9	
Car radio	2	6	7	1	1	9	1	1	1	1	3	9	
Other options	2	6	7	1	1	9	1	1	1	1	3	9	
Total	5	20	15	2	6	23	2	2	2	2	6	23	
ENVIRONMENTAL ISSUES													
	NEW		OLD		NEW		OLD		NEW		OLD		NEW
Exceeding expectations	0	4	4	1	1	5	0	0	0	0	0	5	
Meeting all the expectations	0	4	4	1	1	5	0	0	0	0	0	5	
Meeting some of the expectations	0	4	4	1	1	5	0	0	0	0	0	5	
Not meeting expectations	0	4	4	1	1	5	0	0	0	0	0	5	
Other / No answer	0	4	4	1	1	5	0	0	0	0	0	5	
Total	0	4	4	1	1	5	0	0	0	0	0	5	



**EXHIBIT - 4 EXPECTATION, PERCEPTION AND SATISFACTION RELATIONSHIP**

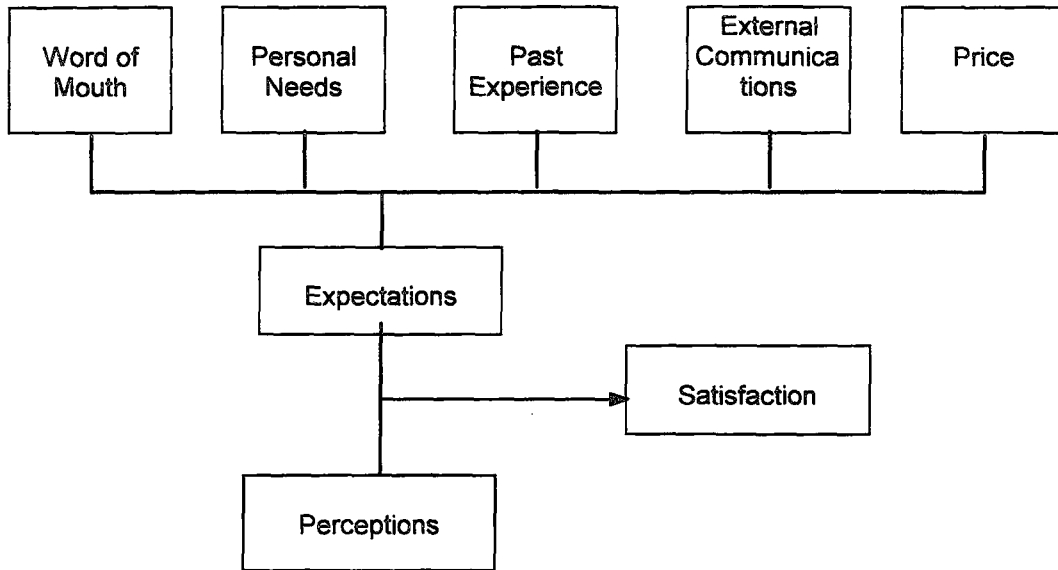




EXHIBIT - 5 CONCEPTUAL MODEL OF GOOD/SERVICE (OFFERINGS) QUALITY

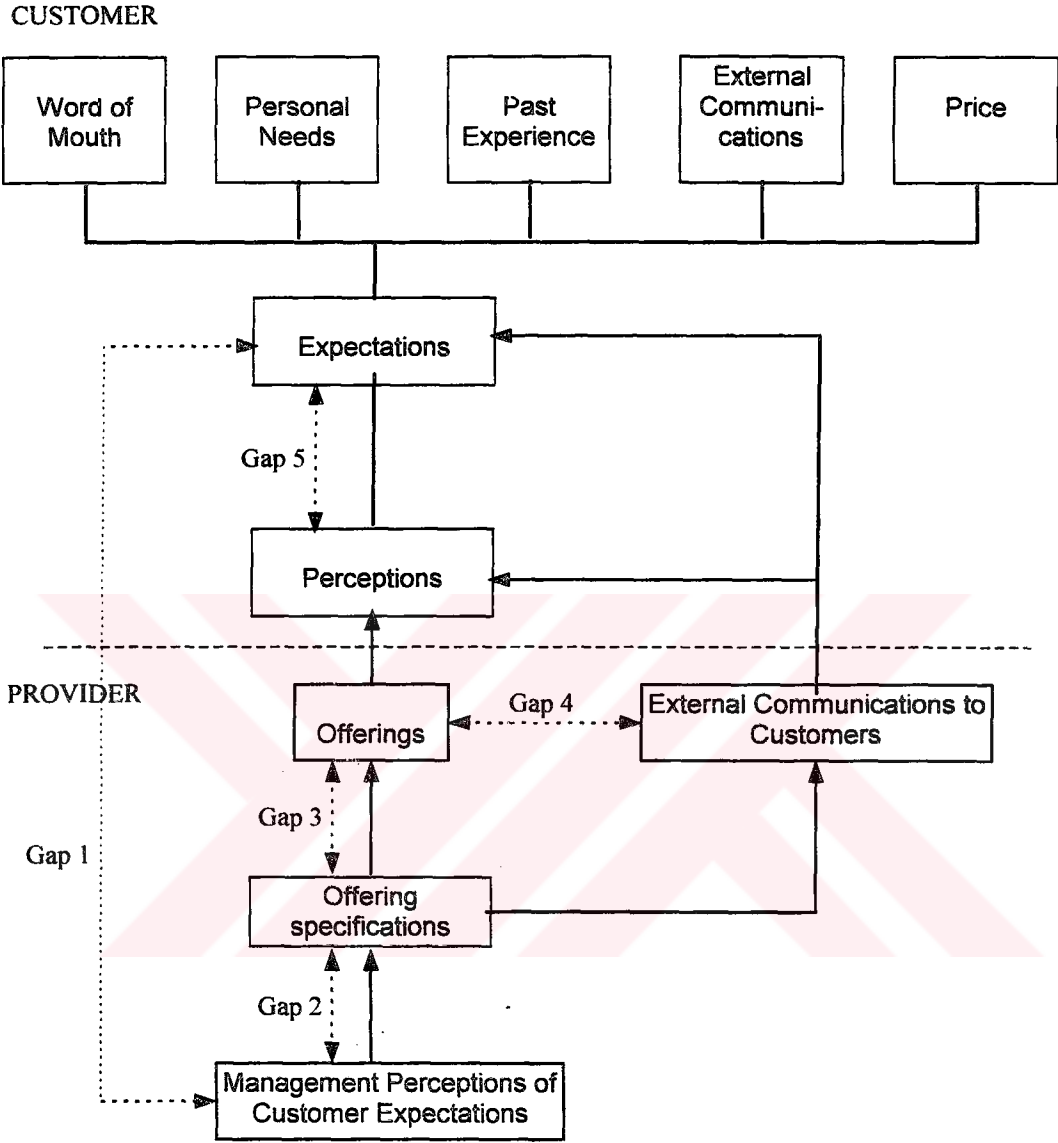


EXHIBIT - 6 PROCESS MODEL FOR CONTINUOUS MEASUREMENT, AND IMPROVEMENT OF GOOD/SERVICE QUALITY

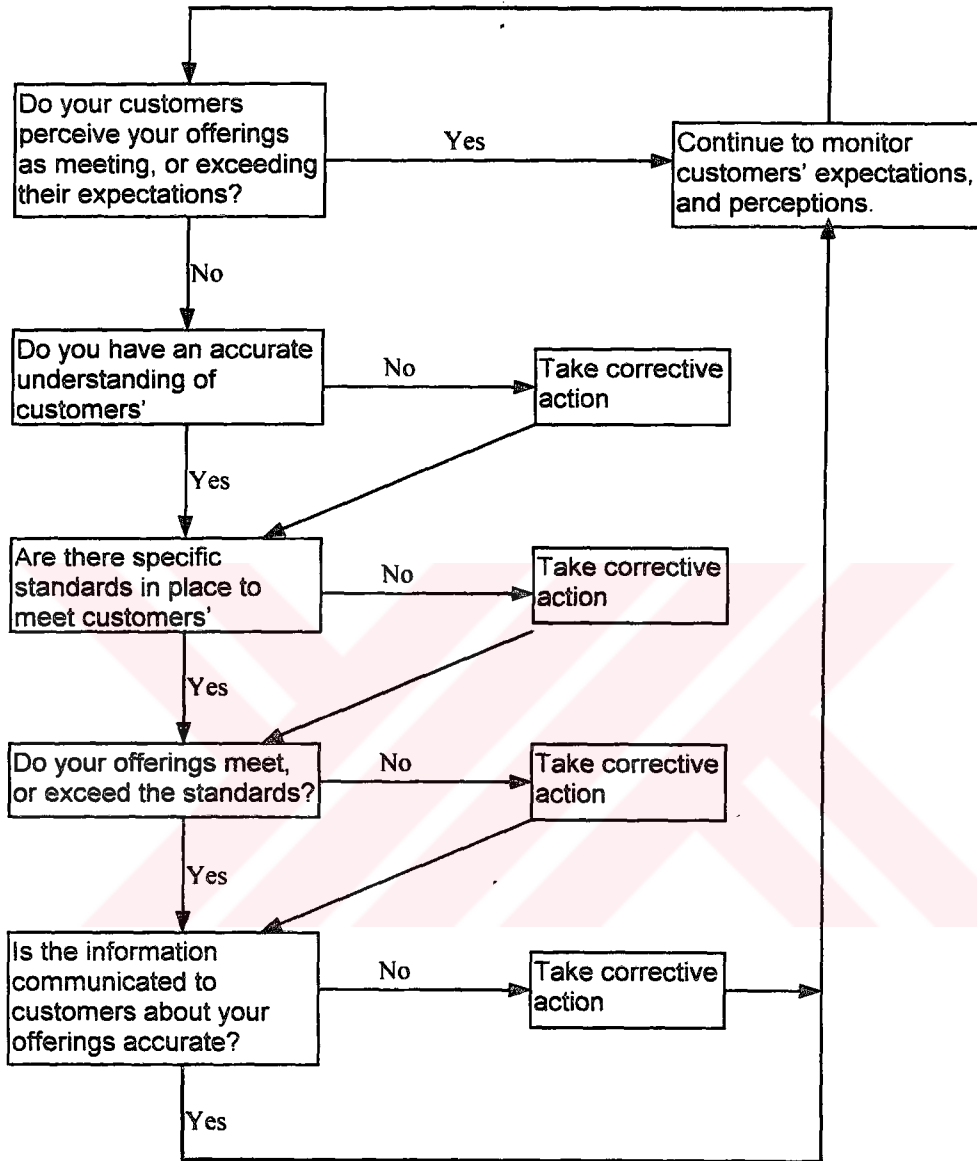


EXHIBIT - 7 RESULTS OF THE INTERVIEWS WITH DEALERS

RESULTS OF THE INTERVIEW WITH KOSIFLER OTO

DEALER

Name : Kosifler Oto  
Address : Bağdat Cad. No: 234 Çiftehavuzlar - Istanbul  
Telephone : 302 24 61

INTERVIEWEE

Name : Selim Kosif  
Position : Owner

DATE : April, 1996

The following table, which gives an idea about BMW models sold in Turkey, was provided by KOSIFLER:

BMW SERIES AND MODELS AVAILABLE IN TURKEY

3 SERIES				
3.16i	3.18i	3.20i	3.23i	3.28i
3.16ia	3.18is	3.20ia	3.23ia	3.28ia
3.16i coupe	3.18ia	3.20i coupe	3.23i coupe	3.28i coupe
3.16ia coupe	3.18is coupe	3.20ia coupe	3.23ia coupe	3.28ia coupe
3.18i compact	3.18ia coupe	3.20i cabriolet	3.23i cabriolet	3.28i cabriolet
	3.18ti compact	3.20ia cabriolet	3.23ia cabriolet	3.28ia cabriolet
	3.18ia compact			M3
	3.18is cabriolet			M3 coupe
	3.18ia cabriolet			

5 SERIES			
5.20i	5.23i	5.28i	5.40ia
5.20ia	5.23ia	5.28ia	M5

7 SERIES			
7.28i	7.30i	7.40i	7.50i
7.28ia	7.30ia	7.40ia	7.50ia
7.28ial		7.40ial	7.50ial

BMW Models	Competitors
3.16	Audi A4
3.18	Rover
3 Compact	Japanese cars, Opel, VW, Audi
5 Series	Mercedes, Jaguar, Cherokee

3.16 Compact, of which sale in Turkey began in 1994, mostly appeals to women, and youth. Its price is relatively low. The sales for 3.16 Compact were not satisfactory in 1994, and 1995. It is expected that the sales will grow in 1996.

3.20 is the model that sells the highest number of cars among the BMW models.

In recent years, there is substantial switch from Mercedes to BMW in Europe. This is in accordance with the fact that, the image of Mercedes in Europe is getting weaker.

Since Rover is acquired by BMW, Rover will be manufactured with BMW technology after 1997. Compared to BMW, Rover is weak in terms of durability, comfort, quality, design, and performance.

Engine life of BMW is around 400,000 km. in comparison to the others' engine life of 100,000 km.

Same is true for the BMW motorcycle's engine life.

Kosifler does not consider selling motorcycles because there are social, and cultural differences between the admirers of BMW automobiles, and motorcycles. Serving these two customer groups in the same facilities can harm BMW automobile's image.

One of BMW's advantages is that its second-hand market is quite good.

After the Customs Union, there will be about 30% quota for the Japanese cars. (Honda is not included due to its production in England.)

The sales increase just before holidays. This is due to the fact that people would like to buy new things before holidays, and a new car can be one of these.

A type outlets: Borusan, and Kosifler

B type outlets: Mega, and Beta

C type outlets

5 series will be received by September.

The orders are given beforehand to BMW AG.

It was unfortunate that both Mercedes, and BMW had design changes in 1995. New design E200 cars were available in June 1995, and 5 series were available in December 1995. When a new design is introduced, the price of the old design cars is reduced. BMW changes designs in 8 years.

Mercedes is a competitor for BMW. Jeeps are competitors to BMWs, for example, Range Rover of which manufacturer is acquired by BMW AG.

80 % of the customers have bought their second, or third BMWs.

All the dealers must incur a certain amount of guarantee expenditures within a specified period.

Outdoor sales procedures which the salespeople go through are composed of the following four steps:

1. Appointment (place, and time)
2. Preparation (documentation, and planning)
3. Visit (presentation)
4. Control (follow-up)

Next, these steps are discussed in detail:

1. Appointment

a) BMW color, and model of interest should be determined in the initial calls, and promises about the specified cars should be made after checking the availability in the stock. The economical limitations of the potential customer should be determined.

b) After making sure that there is a high tendency to buy a BMW, the potential customer should be invited to the showroom, or an appointment is requested from him/her in order to discuss the sales offerings. It should be noted that face-to-face conversation would be very helpful.

c) The details of the appointment is set. The place is usually the customer's office. The appointment should be taken as soon as possible for an appropriate time. In other words; the potential customer should not be busy; he/she can fully focus on the car purchasing subject; it would be better if the meeting does not coincide with the meal time. The date should not right before, or after a trip. If it is possible, the potential customer's trip plans should be inquired, and the appointment is set accordingly.

## 2. Preparation

a) All the documents related to the specified car buy should be prepared. These documents include a catalog, the list of special equipment, a color catalog, upholstery variety, and the proposal.

b) The availability of the other car options that the potential customer would consider should be checked.

c) The competitive offers should be inquired.

d) The documents that would be needed from the customer for the sale procedures should be went over.

e) It is very important to be present at the meeting promptly. The day should be well-planned, and the car the salesperson would drive to the meeting should be prepared beforehand.

- f) The salesperson should choose an appropriate suit for the meeting.
- g) The salesperson should feel ready for the meeting. If the salesperson does not feel confident enough, then the meeting should be postponed politely to another date in the near future.

### 3. Visit

- a) The salesperson should be well-dressed because the first impression is very important. In fact, good appearance should be consistent.
- b) The salesperson should try to be present in the meeting place 10 minutes before the appointment. Traffic, fuel of the car, and parking should be taken under consideration.
- c) The time that passes on the way to the meeting is part of the preparation. Different aspects of the meeting with the potential customer should be reflected while driving. The followings should be avoided right before the meeting: fast driving, frustration because of the traffic, eating or drinking alcohol, listening to loud music, visit to a friend. It should be kept in mind that the car is a temporary office. People who know the salesperson in the office should perceive him acting the same in the car as well.
- d) The salesperson usually meets with the secretary of the potential customer. After a personal introduction, the salesperson points out the appointment he has with the boss.

### 4. Control

- It is important that another contact is made with the potential buyer if he/she is not determined to buy yet. The salesperson should be well-prepared for the next call, and all the information about the buyer should be reviewed.
- Something different, and interesting should be told about the car to the potential customer in the follow-up call (e.g. steptronic transmission in the 5.28ia, xenon headlights, etc.)

- Some sort of pressure can be exerted on the customer by saying “Shall I come to get the initial payment, or would you prefer to send it?”, or “When do you fax the order form?”
- The potential customer can be late to the meeting. Waiting should not disappoint the salesperson. While waiting, the salesperson can go over the information he has collected so far about the potential customer. In the meantime, he can even pay attention to his surroundings to have an idea about the his/her character. If the salesperson is kept waiting for a long time, then the meeting can be postponed to another time.
- The salesperson should be pleasant looking, and should smile. He should shake hands with the potential customer mentioning his/her name.
- The conversation should nor be too formal neither be extremely informal.
- First, the BMW catalog should be presented to the customer. As the customer goes through the catalog, necessary explanations related to the page the customer is looking at should be given by the salesperson. It would be effective to keep quite when the customer pays attention to an attractive picture of the car. He/she would the vision in mind.
- If the purpose is to sell a car in the stock, the special equipment that the car really carries should be mentioned; promises that cannot be fulfilled should not be given.
- Words like “maybe”, “I guess” should be avoided while giving explanations.
- The potential customer’s name should not be forgotten, and should often be mentioned.
- The salesperson should never argue with the potential client.
- Every detail in the order form should be explained one by one.



- The salesperson should carefully listen to the customer in order to learn what he/she really wants. The desires of the potential customer should be met.
- The impression of a tendency to fill out the order form should be created.
- The payment scheme is very important for the customer. At first, the payment terms that the customer has in mind should be asked, and then an explanation should be given as to whether this payment scheme can be executed or not.
- Detailed technical information would not be welcomed by every potential customer. Therefore, technical information should be provided up to a point at which the customer would feel that he is about to buy a high technology machine.
- As the order is given in order to eliminate uncertainty, an initial payment should be done with regards to the sale procedures.
- Necessary documents should be requested from the customer in order to initiate the sale procedures.
- The conversation should be ended after summing up the results of the meeting.
- After the meeting is over, all the personal notes should be recorded, and a planning should be done for the sale.

## RESULTS OF THE INTERVIEW WITH MEGA OTOMOTIV

### DEALER

Name : Mega Otomotiv  
Address : Nispetiye Cad. No:14 Etiler - Istanbul  
Telephone : 257 81 43

### INTERVIEWEE

Name : Mahir Bayındır  
Position : Owner

DATE : April, 1996

Q1. Which attributes do the customers consider the most important in buying BMW?

The most important attribute for BMW customers is price. There are price differences between the distributor, and dealers, and customers are aware of this. This is a serious problem for the distributor, and the dealers.

Another important attribute is the option. Customization is more available in BMW compared to other cars. Customers want to have a BMW according to his/her tastes in terms of color, upholstery, etc.

Q2. What percentage of customers are repeat buyers of BMW? Why?

About 70%

Q3. Considering the BMW owners who have been driving BMW for at least one year, how do their perceptions toward BMW change since their purchase? What are the reasons for the changes?

**in terms of technical features?**

	change in the favorable direction	no change	change in the unfavorable direction
engine capacity (cc)		*	
engine power (HP)		*	
transmission		*	

suspension		*	
electrical system		*	
check-control		*	

• in terms of performance related features?

	change in the favorable direction	no change	change in the unfavorable direction
performance		*	
acceleration		*	
top speed		*	
wheels			* It is normal that the tyres are worn out. In fact, the best tyre is the one that wears out quickest.
road contact		*	

• in terms of quality?

	change in the favorable direction	no change	change in the unfavorable direction
bodywork		*	
paintwork		*	
materials		*	
durability		*	

• in terms of safety regarding attributes?

	change in the favorable direction	no change	change in the unfavorable direction
ABS		*	
airbag for the driver		*	
passenger airbag		*	
seat belts		*	
parking protection		*	

• in terms of security related attributes?

	change in the favorable direction	no change	change in the unfavorable direction
alarm		*	
code-integrated key		*	

• in terms of comfort regarding attributes?

	change in the favorable direction	no change	change in the unfavorable direction
ergonomics in the cockpit		*	
interior space		*	
heating, and ventilation system			* It is necessary to change the microfilter within 8000 km. due to the road conditions in Turkey.

• in terms of economy related attributes?

	change in the favorable direction	no change	change in the unfavorable direction
fuel consumption		*	
price of spare parts			*
labor pricing for service			* This should not be the case because in fact cheaper than Opel, and Toyota.

• in terms of after sales service?

Notes: Efficiency is about 40% in the service. Customers are not loyal to their appointment times. Because of that time is wasted in the service. However, customers keep complaining anyhow. They want their cars taken from their houses, and brought to the service center, and they delay the payment.

	change in the favorable direction	no change	change in the unfavorable direction
availability of service stations		*	
technology of workshops		*	
quality of technicians		* The customers	

		cannot see that.	
quality of spare parts		* There is one year guarantee.	
availability of spare parts		*	
overall quality of service		*	
courtesy of service people		*	
servicemobil		* Mega's service mobil has the facility to tow the broken car.	

• in terms of price?

	change in the favorable direction	no change	change in the unfavorable direction
price			* The car price (w/o VAT) is the same price in Germany (w/o VAT). This is only valid for BMW, and Mercedes.

• in terms of second-hand market of BMW?

	change in the favorable direction	no change	change in the unfavorable direction
second-hand price		*	
ease of sale		*	

Q4. What is the reason that the BMW owner sells his/her BMW?

Customer wants to change the old model with the latest one. Generally, customers change their cars within 2 years.

Economical reasons.

Nobody sells the car because of dissatisfaction.

◇ INFORMATION ABOUT THE DEALER

Since when have you been a dealer for BMW?

4

How many salespeople are employed here?

5

Do you have any other branches? If yes, where?

No. Mega manages the sales beyond Haliç.

Additional Notes:

Customers usually visit the showroom with the predetermined intention of buying a BMW; that is, they have already made up their minds about the brand before they visit the showrooms. They visit all the dealers in order to look for the best payment terms, and the options preferred. They collect information from newspapers, dealers, and of course there is the issue of envying the other BMW drivers. The image of BMW is very strong. Some people with weak economical buy it on credit just because of the image. On the other hand, there are some people who do not prefer to buy a BMW because they see that low quality people are driving BMWs. This group switches to other car brands such as Alfa Romeo.

## RESULTS OF THE INTERVIEW WITH BETA OTOMOTIV

### DEALER

Name : Beta Otomotiv  
Address : Bađdat Cađ. No: 513 Tandurak - Istanbul  
Telephone : 369 56 20

### INTERVIEWWEE

Name : Hasan Demirer  
Position : Manager

DATE : April, 1996

Old style for 84-91; new style for 91-98 (Change of style every 7 years.)

BMW Models	Competitors
3 Series	Mercedes (190, 200) Audi A4 Rover
5 Series	Mercedes Audi A6
7 Series	Mercedes Audi A8

Borusan prepares seminars in order to inform the dealers about the results of the market research studies. It allows them to know about the sales, and after sales strategy, provides them technical training, gives information about the competitors.

Human factor, which helps grow the company, comes first.

There is no price difference between Borusan, and its dealers. Borusan is the most serious company in this regard. It is in a position to work with European standards.

Mercedes has had an established brand since many years. People, and companies thin that this will go on forever. However, technological differentiations are growing at an increasing trend. Technological improvements in Mercedes are slower than they are in BMW.

In the past, for a certain period the sales policy was to increase annual sales from 500 cars to 1500 cars. From time to time there are situations where there are 10 available automobiles for 30 potential customers. In these kinds of circumstances, the principal should be to be selective in choosing the right customer who would suit BMW image.

In a country with a population of 65 million, the annual sales number should be 1500-2000. Even Customs Union was not very effective. For example; for a particular car the difference between 79,000 DM, and 47,000 DM is in fact tax.

Every type of person uses Mercedes in Turkey; some of them can even be described as low quality people. On the other hand, BMW drivers are people who knows about their cars. They are more educated. They perceive their car as prestigious, modern, and sportive. Safety is an important attribute in BMWs, which is also true for Mercedes. People with ages 40-45 prefer to use 3 Series, and older people use 5 Series. There is nothing as BMW's being compatible with the driver's character. It is very normal to buy a BMW for various reasons such as safety if it can be afforded.

When BMW drivers happen to switch to another brand, they do not enjoy it as much. For potential customers who want to change their old cars, and buy a BMW with less engine volume (e.g. from Toyota 2000 to 3.16), it should be told to them that they would not have receive a weaker performance from BMW compared to their old cars due to smaller engine power. Communicating such important points to the customers is crucial. We should not forget that the best advertising is done through customers. In one of the cases, a customer wanted to change his 2000 cc. car with 3.16. Although his old car was quicker, he preferred to use a 3.16 because of safety reasons.



18 5 series were ordered, only one car was given to BETA for the purpose of advertising. There are no more 5 Series till October. Lack of cars is mainly due to the fact that Turkey is not a very important market for BMW AG. In Germany, 2000 cars are manufactured each day. In Turkey, 200 cars are sold every year.

(In the meantime, we had to interrupt the interview because a customer arrived. Hasan Bey dealt with the customer, who was known to him, in a very friendly, and sincere manner. The customer had the intention of buying the only 5.28 that BETA had. After a long bargaining, 5.28 was sold. It was observed that catalogs, and lists were wanted from the secretary by shouting which could have disturbed the customer. However, since the customer was familiar this probably would cause no irritation. Since there was not an extra catalog, the catalog photocopy was given to the customer. The customer is told that his car could be delivered to the service center when the service time arrived.)

The introduction of 7 Series was done in Swissotel. There is no catalog available.

Two mistakes of Borusan:

- 1) Delay in price determination in January,
- 2) Unavailability of cars.

Customers are very satisfied with their cars. They praise their cars even after they sell it. One of them, for example, was saying, "You would not realize if the engine is running, or not. You would not realize if the car is going, or not. It goes as if it floats on the sea." In 1997, EU will have standards about the engine noise. 5 series are 8 points less noisy than the standard.

SAAB owners visit the dealers with an offer to change their cars with a BMW.

There are promotions in BMW sales from time to time. This was done, for example, before the Customs Union.

The dealers have 6% margin. In order not to make the customers unhappy, they sometimes had to make a discount of about 1500 DM. As a result, the satisfied customers come to them repeatedly.

There is a change in the design in 1996. This design will be used for 7 years.

The customer profile of 5 series: mature, businessman.

They can have a driver to drive them, and their guests. 5 series can be used as protocol cars.

3 series are quicker, and their performance is higher.

There is no educational differences between the customer profiles of 3 , and 5 series.

When a car is sold to somebody with a certain profession, as a result of word-of-mouth his colleagues look for BMWs. Therefore, BMW sale is a long-term investment. The customer becomes a repeat buyer.

Mercedes owners are mostly owners of construction firms. BMW drivers are more knowledgeable about their cars compared to Mercedes owners. Plus; there are cultural differences. There are also university students, who have rich fathers, among BMW owners. Mercedes, and BMW drivers engage in different activities. More specifically, their ways of recreations are different. BMW owners prefer to go to bars, whereas Mercedes owners would go to "pavyon". In addition; BMW owners engage more in sports. There are many sportspeople who drive BMW.

There are some men who behave selfishly toward their families when it comes to buying cars. They have a lot of cars, but their wives drive a Tofaş, for example.

Some customers who have their own businesses which work with capital prefer to buy BMW on credit.

The image of BMW becomes the image of the driver, and of his business. The liquidity of the car is high, and it can be perceived as an investment because its second-hand value is not as low as the others'.

The dealer is in a position to incur some expenditures for advertisements, commercials, decoration of the showroom, computer use, spare parts in stock, and wages. The discounts available from Borusan depend on these expenditures.

Once, BETA gave a series of advertisements to Türkiye newspaper. Due to the contract, the advertisements were seen on the paper for one year in order to complete the quota given to Borusan. There was not much demand. This is due to the fact that Türkiye readers would prefer to use Mercedes.

An important service that BETA offers is that the customer's car is taken from the house, and brought to the service center, and brought back to the house.

EXHIBIT - 8 SAMPLE QUESTIONNAIRE



## BMW KULLANICILARIYLA YAPILACAK ANKET FORMU

NO: \_\_\_\_\_

BMW'nin sıfır kilometrede alınmış olması

1) BMW'nin tipi ve model yılı:

\_\_\_\_\_

Model yılının 1990 sonrası olması

2) BMW'nin ne zamandan beri kullanıldığı: (Yeni kullanıcılar için; 2 hafta - 3 ay  
Eski kullanıcılar için; 1 sene - .....)

\_\_\_\_\_

3) BMW'nin alındığı yerin (distribütör/bayi/diğer galeri) ismi:

\_\_\_\_\_

4) Halen kullandığınız BMW, sahip olduğunuz kaçınıcı arabanız?

\_\_\_\_\_

5) Halen kullandığınız BMW, sahip olduğunuz kaçınıcı BMW'niz?

\_\_\_\_\_

6) Bundan önce kullandığınız son iki arabanın marka ve modelleri neydi?

\_\_\_\_\_

7) Bundan önceki arabanızı neden deęiřtirmek istediniz?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

8) (Bundan bir önceki araba BMW ise) Bundan önceki BMW'nizi, yine bir BMW ile yenilemenizde hangi sebepler etkin oldu?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

9) Hanede başka otomobil var mı? Varsa marka ve tipi?

\_\_\_\_\_

10) BMW'yi satın alma kararı aşamasında, satın alacağınız arabada özellikle aradığınız nitelikler nelerdi?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

11) Yeni bir araba satın almaya karar verdikten ne kadar zaman sonra BMW'yi satın aldınız? Bu sırada tercihinizi belirlemek için ne tarz bir araştırma yaptınız?

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12) BMW'yi satın almadan önce, BMW'yle ilgili bilgileri nereden edindiniz?

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13) Satın alma kararı verirken, BMW'yi diğer marka ve model otomobillerle karşılaştırdınız mı? Hangileriyle?

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14) Diğer otomobillerle karşılaştırdığınızda neden BMW'yi tercih ettiniz?

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15) Satın alma kararı verirken, BMW'yi tercih etmemenize sebep olabilecek etkenler var mıydı?

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16) BMW'yi satın almadan önce BMW'den belli beklentileriniz vardır. Bu beklentiler şu özelliklerle ilgili olabilir: **Teknik, performans, kalite, emniyet, güvenlik, konfor, ekonomiklik, satış sonrası hizmetler, ikinci el piyasası ve çevre.** Şimdi tek tek bu özelliklerle ilgili beklentilerinizin karşılanıp karşılanmadığını değerlendirelim:

### AYRINTILI ÖZELLİK SORULARI

#### TEKNİK ÖZELLİKLER

	Beklentilerin üzerinde	Beklentiler tamamıyla karşılandı	Beklentilerin bir kısmını karşılandı (N)	Beklentiler hiç karşılanmadı (N)	Diğer (N)	Cevap yok
Viteslerin geçme kolaylığı						
Nedeni	(Beklentilerin bir kısmı karşılandı, Beklentiler hiç karşılanmadı, Diğer seçenekleri için)					
Debriyaj özellikleri						
Nedeni						
Süspansiyon özellikleri						
Nedeni						
Akü yeterliliği						
Nedeni						
Gösterge panosundaki ikaz ışıkları						
Nedeni						
Motoru soğukken çalıştırma kolaylığı						
Nedeni						
Far aydınlatması						
Nedeni						
Silecekler						
Nedeni						
Silecek fırskiyeleri						
Nedeni						
Kapı kilitleri						
Nedeni						

## PERFORMANS ÖZELLİKLERİ

	Beklentilerin üzerinde	Beklentiler tamamıyla karşılandı	Beklentilerin bir kısmını karşılandı (N)	Beklentiler hiç karşılanmadı (N)	Diğer (N)	Cevap yok
Performans						
Nedeni						
İvme						
Nedeni						
Jantlar						
Nedeni						
Lastikler						
Nedeni						
Yol tutuş						
Nedeni						
Manevra yapma kabiliyeti, direksiyon turu						
Nedeni						

## KALITE

	Beklentilerin üzerinde	Beklentiler tamamıyla karşılandı	Beklentilerin bir kısmını karşılandı (N)	Beklentiler hiç karşılanmadı (N)	Diğer (N)	Cevap yok
Kaporta, sac kalitesi						
Nedeni						
Boya kalitesi						
Nedeni						
Malzeme kalitesi						
Nedeni						
Dayanıklılık						
Nedeni						
İşçilik kalitesi						
Nedeni						



## EMNİYET

	Beklentilerin üzerinde	Beklentiler tamamiyle karşılandı	Beklentilerin bir kısmını karşılandı (N)	Beklentiler hiç karşılanmadı (N)	Diğer (N)	Cevap yok
ABS						
Nedeni						
El freni						
Nedeni						
Sürücü hava yastığı						
Nedeni						
Yolcu hava yastığı						
Nedeni						
Emniyet kemeri						
Nedeni						
Otomobil kasasının sağlamlığı						
Nedeni						
Çelik barlar						
Nedeni						
Darbe emiciler						
Nedeni						

## GÜVENLİK

	Beklentilerin üzerinde	Beklentiler tamamiyle karşılandı	Beklentilerin bir kısmını karşılandı (N)	Beklentiler hiç karşılanmadı (N)	Diğer (N)	Cevap yok
Alarm						
Nedeni						
Merkezi kilitleme						
Nedeni						

## KONFOR

	Beklentilerin üzerinde	Beklentiler tamamıyla karşılandı	Beklentilerin bir kısmını karşılandı (N)	Beklentiler hiç karşılanmadı (N)	Diğer (N)	Cevap yok
Sürücü bölgesi ergonomisi						
Nedeni						
İç hacim						
Nedeni						
Bagaj						
Nedeni						
Koltuklar						
Nedeni						
Direksiyon kullanım rahatlığı						
Nedeni						
Isıtma ve havalandırma						
Nedeni						
Motor sesinin izolasyonu						
Nedeni						
Buğu çözücü						
Nedeni						
Elektrikli camlar						
Nedeni						
İç aydınlatma						
Nedeni						
Aynalar						
Nedeni						

## EKONOMİK LİK

	Beklentilerin üzerinde	Beklentiler tamamıyla karşılandı	Beklentilerin bir kısmını karşılandı (N)	Beklentiler hiç karşılanmadı (N)	Diğer (N)	Cevap yok
Otomobilin satın alım fiyatı						
Nedeni						
Benzin tüketimi						
Nedeni						
Yedek parça fiyatları						
Nedeni						
Serviste işçilik fiyatları						
Nedeni						

## SATIŞ SONRASI HİZMETLER (Eğer servisle ilgili tecrübesi varsa)

	Beklentilerin üzerinde	Beklentiler tamamıyla karşılandı	Beklentilerin bir kısmını karşılandı (N)	Beklentiler hiç karşılanmadı (N)	Diğer (N)	Cevap yok
Servis istasyonlarının bolluğu						
Nedeni						
Servislerde kullanılan teknoloji						
Nedeni						
Teknik elemanların kalitesi						
Nedeni						
Yedek parça kalitesi						
Nedeni						
Yedek parça bulunabilirliği						
Nedeni						
Servis elemanlarının müşteriye yaklaşımı						

Nedeni						
Gezici servis aracı						
Nedeni						
Servisin genel kalitesi						
Nedeni						

**İKİNCİ-EL PIYASASI (Eğer önceden BMW satışı yapmışsa)**

	Beklentilerin üzerinde	Beklentiler tamamıyla karşılandı	Beklentilerin bir kısmını karşılandı (N)	Beklentiler hiç karşılanmadı (N)	Diğer (N)	Cevap yok
İkinci-el fiyatı						
Nedeni						
İkinci elde müşteri bulma kolaylığı						
Nedeni						

**AKSESUARLAR**

	Beklentilerin üzerinde	Beklentiler tamamıyla karşılandı	Beklentilerin bir kısmını karşılandı (N)	Beklentiler hiç karşılanmadı (N)	Diğer (N)	Cevap yok
Klima						
Nedeni						
Radio-teyp						
Nedeni						
Diğer opsiyonlar						
Nedeni						

**ÇEVRE**

	Beklentilerin üzerinde	Beklentiler tamamıyla karşılandı	Beklentilerin bir kısmını karşılandı (N)	Beklentiler hiç karşılanmadı (N)	Diğer (N)	Cevap yok
Otomobilin çevreye duyarlı tasarımı						
Nedeni						

17) Şimdiki BMW'nizden ne derece memnunsunuz?

Çok memnunum

\_\_\_\_\_

Memnunum

\_\_\_\_\_

Memnun değilim

\_\_\_\_\_

Hiç memnun değilim

\_\_\_\_\_

18) Şu anda yeni bir araba satın alacak olsanız, hangi marka(lar)ı ve model(ler)i almayı düşünürdünüz? (Birden fazla seçenek söylenirse, tek tercihe indirge)

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19) (Yukarıdaki soruya cevap BMW ise) Neden yeniden BMW'yi tercih edersiniz?

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20) (Yukarıdaki soruya cevap BMW değil ise) Neden yeniden BMW'yi tercih etmezsiniz?

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21) BMW imajını nasıl algılıyorsunuz?

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22) BMW'nin imajı konusunda beklentileriniz karşılandı mı?

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(BMW, Kosifler Oto'dan satın alınmış ise)

### KOSIFLER OTO İLE İLGİLİ SORULAR

BMW'nizi Kosifler Oto'dan satın almadan önce distribütör / diğer bayiler / galerilerle görüştünüz mü? Hangileriyle?

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Kosifler Oto'yla nasıl temasa geçtiniz?

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BMW'nizi neden Kosifler Oto'dan almayı tercih ettiniz?

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Satış yetkilisi, arabanın satışından sonra, yeni arabanızla ilgili izleniminizi öğrenmek amacıyla sizinle tekrar temasa geçti mi?

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Kosifler Oto'da sizinle ilgilenen satış yetkilisinin size yaklaşımını nasıl değerlendiriyorsunuz?

---

---

(Bundan önceki araba BMW ise) Bundan önceki BMW'nizi nereden aldınız?

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Kosifler Oto'yla ilgili herhangi bir şikayetiniz var mı?

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## DEMOGRAFI

### 1. CINSİYET

KADIN	
ERKEK	

### 2. YAŞ

18-24	
25-34	
35-44	
45-54	
55+	

### 3. Ücretli olarak mı çalışıyorsunuz, yoksa iş sahibi misiniz?

ÜCRETLİ	
İŞ SAHİBİ	
DİĞER	

### 4. İşiniz hangi sektöre bağlı?

\_\_\_\_\_

### 5. İşyerinizdeki pozisyonunuz nedir?

\_\_\_\_\_

### 6. SPOR

Spor yapar mısınız? Haftada ortalama kaç saat?

Yürüyüş / Trekking	
Koşu / Jogging	
Atletizm	
Futbol	
Basketbol	
Voleybol	
Yüzme / Su sporları	
Kayak	
Tenis	
Masa tenisi	
Squash	
Jimnastik	
Body-building	
Step	
Uzakdoğu sporları	
Golf	
Dağcılık	
Atıcılık	
Avcılık	
Binicilik	
Paraşüt / Havacılık	
Bisiklet	
Motosiklet	
Carting	
Rally	
SPOR YAPMAM	
DİĞER (YAZIN)	

### 7. HOBİLER

Hobileriniz var mı? Haftada ortalama kaçsaatinizi hobilerinize ayırırsınız?

Koleksiyon	
Fotoğraf	
Resim	
Müzik	
HOBİM YOKTUR	
DİĞER (YAZIN)	

8. DERNEK VEYA KLÜP ÜYELİĞİ

Üye olduğunuz klüp, dernek veya bunlara benzer sosyal kuruluş var mı?

VAR	
YOK	

9. Üye olduğunuz klüp / dernek / sosyal kuruluş hangileridir?

\_\_\_\_\_

10. EĞLENCE ANLAYIŞI

Eğlenmek için neler yaparsınız?

\_\_\_\_\_

\_\_\_\_\_

11. TATIL

Tatilde neler yapmayı tercih edersiniz?

\_\_\_\_\_

\_\_\_\_\_

12. TV

Haftada ortalama kaç saat televizyon seyredersiniz?

\_\_\_\_\_

Çoğunlukla hangi televizyon kanallarını seyredersiniz? (Seçenekleri okuma)

TRT1	
TRT2	
TRT3	
TRT4	
TRT5	
INTERSTAR	
SHOW TV	
ATV	
KANAL D	
KANAL 6	
TGRT	
HBB	
KRAL TV	
KANAL 7	
SAMANYOLU	
FLASH	
CİNE 5	
DİĞER (YAZIN)	

13. GAZETE

Düzenli olarak hangi gazeteleri alıp okursunuz? (Seçenekleri okuma)

YENİ YÜZYIL	
HÜRRİYET	
MİLLİYET	
SABAH	
CUMHURİYET	
TÜRKİYE	
ZAMAN	
TERCÜMAN	
AKŞAM	
POSTA	
TAKVİM	
SPOR	
TARAFTAR	
FANATİK	
DİĞER (YAZIN)	



14. MEDENİ DURUM

BEKAR	
EVLİ	
DUL / BOŞANMIŞ	

15. AİLEDEKİ KİŞİ SAYISI

Ailenizde kaç kişi var?

1	
2	
3	
4	
5 veya daha fazla	

16. EĞİTİM

İLKOKUL MEZUNU	
ORTAOKUL VE DENGİ OKUL MEZUNU	
LİSE VE DENGİ OKUL MEZUNU	
ÜNİVERSİTE MEZUNU VE ÜSTÜ	

GÖRÜŞÜLEN KİŞİNİN ADI VE SOYADI: \_\_\_\_\_

GÖRÜŞME TARİHİ: \_\_\_\_\_

ADRES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

TELEFON: İŞ ( ) \_\_\_\_\_ EV ( ) \_\_\_\_\_