Ecole des Hautes Etudes Commerciales d'Alger

EHEC

Master's thesis

Department of marketing

<u>THEME :</u>

Study of the brand image of KIA Motors in the Algerian car market

CASE STUDY : KIA Motors Algeria

Presented by:

Youcef BENALI

Supervised by :

Mr. Amine REMINI

02nd Promotion

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ملخص

صورة الماركة تعتبر عنصرا مهما لكل مستهلك فهي تؤثر بصفة مباشرة على قرار الشراء خصوصا عندما يتعلق الأمر بمنتج ذو تكلفة مرتفعة, وذلك هو الحال بالنسبة للسيارات أين يلجا المستهلك إلى جمع كم من المعلومات عن تلك الماركة و يقارنها بما عنده من معلومات و من ثم يقوم بتقييم مختلف الماركات المتوفرة في السوق لكي يقوم في الأخير باتخاذ قرار الشراء. لذلك على كل وكيل سيارات أن يعير اهتماما بالغا لصورة الماركة التي يسوقها.

أهم المفاهيم : الماركة, صورة الماركة, هوية الماركة, كيا موتورز.

Résumé

L'image de marque est un élément très important pour le consommateur, parce que elle influence directement sa décision d'achat, principalement lorsque il s'agit d'un achat très couteux. Comme il est le cas pour les véhicules ou le consommateur cherche toujours plus d'informations sur les marques des produits disponibles pour qu'il puisse comparer tous les produits et décider quel produit lui donne plus de satisfaction.

Un concessionnaire automobile qui veut garder ses parts de marché doit toujours étudier la perception de la marque qu'il commercialise.

Mots clés : marque, image de marque, identité de la marque, KIA Motors.

Abstract

The brand image is a very important element for customer, because it guides most of his purchasing decisions, especially when he wants to buy something expensive like a car. The customer collects more information about the brands available in order to be able to compare clearly the different products available in the market, and then choose the product which provides more satisfaction.

For a car dealer studying the perception of the brand they market is crucial. Because it helps to improve the brand image continuously, and prevent any bad consequences like losing market shares.

Key words: brand, brand image, brand identity, KIA Motors.

List of tables:

List of figures:

List of abbreviations:

SWOT: strengths, weaknesses, opportunities, threats

BLC: brand life cycle

KMC: KIA Motors Corporation

KMA: KIA Motors Algeria

CEO: chief executive officer

Contents

Introduction

Introduction:

Today the Algerian car market is one of the fastest-growing markets in Africa, and if we back only two decades in the past we realize that cars were considered by the Algerian customers as luxurious products, and there was a limited number of persons who own a car.

The economic growth in the last years has led to the increase of the purchasing power of the Algerian customer, who is now very aware of what he needs, and he is thirsty for good products.

In the last few years KIA Motors has become one of the most successful Korean car brands in the world, especially in the European and the North American markets where competition is very tough, the seven year warranty is one of its special strategies to attract customers and gain their support.

KIA has been working its way up for years to beat the other brands; its strategy is mainly based on a good quality/price ratio which is the essential criterion for the customer to buy one product rather than the others.

KIA Motors Algeria was established in 1997, and it is the exclusive representative of KIA Motors Corporation (South Korea).

The Algerian car market has become very competitive, and there are a large number of car brands which have recently been introduced to the market, especially Asian low-cost brands, and the demand for Luxurious brands is increasing.

Car dealers are aware of the car market situation, and each one of them is working hard to increase its market shares. To do that all the appropriate marketing actions are needed, and the most important action that marketers got to do is more communication efforts to enhance brand awareness and to build a good brand image which is an important assets for a car dealer to increase sales volume.

The brand image as a multi-dimensional concept is one of the important variables which influence the customers' buying decision.

Introduction

This study aims to analyze the brand image of KIA in the Algerian car market. In the research we took into consideration two dimensions “the quality of the product and the cost of ownership” in order to answer the following question:

-what is the brand image of KIA MOTORS in the Algerian car market?

Research questions:

-what is KIA MOTORS Algeria achieved brand image?

-Are the desired brand image and the achieved brand image of KIA identical?

We start from the following hypothesis and go on in our study to answer the previous questions:

-the Algerian customer has a good perception of the brand KIA

-the desired brand image and the achieved brand image of KIA are identical

To conduct the study of the brand image of KIA we have organized the thesis as follows:

-the first chapter is a general marketing insight.

-the second chapter is about the brand and the brand image to get an understanding of the main concepts of the field.

-The third chapter is the study of KIA brand image and the results analysis.

CHAPTER 01: Marketing

Section 01: marketing insight

Michael J. Barker states that marketing is one of man's oldest activities and yet it is regarded as the most recent of the business disciplines. For many people, especially those who are far from business, marketing is only concerned with selling and advertising, but actually marketing is more than that. In this first chapter we are going to explain the essential concepts of marketing.

1.1/ Definitions:

1.1.1 Definition 1:

"Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchange and satisfy individual and organizational objectives[1]". (American Marketing Association)

1.1.2 Definition 2:

"Marketing is the management process which identifies, anticipates, and supplies customer requirements efficiently and profitably[2]". (UK Chartered Institute of Marketing)

1.1.3 Definition 3:

"Marketing is managing profitable customer relationships[3]"

Marketing can be simply defined as the process by which companies build a satisfying relationship with their customers in order to capture more value from them.

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[1] Jim Blythe, Essentials of Marketing, Third edition, Pearson Education, England, 2005. P2
[2] Ibid, p2.
[3] Kotler and Armstrong, principles of marketing, Pearson, 14th edition, New Jersey, 2012. P4

1.2 Core Concepts of marketing[4]:

1.2.1 Needs: are the basic human requirements. People need food, air, water, clothing, and shelter to survive. People also have strong needs for recreation, education, and entertainment.

1.2.2 Wants: needs become *wants when* they are directed to specific objects that might satisfy the need.

1.2.3 Demands: *are* wants for specific products backed by an ability to pay. Many people want a Mercedes; only a few are willing and able to buy one. Companies must measure not only how many people want their product but also how many would actually be willing and able to buy it.

1.2.4 Value: The offering will be successful if it delivers value and satisfaction to the target buyer. The buyer chooses between different offerings on the basis of which is perceived to deliver the most value.

1.2.5 Satisfaction: *Satisfaction* reflects a person's comparative judgments resulting from a product's perceived performance (or outcome) in relation to his or her expectations. If the performance falls short of expectations, the customer is dissatisfied and disappointed. If the performance matches the expectations, the customer is satisfied. If the performance exceeds expectations, the customer is highly satisfied or delighted.

1.2.6 Competition: competition includes all the actual and potential rival offerings and substitutes that a buyer might consider.

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[4] Philip Kotler and Kevin Lane Keller. Marketing Management, Twelfth edition, Pearson, New Jersey, 2006. P 24-26

1.3 The different entities marketed:

Marketers market 10 main types of entities: goods, services, events, experiences, persons, places, properties, organizations, information, and ideas[5]:

1.3.1 Goods: Physical goods constitute the bulk of most countries' production and marketing efforts.

1.3.2Services: As economies advance, a growing proportion of their activities focuses on the production of services. The U.S. economy today produces a 70–30 services-to-goods mix.

1.3.3 Events: Marketers promote time-based events, such as major trade shows, artistic performances, and company anniversaries. Global sporting events such as the Olympics and the World Cup are promoted aggressively to both companies and fans.

1.3.4 Experiences: By orchestrating several services and goods, a firm can create, stage, and market experiences. Walt Disney World's Magic Kingdom allows customers to visit a fairy kingdom, a pirate ship, or a haunted house.

1.3.5 Persons: Artists, musicians, CEOs, physicians, high-profile lawyers and financiers, and other professionals all get help from celebrity marketers.

1.3.6 Places: Cities, states, regions, and whole nations compete to attract tourists, residents, factories, and company headquarters.

1.3.7 Properties: Properties are intangible rights of ownership to either real property (real estate) or financial property (stocks and bonds). They are bought and sold, and these exchanges require marketing. Investment companies and banks market securities to both institutional and individual investors.

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[5] Philip Kotler and Kevin Lane Keller, Op.cit, P 8; 9.

1.3.8 Organizations: Organizations work to build a strong, favorable, and unique image in the minds of their target publics. Universities, museums, performing arts organizations, corporations, and nonprofits all use marketing to boost their public images and compete for audiences and funds.

1.3.9 Information: The production, packaging, and distribution of information are major industries. Information is essentially what books, schools, and universities produce, market, and distribute at a price to parents, students, and communities.

1.3.10 Ideas: Every market offering includes a basic idea.

1.4 Evolution of earlier marketing ideas[6]:

1.4.1 The Product Concept:

The *product concept* proposes that consumers favor products offering the most quality, performance, or innovative features. However, managers are sometimes caught in a love affair with their products. They might commit the "better-mousetrap" fallacy, believing a better product will by itself lead people to beat a path to their door. A new or improved product will not necessarily be successful unless it's priced, distributed, advertised, and sold properly.

1.4.2 The Selling Concept:

The *selling concept* holds that consumers and businesses, if left alone, won't buy enough of the organization's products. It is practiced most aggressively with unsought goods—goods buyers don't normally think of buying such as insurance and cemetery plots—and when firms with overcapacity aim to sell what they make, rather than make what the market wants. Marketing based on hard selling is risky. It assumes customers coaxed into buying a product not only won't return or bad-mouth it or complain to consumer organizations but might even buy it again.

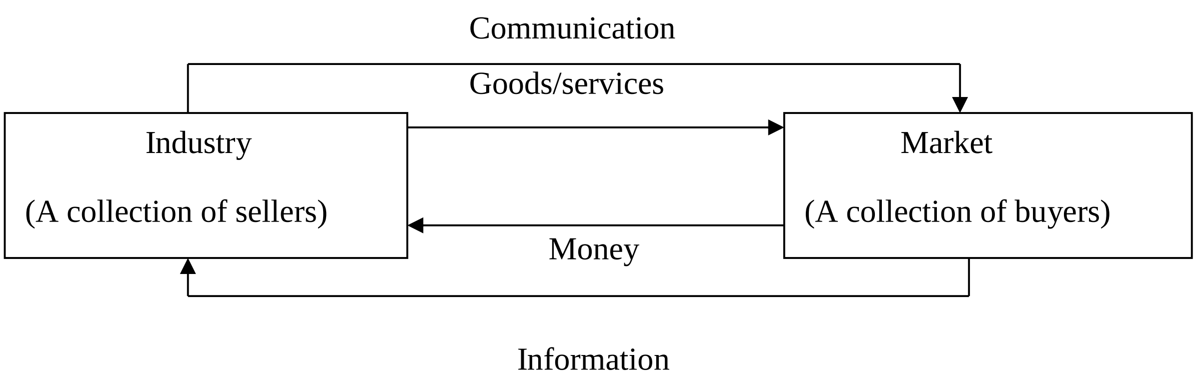
[6] Philip Kotler and Kevin Lane Keller, Op.cit, P18.

1.4.3 The Marketing Concept:

The *marketing concept* emerged in the mid-1950s41 as a customer-centered, sense-and-respond philosophy. The job is to find not the right customers for your products, but the right products for your customers. Dell doesn’t prepare a perfect computer for its target market. Rather, it provides product platforms on which each person customizes the features he or she desires in the computer.

The marketing concept holds that the key to achieving organizational goals is being more effective than competitors in creating, delivering, and communicating superior customer value to your target markets.

Figure 01: A simply marketing system



Source: Philip Kotler and Kevin Lane Keller. Marketing Management, Twelfth edition, Pearson, New Jersey, 2006. P11

1.5 The marketing environment[7]:

The marketing environment represents a complex array of threats and opportunities for the organisation, and can sometimes seem difficult to categorise. Generally speaking, the marketing environment can be divided into two areas: the **external environment** and the

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[7] Jim Blythe, Op.cit, p24; 24

internal environment. The external environment is concerned with everything that happens outside the organisation, and the internal environment is concerned with those marketing factors that happen within the organisation.

1.5.1 The external environment:

The external environment consists of two further divisions: factors close to the organisation (called the **micro-environment**), and those factors common to society as a whole (the **macro-environment**). Micro-environmental factors might include such things as the customer base, the location of the company's warehouses, or the existence of a local pressure group that is unsympathetic to the business. Some micro-environmental factors (for example, availability of skilled employees) overlap into the internal environment. The macro environment might include such factors as government legislation, foreign competition, exchange rate fluctuations or even climatic changes.

The external environment is often not susceptible to direct control; the best that marketers can do is to influence some elements of it, and to react in the most appropriate ways to avoid the threats and exploit the opportunities it presents.

1.5.2 Situational analysis:

Managers need to know where they are now if they are to be able to decide where they are going. This analysis will involve examining the internal state of health of the organisation, and the external environment within which the organisation operates. At the simplest level, managers can use SWOT analysis to take stock of the firm's internal position (SWOT stands for Strengths, Weaknesses, Opportunities and Threats). Strengths and weaknesses are factors which are specific to the firm; opportunities and threats arise from the external environment.

Figure02: SWOT analysis

	Positive	Negative
Internal	**Strengths** Internal capabilities that may help the company reach its objectives	**Weaknesses** Internal limitations that may interfere with the company's ability to achieve its objectives
External	**Opportunities** External factors that the company may be able to exploit to its advantage	**Threats** Current and emerging external factors that may challenge the company's performance

Source: Kotler and Armstrong, principles of marketing, Pearson, 14th edition, New Jersey, 2012. P54

1.6 Consumer behaviour[8]:

Consumer behaviour can be defined as the decision-making process and physical activity involved in acquiring, evaluating, using and disposing of goods and services.

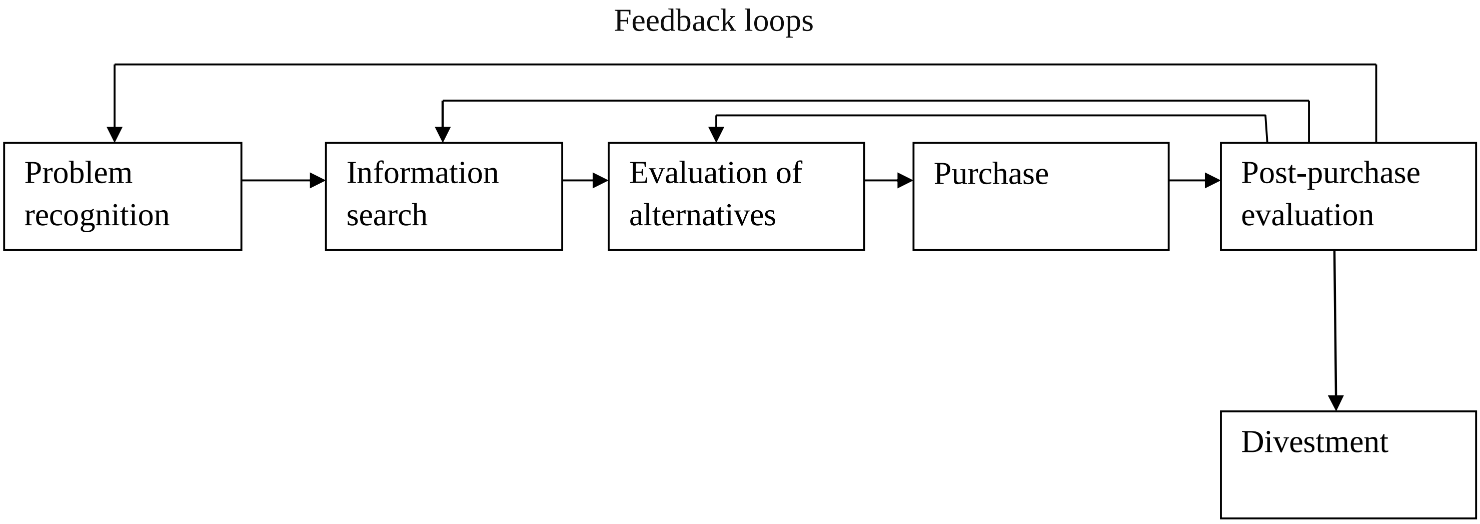
This definition clearly brings out that it is not just the buying of goods/services that receives attention in consumer behaviour but, the process starts much before the goods have been acquired or bought. A process of buying starts in the minds of the consumer, which leads to the finding of alternatives between products that can be acquired with their relative advantages and disadvantages. This leads to internal and external research. Then follows a process of decision-making for purchase and using the goods, and then the post-purchase

[8] Matin Khan, Consumer Behaviour and Advertising Management, First edition, New Age International (p) Limited, Publishers, New Delhi, 2006. P4

behavior which is also very important, because it gives a clue to the marketers whether his product has been a success or not.

1.6.1 Consumer decision-making process:

Figure 03: consumer decision-making



Source: Jim Blythe, Essentials of Marketing, Third edition, Pearson Education, London, 2005. P45

1.6.1.1 Problem recognition:

Problem recognition arises when the consumer realises that there is a need for some item. This can come about through **assortment depletion** (where the consumer's stock of goods has been used up or worn out) or **assortment extension** (which is where the consumer feels the need to add some new item to the assortment of possessions). At this point the consumer has only decided to seek a solution to a problem, perhaps by buying a category of product.

1.6.1.2 Information search:

Having become motivated to seek a solution to the need problem, consumers engage in two forms of information search.

• The **internal search** involves remembering previous experiences of the product category, and thinking about what he/she has heard about the product category.

• The **external search** involves shopping around, reading manufacturers' literature and advertisements, and perhaps talking to friends about the proposed purchase.

1.6.1.3 Evaluation of alternatives:

Having found out about several competing brands, the consumer will *evaluate* the alternatives, based on the information collected or remembered. In the first instance, the consumer will select a **consideration set**, which is the group of products that would most closely meet the need. Typically a consumer will use **cut-offs** to establish a consideration set: these are the minimum and maximum acceptable values for the product characteristics. For example, a consumer will typically have a clear idea of the acceptable price range for the product.

1.6.1.4 Purchase:

The actual *purchase* comes next; the consumer will locate the required brand, and perhaps choose a retailer he or she has faith in, and will also select an appropriate payment method.

1.6.1.5 Post-purchase evaluation:

Refers to the way the consumer decides whether the product purchase has been a success or not. This process usually involves a comparison between what the consumer was expecting to get, and what was actually purchased, although sometimes new information obtained after the purchase will also colour the consumer's thinking. Before the purchase, the consumer will have formed expectations of the product's capabilities in terms of

• **Equitable performance** (what can be reasonably expected given the cost and effort of obtaining the product);
• **Ideal performance** (what the consumer hopes the product will do); and
• **Expected performance** (which is what the product probably will do).

1.6.1.6 Divestment:

Finally, the *divestment* stage refers to the way the consumer disposes of the product after use. This could be as simple as throwing an empty food container into the bin, or it could be as complex as the trade-in of a second-hand car. This stage is of increasing importance to marketers, both in terms of green marketing (the environmental issues raised) and in terms of the possibility of making sales of new products (for example on trade-in deals).

1.6.2 Influences on the buying decision[9]:

The main influences on the buying decision are of three types:

1.6.2.1 Personal factors: are features of the consumer that affect the decision process:

a. *Demographic factors*: Individual characteristics such as age, gender, ethnic origin, income, family life cycle and occupation. These are often used as the bases for segmentation

b. *Situational factors*: Changes in the consumer's circumstances. For example, a pay rise might lead the consumer to think about buying a new car; conversely, being made redundant might cause the consumer to cancel an order for a new kitchen.

c. *Level of involvement*: Involvement concerns the degree of importance the consumer attaches to the product and purchasing decision. For example, one consumer may feel that buying the right brand of coffee is absolutely essential to the success of a dinner-party, where another consumer might not feel that this matters at all. Involvement is about the emotional attachment the consumer has for the product.

1.6.2.2 Psychological factors: are elements of the consumer's mental processes**:**

a. *Perception*: This is the way people build up a view of the world. Essentially, this process of selection or analysis means that each person has an incomplete picture of the world; the brain therefore fills in the gaps by a process of synthesis using hearsay, previous experience, imagination, etc. Marketers are able to fill some of the gaps through the communication process, but will come up against the problem of breaking through the selection and analysis process.

b. *Motives*: The internal force that encourages the consumer towards a particular course of action. Motivation is a vector; it has both intensity and direction.

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[9]Jim Blythe, Op.cit, P53-56.

c. *Ability and knowledge*: A consumer who is, for example, a beginner at playing the violin is unlikely to spend thousands of pounds on a Stradivarius. Ability therefore affects some buying decisions. Likewise, pre-existing knowledge of a product category or brand will also affect the way the consumer approaches the decision. Pre-existing knowledge is difficult for a marketer to break down; it is much better to try to add to the consumer's knowledge wherever possible.

d. *Attitude*: Attitude has three components: cognition, which is to do with the conscious thought processes; affect, which is about the consumer's emotional attachment to the product; and conation, which is about planned courses of behaviour. For example, 'I love my Volkswagen (affect) because it's never let me down (cognition). I'll definitely buy another (conation)'. Conations are only intended actions – they do not always lead to action, since other factors might interrupt the process.

e. *Personality*: The traits and behaviours that make each person unique. Personalities change very slowly, if at all, and can be regarded as constant for the purposes of marketing. Typically marketers aim for specific personality types, such as the gregarious, the competitive, the outgoing or the sporty.

1.6.2.3 Social factors are those influences from friends and family that influence decision-making:

Social factors influence consumers through:

• **Normative compliance** – the pressure exerted on the individual to conform and comply;

• **Value-expressive influence –** the need for psychological association with a particular group; and

• **Informational influence –** the need to seek information from a group about the product category being considered.

1.6.3 Decision-making units[10]:

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[10]Jim Blythe, Op.cit, P62.

Industrial buying decisions are rarely made in isolation. Usually several people are involved in the process at different stages.

1.6.3.1 Gatekeepers such as secretaries and receptionists control the flow of information to the decision-makers. Often they will act as a barrier to salespeople, and see their role as being primarily to prevent interruptions to the decision-maker's work pattern.

1.6.3.2 Influencers are those individuals who 'have the ear' of the decision-makers. They could be people within the firm whom the decision-maker trusts or they could be golf partners, spouses, or even children.

1.6.3.3 Users are those who will actually use the product. For example, if the organization is contemplating the purchase of a new computer system, the finance department and the IT department will clearly want to have some say in the decision.

1.6.3.4 Deciders are the ones who make the real decision. These are usually the hardest to influence, since they are usually the more senior people in the decision-making unit and are surrounded by gatekeepers. They are also sometimes hard to identify. They are not necessarily buyers, but they do hold the real power in the buying decision.

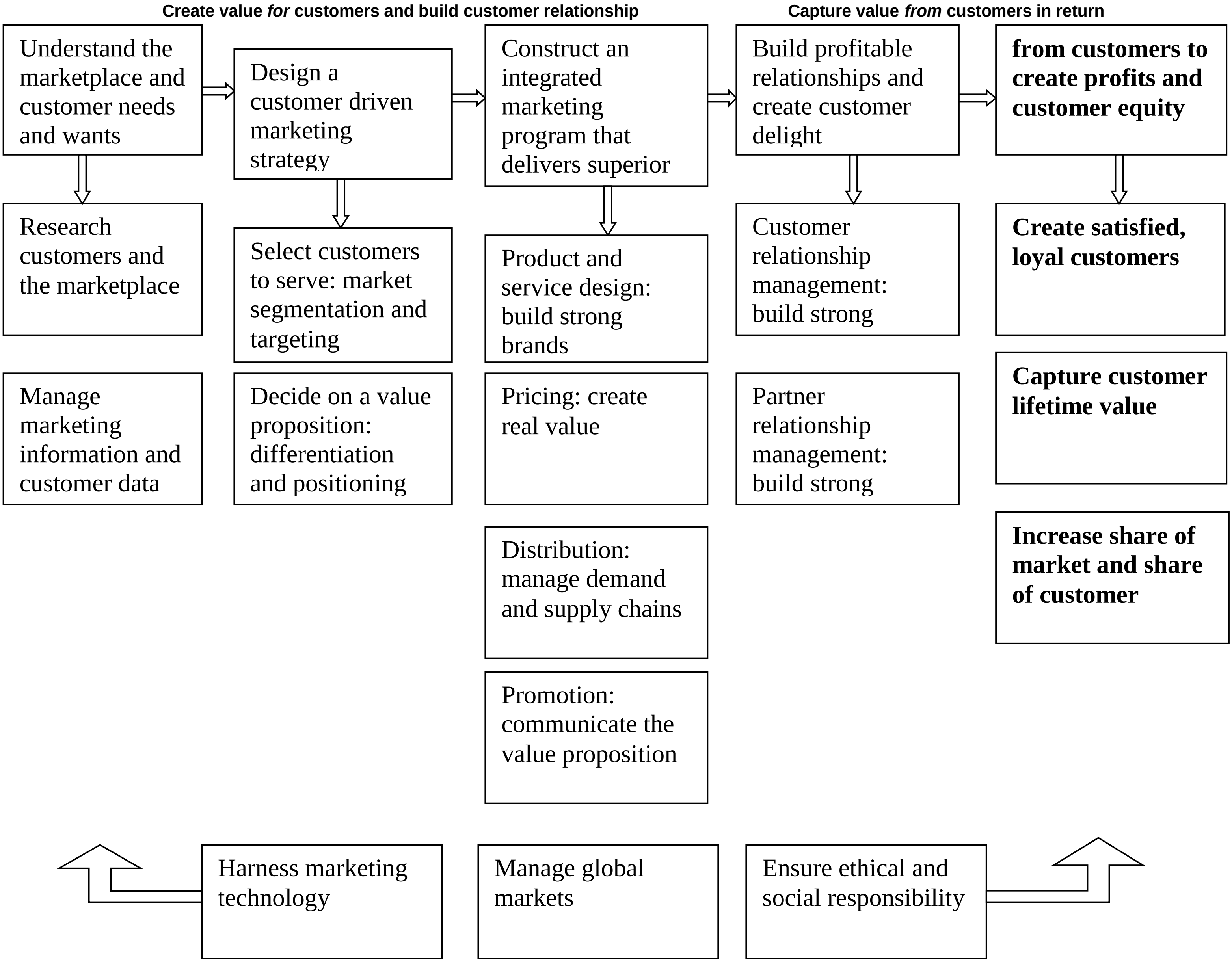
1.6.3.5 Buyers are the ones given the task of actually going through the process of buying. The buyers may be given a very specific brief by the decider, and may have very little room to negotiate except on areas such as price and delivery schedules. Sometimes they are merely there to handle the mechanical aspects of getting tenders from possible suppliers.

Each of these people has an independent existence outside the organisation; each will bring their own personal needs and aspirations to their role. In some cases this will be a job-related need (for example, career progression or the need to appear professional); in other cases the individual may have personal needs, such as a need to exercise power or the hedonic need to drive a hard bargain. The need to impress others within the firm can be extremely powerful.

Section 02: the marketing process

2.1 Marketing process[11]:

Figure 04: marketing process



[11] Kotler and Armstrong, Op.cit, P 29; 30.

Source: Kotler and Armstrong, principles of marketing, Pearson, 14th edition, New Jersey, 2012. P29

The first four steps of the marketing process focus on creating value for customers. The company first gains a full understanding of the marketplace by researching customer needs and managing marketing information. It then designs a customer-driven marketing strategy based on the answers to two simple questions:

The first question is “What consumers will we serve?” (Market segmentation and targeting). Good marketing companies know that they cannot serve all customers in every way. Instead, they need to focus their resources on the customers they can serve best and most profitably. The second marketing strategy question is “How can we best serve targeted customers?” (differentiation and positioning).

Here, the marketer outlines a value proposition that spells out what values the company will deliver to win target customers.

With its marketing strategy chosen, the company now constructs an integrated marketing program—consisting of a blend of the four marketing mix elements—the four Ps—that transforms the marketing strategy into real value for customers. The company develops product offers and creates strong brand identities for them. It prices these offers to create real customer value and distributes the offers to make them available to target consumers.

Finally, the company designs promotion programs that communicate the value proposition to target customers and persuade them to act on the market offering. Perhaps the most important step in the marketing process involves building value-laden, profitable relationships with target customers.

2.1.1Marketing strategy[12]:

2.1.1.1Definition:

“The setting of overall goals for a company’s marketing operations, or these for an individual product or service. This is usually done by senior management, or at product management

[12]Kotler and Armstrong, Op.cit, P31.

level subsequently approved by marketing management. The formal marketing strategy statement may also include, in broad terms, the methods by which the goals are to be achieved[13]".

To design a winning marketing strategy, the company must first decide *whom* it will serve. It does this by dividing the market into segments of customers (*market segmentation*) and selecting which segments it will cultivate (*target marketing*).

Next, the company must decide *how* it will serve targeted customers (how it will *differentiate and position* itself in the marketplace).

Marketing management can adopt one of five competing market orientations. The *production concept* holds that management's task is to improve production efficiency and bring down prices. The *product concept* holds that consumers favor products that offer the most in quality, performance, and innovative features; thus, little promotional effort is required. The *selling concept* holds that consumers will not buy enough of an organization's products unless it undertakes a large-scale selling and promotion effort. The *marketing concept* holds that achieving organizational goals depends on determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors do. The *societal marketing concept* holds that generating customer satisfaction *and* long-run societal well-being through sustainable marketing strategies keyed to both achieving the company's goals and fulfilling its responsibilities.

2.1.2 Market research:

Market research is *the systematic and objective collection and interpretation of data to help reduce risk in marketing decisions*[14].

Figure 05: the Role of Market Research

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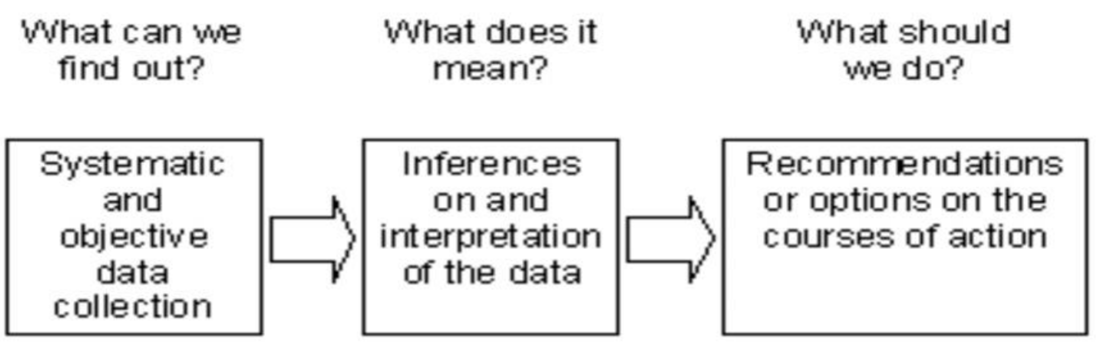
[13] Daniel Yadin, The International Dictionary of Marketing, First edition, Kogan Page, London, 2002. P232

[14] Paul Hague, a practical guide to market research, this book is published by Grosvenor House Publishing Ltd, UK. P6



Source: Paul Hague, a practical guide to market research, this book is published by Grosvenor House Publishing Ltd, UK. p6

Every market research aims to answer a set of precise questions which help the managers then to build the appropriate strategy for the target market. The market researchers start by the data collection, then they analyze and interpret the data in order to define the best options and actions to undertake.

2.1.2.1 Decisions that can be guided by market research[15]:

There are four directions a company could look to expand its business.

• It can seek more business from its existing customers by aiming to grow its market share with the products that are already in its portfolio. Customer satisfaction studies are commonly carried out to identify opportunities in this box.

• It can seek expansion by taking its traditional product range into new markets. For example it can seek expansion in export markets where it hasn't previously had any sales. Market research can help here by providing information on the size of the opportunity, the competition, the best route to market and so on.

• It can seek to persuade existing customers that they should buy different products or services – a sort of product line extension. In this case, market research could explore the needs of customers for the products that are contemplated for the extended portfolio.

• It can explore the possibility of selling new products to a new range of customers. Since this is the most speculative of options, market research plays a vital role in showing the complete

[15] Paul Hague, Op.cit, P 19-20.

map of people's needs, how they are currently being satisfied or not, their likelihood of buying new products or services etc.

These four opportunities for business expansion are identified in Figure 05.

Figure 06: a Strategic Framework for Market Research in Business Expansion

Source: Paul Hague, a practical guide to market research, this book is published by Grosvenor House Publishing Ltd, UK. P20

Detailed questions that can be answered by market research[16]:

a. The market and its structure:

• The market size (usually broken down by segments)

• The route to market (through the value chain)

• The companies that compete in the market (and their market shares)

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[16] Paul Hague, Op.cit, P 22-24.

• The numbers of consumers (again broken down by segment)

b. Consumer needs and satisfaction:

• Factors that trigger the purchase of the product (or service)

• Factors that influence the choice of supplier

• The importance of specific issues on the selection of supplier (such as product quality, availability, price, brand etc)

• Consumers satisfaction with the product (or service)

c. Product information:

• Products that are purchased

• Un-met needs (new product opportunities)

• Attitudes to new products (either in concept, as prototypes or in their finished form)

• Packaging of the product

d. Price information:

• Prices of the products (list and net)

• Price sensitivity (elasticity) of the product

• Values attached to various aspects or components of the offer

e. Promotion information:

• Sources through which consumers and potential consumers acquire their information on products and services

• Messages that trigger an interest in the products/services

• Attitudes to different adverts including new adverts

• Awareness of advertising

• Effectiveness of different forms of advertising

• Readership of different media

f. Distribution information:

• Role of different levels in the value chain

• Price levels and margins in the value chain

• Factors that prompt merchants and distributors to stock products
• Marketing and merchandising within the value chain
• Availability and stocking levels in the value chain

g. Segmentation opportunities:
• Demographics of the population in terms of age, gender, income group, location
• Behaviour of the population in terms of how they buy (eg frequency of purchase, place of purchase, size of purchase etc)
• Needs of the population in terms of what drives their selection of a supplier (eg often referred to as the drivers behind the decision such as convenience, bargain hunters, safety seekers etc).

2.1.3 Segmentation, targeting and positioning:

Not everyone likes the same cereal, restaurant, college, or movie. Therefore, marketers start by dividing the market into segments. They identify and profile distinct groups of buyers who might prefer or require varying product and service mixes by examining demographic, psychographic, and behavioral differences among buyers.
After identifying market segments, the marketer decides which present the greatest opportunities— which are its *target markets.* For each, the firm develops a *market offering* that it *positions* in the minds of the target buyers as delivering some central benefit(s). Volvo develops its cars for buyers to whom safety is a major concern, positioning its vehicles as the safest a customer can buy[17].

2.1.3.1 Segmentation[18]:

The segmentation concept was first developed by Smith in 1957, and is concerned with grouping consumers in terms of their needs. The aim of segmentation is to identify a group of people who have a need or needs that can be met by a single product, in order to concentrate the marketing firm’s efforts most effectively and economically. For example, if a manufacturer produces a standardised product by a mass-production method, the firm would

[17] Philip Kotler and Kevin Lane Keller: Marketing Management, 14th edition, Pearson, New Jersey, 2012 P 10.
[18] Jim Blythe, Op.cit, P75.

need to be sure that there are sufficient people with a need for the product to make the exercise worthwhile.

The assumptions underlying segmentation are:

• Not all buyers are alike.
• Sub-groups of people with similar behaviour, backgrounds, values and needs can be identified.
• The sub-groups will be smaller and more homogeneous than the market as a whole.
• It is easier to satisfy a small group of similar customers than to try to satisfy large groups of dissimilar customers.

2.1.3.1.1 Advantages of segmentation[19]:

a. Customer analysis: By segmenting, the firm can get to understand its best customers better.
b. Competitor analysis: It is much easier to recognise and combat competition when concentrating on one small part of the overall market.
c. Effective resource allocation: Companies' scarce resources can be concentrated more effectively on a few consumers, rather than spread thinly across the masses.
d. Strategic marketing planning: Planning becomes easier once the firm has a clear picture of its best customers.
e. Expanding the market: Good segmentation can increase the overall size of the market by bringing in new customers who fit the profile of the typical customer, but were previously unaware of the product.

A segment must fulfil the following requirements if it is to be successfully exploited:

• *It must be measurable, or definable*: In other words, there must be some way of identifying the members of the segment and knowing how many of them there are.

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[19]Jim Blythe, Op.cit, P77.

• *It must be accessible*: This means it must be possible to communicate with the segment as a group, and to get the product to them as a group.
• *It must be substantial*: i.e. big enough to be worth aiming for.
• *It must be congruent*: that is to say the members must have a close agreement on their needs.
• *It must be stable*: The nature and membership of the segment must be reasonably constant.

There are many bases for segmenting, but the following are the main ones[20]:

• *Geographic*: Where the consumers live, the climate, the topology, etc. For example, cars in California almost always have air-conditioning; cars in Sweden have headlights that stay on constantly because of the poor quality of the light for much of the year. Geographic segmentation is very commonly used in international marketing, but is equally useful within single nations.

• *Psychographic*: Based on the personality type of the individuals in the segment. For example, the home insurance market might segment into those who are afraid of crime, those who are afraid of natural disasters, and those who are afraid of accidental damage to their property.

• *Behavioural*: This approach examines the benefits, usage situation, extent of use and loyalty. For example, the car market might segment into business users and private users. The private market might segment further to encompass those who use their cars primarily for commuting, those who use their cars for hobbies such as surfing or camping, and those who use the car for domestic duties such as shopping or taking children to school. The business market might segment into ‘prestige’ users such as managing directors and senior staff, or high-mileage users such as salespeople.

• *Demographic*: Concerned with the structure of the population in terms of ages, lifestyles, economic factors. For example, the housing market can be divided into first-time buyers, families with children, older retired people, and elderly people in sheltered accommodation; equally, the market could be segmented according to lifestyle, with some accommodation appealing to young professionals, some appealing to country-lovers, and so forth.

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[20]Jim Blythe, Op.cit, P78.

2.1.3.2 Targeting:

Targeting is concerned with choosing which segments to aim for. Segmentation is essentially about dividing up the market; targeting is about the practicalities of doing business within the market. The two are clearly closely linked, since the segmentation process will usually provide information as to which segments are likely to prove most profitable, or will help the firm achieve its strategic objectives in other ways[21].

There are three basic strategic options open to marketers[22]:

a. **Concentrated marketing (single segment):** This is also known as *niche marketing*; Tie Rack, Sock Shop and Knickerbox follow this approach. The niche marketer concentrates on being the very best within a single tiny segment.

b. **Differentiated marketing** (multisegmented) means concentrating on two or more segments, offering a differentiated marketing mix for each. Holiday Inn aims to attract business travellers during the week, but aims for the leisure market at the weekend, and promotes to families. At the weekend, the hotels often have events for children and special room rates for families.

c. **Undifferentiated marketing** is about using a 'scattergun' approach. The producers who do this are usually offering a basic product that would be used by almost all age groups and lifestyles. For example, the market for petrol is largely undifferentiated. Although oil producers occasionally try to differentiate their products by the use of various additives and detergents, the use of petrol is much the same for everybody. It would be difficult to imagine any real adaptation to the product that would meet people's needs sufficiently well to merit a premium price. Such examples of undifferentiated products are increasingly rare; even the producers of such basic commodities as salt and flour have made great strides forward in differentiating their products (i.e. meeting consumers' needs better).

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[21]Jim Blythe, Op.cit, P75.
[22] Ibid, P83.

The decision regarding which strategy to adopt will rest on the following three factors:

- The company's *resources,*
- The product's *features and benefits*, and
- The *characteristics* of the segment(s).

2.1.3.3 Positioning:

Positioning is concerned with the brand's relationship with other brands aimed at the same segment. Positioning is about the place the brand occupies in the minds of the consumers, relative to other brands[23].

Consumers build up a position for a product based on what they expect and believe to be the most pertinent features of the product class. Marketers therefore need to find out first what the pertinent features of the products are in the target consumers' **perceptions.** The marketer can then adjust the mix of features and benefits, and the communications mix, to give the product its most effective position relative to the other brands in the market. Sometimes the positioning process is led by the consumers, sometimes by the marketers. Research shows that consumers use a relatively short list of factors in determining the position of a product. These are as follows[24]:

- *Top-of-the-range*: This refers to the product which consumers believe to be the most expensive or 'the best'. In the UK, this is often called 'the Rolls-Royce of …' whichever product type is under discussion.
- *Service*: The service levels which surround the product can be an important factor.
- *Value for money*: This is the degree to which the product's benefits represent a fair exchange for the price being asked.
- *Reliability*: Products are often positioned as being more (or less) reliable than their competitors.
- *Attractiveness*: This can refer to factors other than appearance, but implies factors other than the purely practical, performance-related factors.

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[23] Jim Blythe, Op.cit, P75.
[24] Ibid, P87.

• *Country of origin*: Some countries have a reputation for producing the best examples of some categories of product. For example, German engineering is highly regarded, whereas the French are known for their food and wine.
• *Brand name*: Branding is a key issue in positioning, as it identifies the product and conveys an impression of its quality.
• *Selectivity*: The degree to which the consumer can distinguish between brands and select from the range is a factor in positioning.

With its marketing strategy chosen, the company now constructs an integrated marketing program consisting of a blend of the four marketing mix elements "the four Ps" that transforms the marketing strategy into real value for customers.

2.1.4 Marketing mix[25]:

The marketing mix and the 4Ps of marketing are often used as synonyms for each other. In fact, they are not necessarily the same thing.

"Marketing mix" is a general phrase used to describe the different kinds of choices organizations have to make in the whole process of bringing a product or service to market. The 4Ps is one way, probably the best-known way of defining the marketing mix, and was first expressed in 1960 by E J McCarthy.

The 4Ps are:

- Product (or Service).
- Place.
- Price.
- Promotion.

To define each element of the marketing mix we should ask the following questions:

2.1.4.1 Product/Service:

- What does the customer want from the product/service? What needs does it satisfy?
- What features does it have to meet these needs?

[25] http://www.mindtools.com/pages/article/newSTR_94.htm

- Are there any features you've missed out?
- Are you including costly features that the customer won't actually use?

- How and where will the customer use it?
- What does it look like? How will customers experience it?
- What size(s), color(s), and so on, should it be?
- What is it to be called?
- How is it branded?
- How is it differentiated versus your competitors?
- What is the most it can cost to provide, and still be sold sufficiently profitably?

2.1.4.2 Place:

- Where do buyers look for your product or service?
- If they look in a store, what kind? A specialist boutique or in a supermarket, or both? Or online? Or direct, via a catalogue?
- How can you access the right distribution channels?
- Do you need to use a sales force? Or attend trade fairs? Or make online submissions? Or send samples to catalogue companies?
- What do you competitors do, and how can you learn from that and/or differentiate?

2.1.4.3 Price:

- What is the value of the product or service to the buyer?
- Are there established price points for products or services in this area?
- Is the customer price sensitive? Will a small decrease in price gain you extra market share? Or will a small increase be indiscernible, and so gain you extra profit margin?
- What discounts should be offered to trade customers, or to other specific segments of your market?
- How will your price compare with your competitors?

2.1.4.4 Promotion:

- Where and when can you get across your marketing messages to your target market?

- Will you reach your audience by advertising in the press, or on TV, or radio, or on billboards? By using direct marketing mailshot? Through public relations? On the Internet?
- When is the best time to promote? Is there seasonality in the market? Are there any wider environmental issues that suggest or dictate the timing of your market launch, or the timing of subsequent promotions?
- How do your competitors do their promotions? And how does that influence your choice of promotional activity?

Developing a strong relationship with customers is more important than just providing them with products that can satisfy their needs and wants. An effective marketing strategy is that which is based on a relationship between the company and its customers, because the company and the customers are both a source of value for each others.

Marketing is an evolutionary discipline, which is all the time exploring the changes in customers' behavior and the environment where the company exists.

CHAPTER 02 : Brand and Brand image

Over years the brand was just a name given to a product to give it an identity, and to show its origin or its producer.

Nowadays the concept of brand has developed and become more complicated, the emergence of new elements related to the brand has pushed the practitioners and researchers to do more in order to define the contemporary brand concept, and bring out all the points related to that. The importance of the brand for both producers and consumers has changed, and for each product there is an associated set of tangible and intangible features that every consumer can perceive from his own vision and then he gives this product some value.

Section1: the brand

"A product is something that is made in a factory; a brand is something that is bought by a customer. A product can be copied by a competitor; a brand is unique. A product can be quickly outdated; a successful brand is timeless[27]". Stephen King WPP Group, London

In this part we are going to explain the main points related to the brand, starting from the definition and ending with the strategic brand management process.

1.1 What is a brand?

Branding has been around for centuries as a means to distinguish the goods of one producer from those of another. In fact, the word *brand* is derived from the Old Norse word *brandr,* which means "to burn," as brands were and still are the means by which owners of livestock mark their animals to identify them[28].

1.1.2 Definition:

The American Marketing Association defines a **brand** as "a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors." A brand is thus a product or service whose dimensions differentiate it in some way from other products or services designed to satisfy the same need. These differences may be functional, rational, or

[27]J.LENDREVIE, J.Lévy et D. Lindon. Mercator, 7E édition, Dalloz, Paris, 2003.p765
[28] Kevin Lane Keller. Strategic Brand Management, Fourth edition, Pearson, England, 2013.p30

tangible "related to product performance of the brand". They may also be more symbolic, emotional, or intangible "related to what the brand represents or means in a more abstract sense[29]". Technically speaking, then, whenever a marketer creates a new name, logo, or symbol for a new product, he or she has created a brand[30].

There are four features which characterize a strong brand[31]:

- **Distinctiveness**: immediately identifies the supplier and distinguishes it from competitors;
- **Relevance**: conveys the nature of the service offering or the service benefit;
- **Memorability**: can be understood, used and recalled with ease;
- **Flexibility**: should be broad enough to cover the organization's current business and the need for foreseeable expansion.

1.2 Brand importance[32]:

By the start of 1980, companies were aware of financial value of brands, and since that time branding attracted many researchers and practitioners. (De chernatony, 1999) the way people think and feel about a brand, are the brand value which makes a unique relationship with its target customers. (Wood, 2008)

Wood (2008) has brought four reasons for the importance of the brand:

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[29] Philip Kotler and Kevin Lane Keller. Op.cit, p241

[30] Kevin Lane Keller, Op.cit, p30.

[31] Marilyn A.Stone and Ian Mccall. International Strategic Marketing, This edition published in the Taylor & Francis e-Library, London, 2004.p135

[32] Somayeh Ranjbar, Application of brand personality scale in automotive industry, Master's Thesis, Lulea University of Technology, 2010.p17

The first reason is brands are "well-labeled information packages created in the hope of offering individual consumers" which help them judge and have choices.

Second: brands help the companies to differentiate their products and services.

Third: branded companies can rely on economies of scale and other cost efficiencies.

Fourth: branding helps firms to enter new markets, even into areas outside their core activities like music firm Virgin's diversification into everything from telephony to air travel.

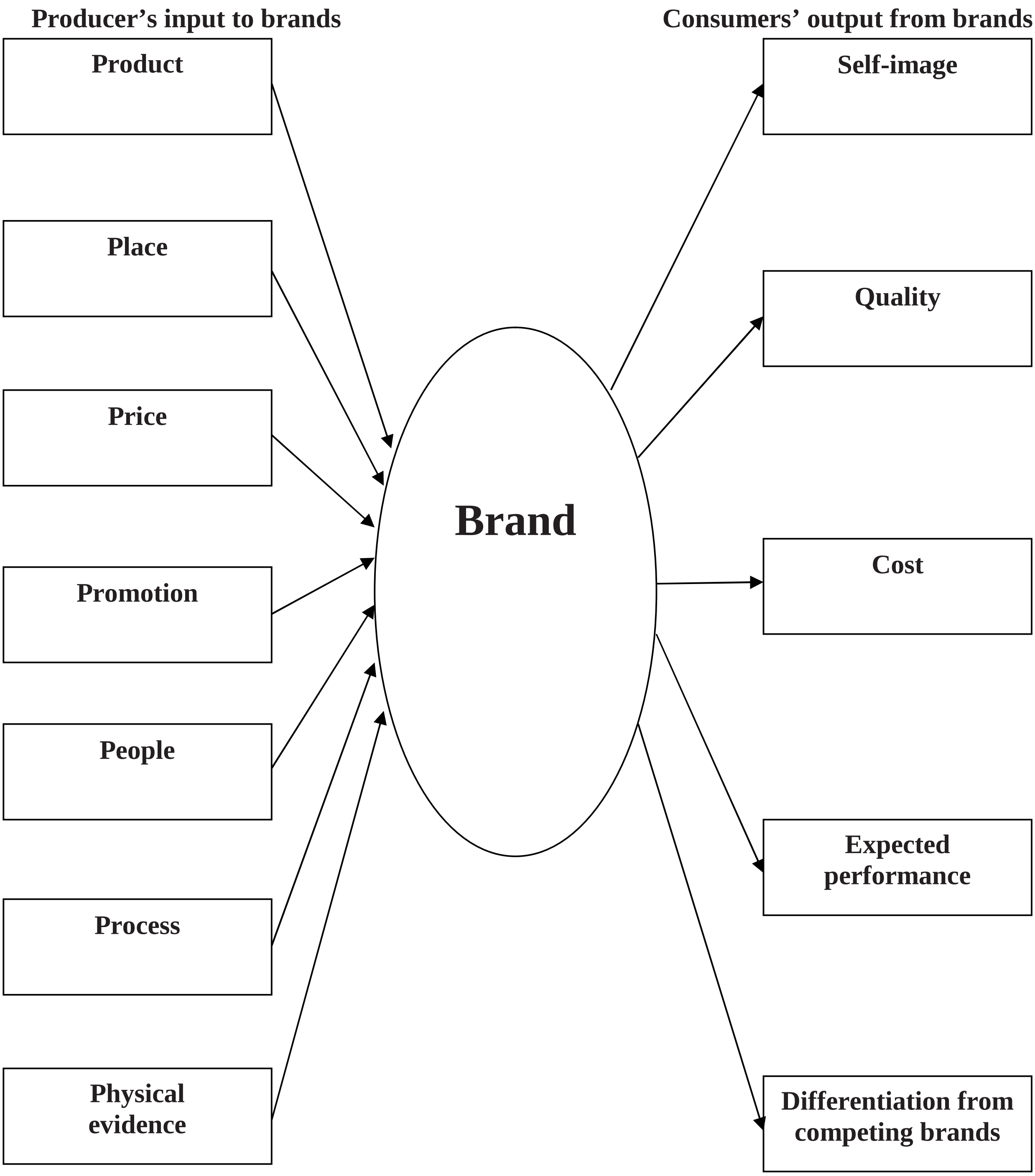
Fifth: huge changes will be easier (organizational flexibility) like changes in ownership, changes in firms national or local affiliations, and changes to where and how products are made.

Sixth: co-branding advantages like in sport market, it has become popular for sports goods firms to co-brand with fashion designers: e.g. Puma and Jil Sander, Nike and Junya Watanabe, and Adidas and Yohji Yamamoto.

All the marketing efforts like name, packaging, advertising, promotion, pricing, sales force discipline, customer repurchases, etc create one image of a brand, the important issue here is, this image is a combination of quality and price which are not separated, and when brands are not making values, people think the price is too high. And here comes the importance, brands are successful because people prefer them to ordinary products. The main psychological factor here is: brands help people to make choices. Brands give customers quality and service guarantee. (Rajagopal, 2006)

Figure 07: Brands as a contact point

The brand can be represented as the contact point between the producer and the consumer



Source: Jim Blythe, Essentials of Marketing, Third edition, Pearson Education, London, 2005. P152

1.3 Brand components:

de Chernatony (1997) has gathered the most important definitions and classifications of the brand components which come from the different views of practitioners and academics and this is a summary of them :

Table01: brand components

Authors	Tangible and visual elements	Intangible elements
Aaker (1992)	Symbols and slogans	Identity, corporate brand, integrated communications, customer relationships
Bailey and Schechter (1994)	Name, logo, colours, brand-mark, plus advertising slogan	
Biggar and Selame (1992)	Name, trademark	Positioning, brand communications
DMB & B (1993)	Product delivery	User identification; opportunity to share a dream
de Chernatony (1993a and 1993b) (atomic model)	Functional capabilities, name, legal protection	Symbolic value, service, sign of owenership, shorthand notation
de Chernatony and McWilliam (1989)	Functionality	Representationality
Dyson *et al.* (1996) (Millward-Brown)	Presence and performance	Relevance, advantage, bond
Grossman (1994)	Distinctive name, logotype, graphics and physical design	
Kapferer (1992)	Physique	Personality, relationship, culture, refelction, self-image
O'Malley (1991)	Functional values	Social and personal values
Young and Rubicam (1994)	Differentation	Relevance, esteem and familiarity

Source: Leslie de Chernatony and Francesca Dall'Olmo Riley. European Journal of Marketing, Vol. 32 No. 11/12, 1998, © MCB University Press. P1076

1.4 Strategic functions of brands:

In his book the essentials of marketing JIM BLYTHE gave us the functions of the brand from a strategic view.

Table 02: Strategic functions of brands

Function	Explanation
Brand as a sign of ownership	Brands were at one time a way of showing who had instigated the marketing activities for the brand. This was an attempt to protect the formulation of the product in cases where intellectual property protection was insufficient, and also to ensure that customers knew whether they were buying a manufacturer’s brand or a retailer’s brand.
Brand as a differentiating device	A strong brand undoubtedly does differentiate the product from similar products, but having a strong brand name is not enough. The product itself also needs to be different in some way; the brand image is the communicating device that conveys the difference to the consumer
Brand as a device	Branding can be used to communicate functional capability. In other words, the brand conveys an image of its quality and expected performance to the consumer.
Brand as a symbolic device	The symbolism of some brands enables the consumer to say something about themselves. This is particularly apparent in the ‘designer’ clothes industry – a very ordinary T-shirt acquires added value because the name of the designer is printed on the front. If the consumers believe that the brand’s value lies in its communication ability they will spend considerable time and effort in choosing the brand that conveys the appropriate image.
Brand as a risk reducer	Every purchase involves a degree of risk; the product might not perform as expected, and if it fails to do so then the vendor might not be prepared to make restitution. Buying a strongly branded product offers the consumer a degree of reassurance about both the product and the producer. Astute marketers find out what types of risk are of most

	concern to the customers or consumers and develop a brand presentation which addresses those risks.
Brand as a shorthand device	Brands are used as a way of ‘tagging’ information about a product in the consumers’ memories. This is particularly relevant when the brand is extended to other product categories, since the consumer’s view of the parent brand is transferred to the new brand: for example, Virgin has successfully extended the brand image from records to retailing to airlines to financial services, all offering the same innovative approach and serving similar market segments.
Brand as a legal device	Brands give a certain amount of legal protection to the producer, since pack design and name can be protected where (often) the formulation of the product cannot. Strong branding offers some protection for the firm’s intellectual property.
Brand as a strategic device	The assets constituting the brand can be identified and managed so that the brand maintains and builds on the added value that it represents.

Source: Jim Blythe, Essentials of Marketing, Third edition, Pearson Education, England, 2005. P153

1.5 Types of brand:

We have two main types of brand which are the manufacturer brands and the own-label brands:

- **The manufacturer brands**: are created and owned by the producer himself, and he is the only one who has the rights or the exclusivity to manage the brand. There is a set of tangible and intangible features which are associated to the brand by its owner which can give it a definite position in the market also the manufacturer will build the customer loyalty to the brand, and choose the appropriate channels of distribution.

- **The own-label brands (retailer’s brands)**: are those created by the distributors who buy unbranded products from the manufacturers, and then they give them their own brands. The most common example is the department stores such as Carrefour in France; and Harrods's in England.

1.6 Branding[33]:

1.6.1. Definition:

The use of techniques by which a company, organization or product distinguishes itself from others. This is how it expresses its identity and function in its markets. In current marketing thinking, branding is the process of identifying and differentiating a product or service, and establishing its uniqueness. In practice, it is much more than that.

Branding is part of the process of being sensitive to how customers perceive your product or company. You use branding to send signals to customers at whom you have aimed the product, and who will benefit from possessing or using it.

Branding operations provide the following advantages:

- ✓ The product is more easily remembered and identified.
- ✓ It provides strong links between advertising and other forms of promotion; for example, public relations, sales promotion, sponsorship and packaging.
- ✓ It provides a bridge between the different media, such as press, television, radio and created media; and between campaigns.
- ✓ A brand has promotional value. Customer benefits can be associated with it.
- ✓ New products can be introduced more easily under a well-established, respected brand name. This applies equally to existing markets as to new ones. Heinz, Coke, Cadbury and Canon are obvious examples
- ✓ Heinz doesn't have to start from the beginning and introduce itself when launching a new packaged product. Canon operates in several different markets, such as televisions and video recorders, cameras and office copiers. The brand name helps to bridge the gap.
- ✓ A manufacturer in one sector of the market can enter another sector with a different brand. Virgin, for example, now operates an airline, a railway and a pensions and investment company.

[33] Daniel Yadin. Op.cit, P53; 54

- ✓ Branding and positioning affect the messages aimed at existing and potential customers.
- ✓ UK supermarket chains such as Sainsbury, Safeway and Tesco offer their own labels at lower prices. This is in direct competition with the established brands they stock. The aim is to divert customer attention from the major brands into the retailers' own, without seriously affecting sales of the established brands.

The essential elements of successful branding:

- ➢ Differentiation;
- ➢ Identity;
- ➢ Uniqueness.

Differentiation:

Making absolutely clear the distinction between one's own product and all others.

Identity:

The establishment, firmly and unambiguously, of the identity of the product, service, idea or company, and its distinct personality.

Uniqueness:

In advertising, public relations, sales promotion and packaging, the taking of a strong position with statements only *you* can make about your product, service or company and statements no competitor can say, or dares say, or bothers to say, about theirs.

Clear, unambiguous branding offers a number of advantages:

- ✓ It establishes your identity and that of your product.
- ✓ It establishes, and can enhance, your reputation for high quality.
- ✓ It establishes and demonstrates a responsible attitude towards your market.
- ✓ It encourages lasting memorability in your company's markets, and elsewhere.

1.7 The brand life cycle (BLC)[34]:

While doing my research I found different models which show and explain the stages of the brand life cycle, and comparing between them I realized that the one proposed by IDRIS MOOTEE is the most convincing model. Generally speaking the brand can pass by four stages as follows:

- **Birth of the brand:**
- ✓ The brand is introduced into the market.
- ✓ Publicity campaigns are launched to promote its functions, features, quality and usage and attract customers to try out or buy the products.

- **Growth of the brand:**
- ✓ The brand begins to build up its following among consumers during this stage.
- ✓ The cumulative effect of marketing begins to show and the market share expands.
- ✓ The company must further step up its advertising efforts, and the advertising must highlight the characteristics and value of the brand.

- **Maturity of the brand:**
- ✓ Brands have a considerable market share and have reached their sales peak, with growth beginning to slow down.
- ✓ Brand influence at this stage is at its height and the kinds of marketing strategies to be adopted are many.

- **Decline of the brand:**
- ✓ Brand awareness is high but sales are on the decline.
- ✓ Other characteristics include falling prices, weakening competitiveness and emergence of new products.

[34] https://fr.scribd.com/doc/24726673/Brand-Life-Cycle-Blc#scribd, 05/03/2015 at 15:00.

1.8 Brand equity[35]:

Aaker defines brand equity as the set of brand assets and liabilities linked to the brand, its name and symbols that add value to, or subtract value from, a product or service.

Figure 08: Aaker's brand equity model

35 http://www.eurib.org/ , 17/03/2015 at 10:30.

Source: David. A Aaker, le management du capital marque, DALLOZ, 1ère édition, Paris, 1994.p 305

In his brand equity model, David A.Aaker identifies five brand equity components:

1- brand loyalty
2- brand awareness
3- perceived quality
4- brand associations
5- Other proprietary assets.

This model can be used to get to grips with a brand's equity and gain insight into the relation between the different brand equity components and (future) performance of the brand. Apart from the five components, the model also reflects indicators (and /or consequences) of the pursued branding policy. It goes without saying that brand equity will rise as brand loyalty increases, brand name awareness increases, perceived quality increases, brand associations become stronger (and more positive), and the number of brand-related proprietary assets increase. The model also provides insight into the criteria that indicate to what degree actual value is created with both consumer and company due the pursued branding policy.

David Aaker's Brand Equity Model defines the five following brand equity components:

a- Brand loyalty: the extent to which people are loyal to a brand is expressed in the following factors:

-reduced marketing costs (hanging on to loyal customers is cheaper than charming potential new customers)

-trade leverage (loyal customers represent a stable source of revenue for the distributive trade)

-attracting new customers (current customers can help boost name awareness and hence bring in new customers)

-time to respect competitive threats (loyal customers that are not quick to switch brands give a company more time to respond to competitive threats) b- Brand awareness: the extent to which a brand is known among the public, which can be measured using the following parameters:

-anchor to which associations can be attached (depending on the strength of the brand name, more or fewer associations can be attached to it, which will, in turn, eventually influence brand awareness)

-familiarity and linking (consumers with a positive attitude towards a brand, will talk about it more and spread brand awareness)

-signal of substance /commitment to a brand.

-brand to be considered during the purchasing process (to what extent does the brand form part of the evoked set of brands in a consumer’s mind)

c- Perceived quality: the extent to which a brand is considered to provide good quality products can be measured on the basis of the following five criteria:

-the quality offered by the product/ brand is a reason to buy it

-level of differentiation/ position in relation to competing brands

-price (as the product becomes more complex to assess, and status is at play, consumers tend to take price as a quality indicator)

-availability in different sales channels (consumers have a higher quality perception of brands that are widely available)

-the number of line/ brand extensions (this can tell the consumer the brand stands for a certain quality guarantee that is applicable on a wide scale)

d- Brand associations: associations triggered by a brand can be assessed on the basis of the five following indicators:

-the extent to which a brand name is able to ‘retrieve’ associations from the consumer’s brain (such information from TV advertising)

-the extent to which association contribute to brand differentiation in relation to the competition (these can be abstract associations, such as ‘vitality’, or associations with concrete product benefits, such ‘will leave your washing cleaner’)

-the extent to which brand associations play a role in the buying process (the greater this extent, the higher the total brand equity)

-the number of brand extensions in the market (the greater this number, the greater the opportunity to add brand associations)

e- Other proprietary assets: examples are patents and intellectual property rights, relations with trade partners, and airlines' landing slots (the more proprietary rights a brand has accumulated, the greater the brand's competitive edge in those fields)

1.9 Strategic brand management process[36]:

Strategic brand management involves the design and implementation of marketing programs and activities to build, measure, and manage brand equity.

We define the *strategic brand management process* as having four main steps:

a. Identifying and developing brand plans:

The strategic brand management process starts with a clear understanding of what the brand is to represent and how it should be positioned with respect to competitors. Brand planning, uses the following three interlocking models.

• The ***brand positioning model*** describes how to guide integrated marketing to maximize competitive advantages.

• The ***brand resonance model*** describes how to create intense, activity loyalty relationships with customers.

• The ***brand value chain*** is a means to trace the value creation process for brands, to better understand the financial impact of brand marketing expenditures and investments.

b. Designing and implementing brand marketing programs:

Building brand equity requires properly positioning the brand in the minds of customers and achieving as much brand resonance as possible. In general, this knowledge building process will depend on three factors:

1. The initial choices of the brand elements making up the brand and how they are mixed and matched;

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[36] Kevin Lane Keller, Op.cit, p58-60.

2. The marketing activities and supporting marketing programs and the way the brand is integrated into them; and

3. Other associations indirectly transferred to or leveraged by the brand as a result of linking it to some other entity (such as the company, country of origin, channel of distribution, or another brand).

c. Measuring and Interpreting Brand Performance:

To manage their brands profitably, managers must successfully design and implement a brand equity measurement system. A ***brand equity measurement system*** is a set of research procedures designed to provide timely, accurate, and actionable information for marketers so that they can make the best possible tactical decisions in the short run and the best strategic decisions in the long run. Implementing such a system involves three key steps— conducting ***brand audits***, designing ***brand tracking*** studies, and establishing a ***brand equity management system***.

A ***brand audit*** is a comprehensive examination of a brand to assess its health, uncover its sources of equity, and suggest ways to improve and leverage that equity. A brand audit requires understanding sources of brand equity from the perspective of both the firm and the consumer.

Once marketers have determined the brand positioning strategy, they are ready to put into place the actual marketing program to create, strengthen, or maintain brand associations.

Brand tracking studies collect information from consumers on a routine basis over time, typically through quantitative measures of brand performance on a number of key dimensions marketers can identify in the brand audit or other means.

A ***brand equity management system*** is a set of organizational processes designed to improve the understanding and use of the brand equity concept within a firm. Three major steps help implement a brand equity management system: creating brand equity charters, assembling brand equity reports, and defining brand equity responsibilities.

d. Growing and Sustaining Brand Equity:

Maintaining and expanding on brand equity can be quite challenging. Brand equity management activities take a broader and more diverse perspective of the brand's equity—understanding how branding strategies should reflect corporate concerns and be adjusted, if at all, over time or over geographical boundaries or multiple market segments.

Section 2: Brand image and brand identity

This part is concerned with the concepts of brand image and brand identity, because these two concepts are directly related to each other. To better understand the brand image we start by explaining the notion of image separately.

2.1The image:

"The image is the sole creation and property of the consumer[37]" Paul Sherlock.

2.1.1 Definition:

The psychological definition of the image[38]:

In psychology the image is defined as the physical and the mental representation of the perception of an object or an event, able to remain, and to be re-created by the evocation.

The definition of the image in marketing[39]:

"Image refers to the way brands, products, corporations and individuals are seen, recognized, understood and appreciated". Although there is general agreement on the concept of image in marketing communications, it tends to break down in detailed explanation.

The concept of image is closely linked to identity. Image is concerned with how a brand, product or company is perceived by its markets and target audiences. Identity is concerned with the way a product or organization identifies and projects itself. In building its image, an organization strives to create mental pictures of itself, its brands or products, and place them in the minds of its targets. It can do this in several ways. First, by persistent advertising and public relations effort, using the same theme over a long period. Second, by developing a

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[37] J.LENDREVIE, J.Lévy et D. Lindon, Op.cit, p773.

[38] Haddou Badreddine et Rahmani Amina. Etude de l'image de marque automobile dans la décision d'achat du consommateur, mémoire de licence, EHEC Alger, 2012. P16

[39] Daniel Yadin, Op.cit, P181, 182.

reputation for whatever it does best; for example high quality, excellent design, outstanding after-sales service, good value, friendly staff. Sooner or later, its image becomes shorthand by which a company, its products and other attributes are quickly and easily identified. This is a marketable commodity, and can be treated as part of a company's goodwill. Of course, given the wrong treatment, messages and promotion, image can also work in the opposite way, and damage a company and its products. When this happens, it may take years to restore, if ever.

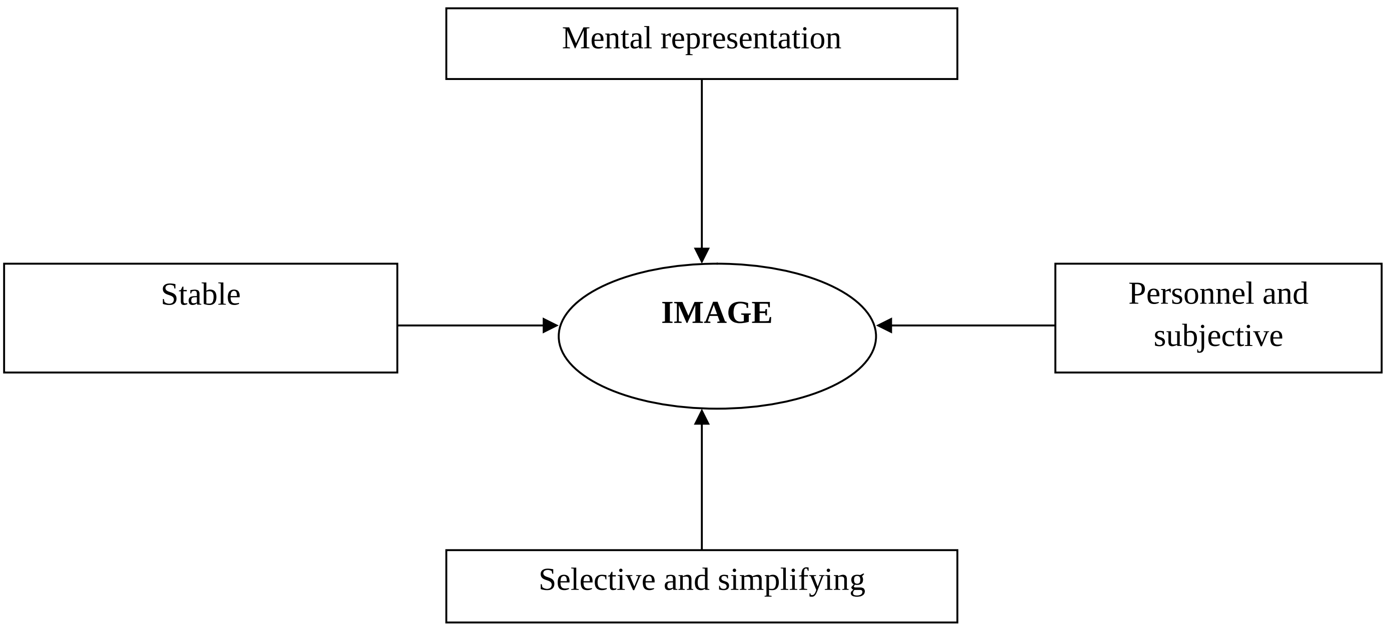
The image concept can be divided into three main elements:

- **The desired image**: is what the company wants to convey to its targets using the different ways of communication, and that can be related to the brand, to the product or even to the company itself.

- **The transmitted image**: is concerned with the way of presenting and communicating for the desired image to the customers and that is seen from a neutral vision.

- **The perceived image**: is the result of the communication campaigns launched by the company and it is the way customers perceive, see and evaluate things (brands, products, companies).

Figure 09: characteristics of the image



Source : J.LENDREVIE, J.Lévy et D. Lindon. Mercator, 7E édition, Dalloz, Paris, 2003.p774

2.1.2 Concepts related to the image:

2.1.2.1 Brand awareness: we can define it simply as "The percentage or proportion of consumers who, in a research operation, recognize a particular brand[40]."
Brand awareness is related to the strength of the brand node or trace in memory, as reflected by consumers' ability to recall or recognize the brand under different conditions. Brand awareness has depth and breadth. Depth describes the likelihood that consumers can recognize or recall the brand. Breadth describes the variety of purchase and consumption situations in which the brand comes to mind[41].

2.1.2.2 Reputation: the opinion that people in general have about someone or something, or how much respect or admiration someone or something receives, based on past behavior or character[42].

2.1.2.3 Perception: Perception is the most important psychological factor that affects human behavior. It is a process consisting of several sub-processes. These are stimulus, registration, interpretation, feedback and reaction. The first step is the presence of stimulus, or the situation which an individual faces. This is followed by registration which affects the psychological organs. Thus, the individual interprets (attaches meaning to the stimulus) and learns. Factors like learning help in the perceptual process. Feedback is the fourth element and, the final aspect is the resultant behavior of the individual[43].

2.1.2.4 Attitude: an attitude is the way we think, we feel and act towards some aspect of the environment[44].
2.1.2.5 Values: Generally speaking, a *value* can be defined as a belief about some desirable end-state that transcends specific situations and guides selection of behavior. Thus, values are

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[40] Daniel Yadin, Op.cit, P52.

[41] Kevin Lane Keller, Op.cit, P548.

[42] Cambridge Advanced Learner's Dictionary, 3rd edition.

[43] Matin Khan, Op.cit, P88.

[44]Ibid, P120.

general and different from attitudes in that they do not apply to specific situations only. A person's set of values plays a very important role in his or her consumption activities, since many products and services are purchased because (it is believed) they will help us to attain a value-related goal. Two people can believe in the same behaviors (for example, vegetarianism) but their underlying belief systems may be quite different (animal activism vs. health concerns). The extent to which people share a belief system is a function of individual, social and cultural forces[45].

2.1.2.6 Positioning: is the act of designing the company's offering and image to occupy a distinctive place in the mind of the target market. The goal is to locate the brand in the minds of consumers to maximize the potential benefit to the firm. A good brand positioning helps guide marketing strategy by clarifying the brand's essence, what goals it helps the consumer achieve, and how it does so in a unique way. The result of positioning is the successful creation of a *customer-focused value proposition,* a cogent reason why the target market should buy the product[46].

2.1.3 How to build a good image[47]?

Westphalen talks about four principles which permit to build a good image of a company:

2.1.3.1 The right image: It permits to the company to be known for its real characteristics. The image communication should be credible in the interior and the exterior of the company to reflect the real identity of the company, the gap between the transmitted image and the propagated image (manifestations) is very dangerous because that will affect the employees, distributors, the product image and the customers behavior towards the brand.

2.1.3.2 Positive image: it presents the company positively to the public especially those which operate in unknown sectors or do hated activities.

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[45] Michael Solomon et al. Consumer Behaviour, Third edition, Pearson education, England, 2006. P113

[46] Philip Kotler and Kevin Lane Keller, Op.cit, P310.

[47] WESTPHAELEN M.H., *Communicator : Le guide de la communication d'entreprise*, Dunod *3é éd.,* PARIS, P 11, 12, 13.

2.1.3.3 Original image: An original image distinguishes the company from its competitors. Managing the image of a company which wants to do the same as the other companies existing in the same sector is pointless; companies are obliged to have a real personality and to be different and unique.

2.1.3.4 Durable image: The life of a company depends also on the strength of its image. The durability of the image is logically related to its efficacy; inaccurate image disappears quickly.

2.2 The brand image:

2.2.1 Definitions:

2.2.1.1 First definition[48]:

Kevin Keller defines the brand image in his book “strategic brand management” as follows:

“Brand image is consumers’ perceptions about a brand, as reflected by the brand associations held in consumer memory. In other words, brand associations are the other informational nodes linked to the brand node in memory and contain the meaning of the brand for consumers. Associations come in all forms and may reflect characteristics of the product or aspects independent of the product.”

For example, if someone asked you what came to mind when you thought of Apple computers, what would you say? You might reply with associations such as “well-designed,” “easy to use,” “leading-edge technology,” and so forth.

2.2.1.2 Second definition[49]:

Riezebos (1996) states that, *“brand image is a subjective mental picture of a brand shared by a group of customers.”*

2.2.1.3 Third definition[50]:

[48] Kevin Lane Keller, Op.cit, p72.

[49] Seowh. Kang, how do Korean automobile companies adapt brand management to the Swedish market, Master’s thesis, Linnaeus University, 2010.p2.

[50] Somayeh Ranjbar, Op.cit, p30.

"What people think or feel about a particular product, company, name or symbol."

2.2.1.4 Our definition:

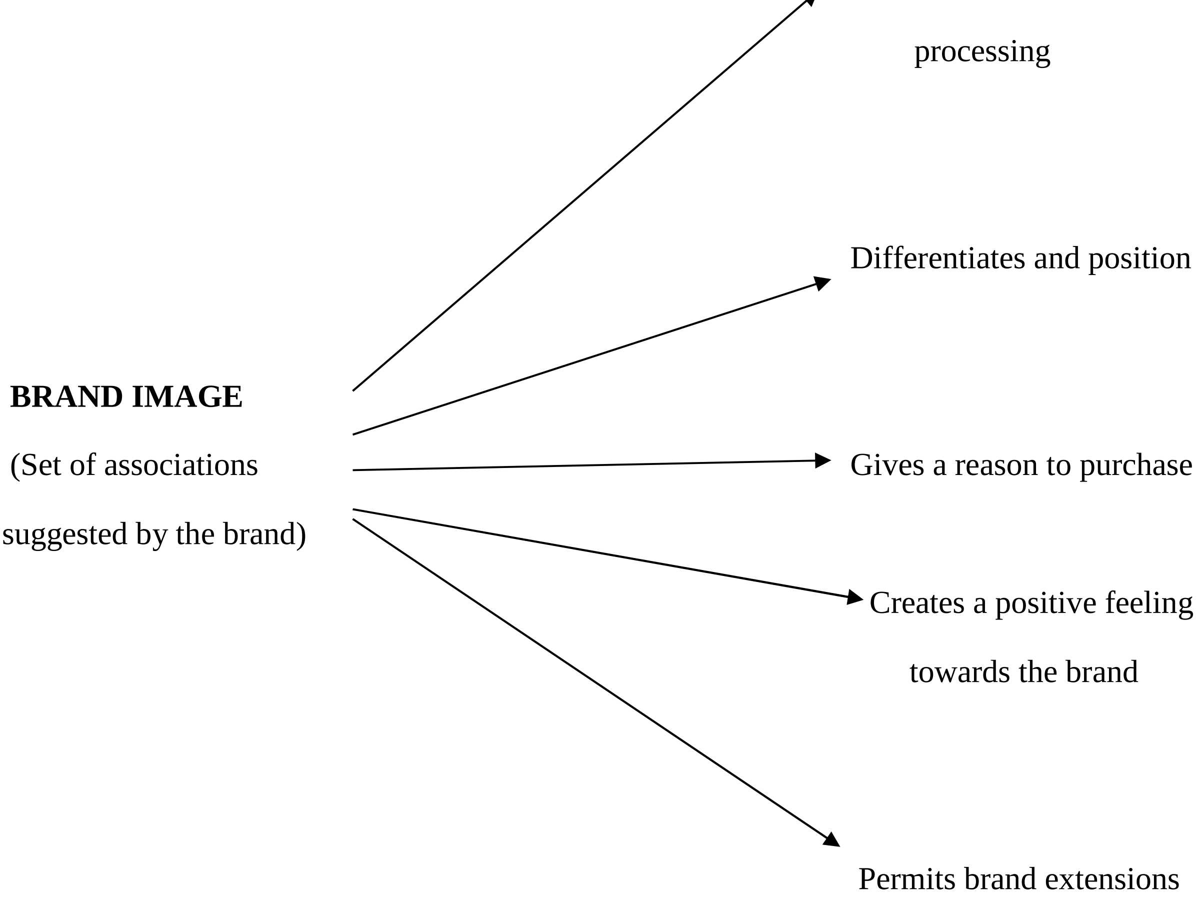
We can simply define the brand image as the way customers think of the brand.

The perception of the brand is something subjective and can be different from one person to another; the reason behind this difference of perception is related to many concepts, the way the company represents and communicates for its brand identity, the environment where we live and our personality.

2.2.2 Role of the brand image[51]:

According to Aaker (1994) the main role of the brand image is the value creation for both customers and companies and what gives the brand a sense and importance is the set of features which constitute its image. In this figure we illustrate the different sources of the value created by the image.

Figure 10: Role of the brand image



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[51]David. A Aaker, le management du capital marque, DALLOZ, 1ère édition, Paris, 1994. p118-120.

Source: David. A Aaker, le management du capital marque, DALLOZ, 1ère édition, Paris, 1994.p118

- **The brand image helps the customer to process the information he receives:** the brand image gathers a set of characteristics which make it easy for the customer to process the information, and helps him to remember some points such as the logo, the brand name and to decide what product gives him more satisfaction.

- **The image differentiates:** one of the most important roles of the image is the ability to differentiate the product of a company from those of the competition. A trait which can differentiate clearly the brand from its competitors can be a good competitive advantage.

- **Gives the customer reasons to purchase:** a good brand image is a reliable reason to buy the product of a company and not that of its competitor. The brand image conveys the quality, the advantages and the benefits that make the product more valuable for the customer.

- **Develops positive attitudes:** the use of stars to communicate for the brand, attractive and interesting symbols and slogans can help to increase the brand value and to protect the brand from any critics.

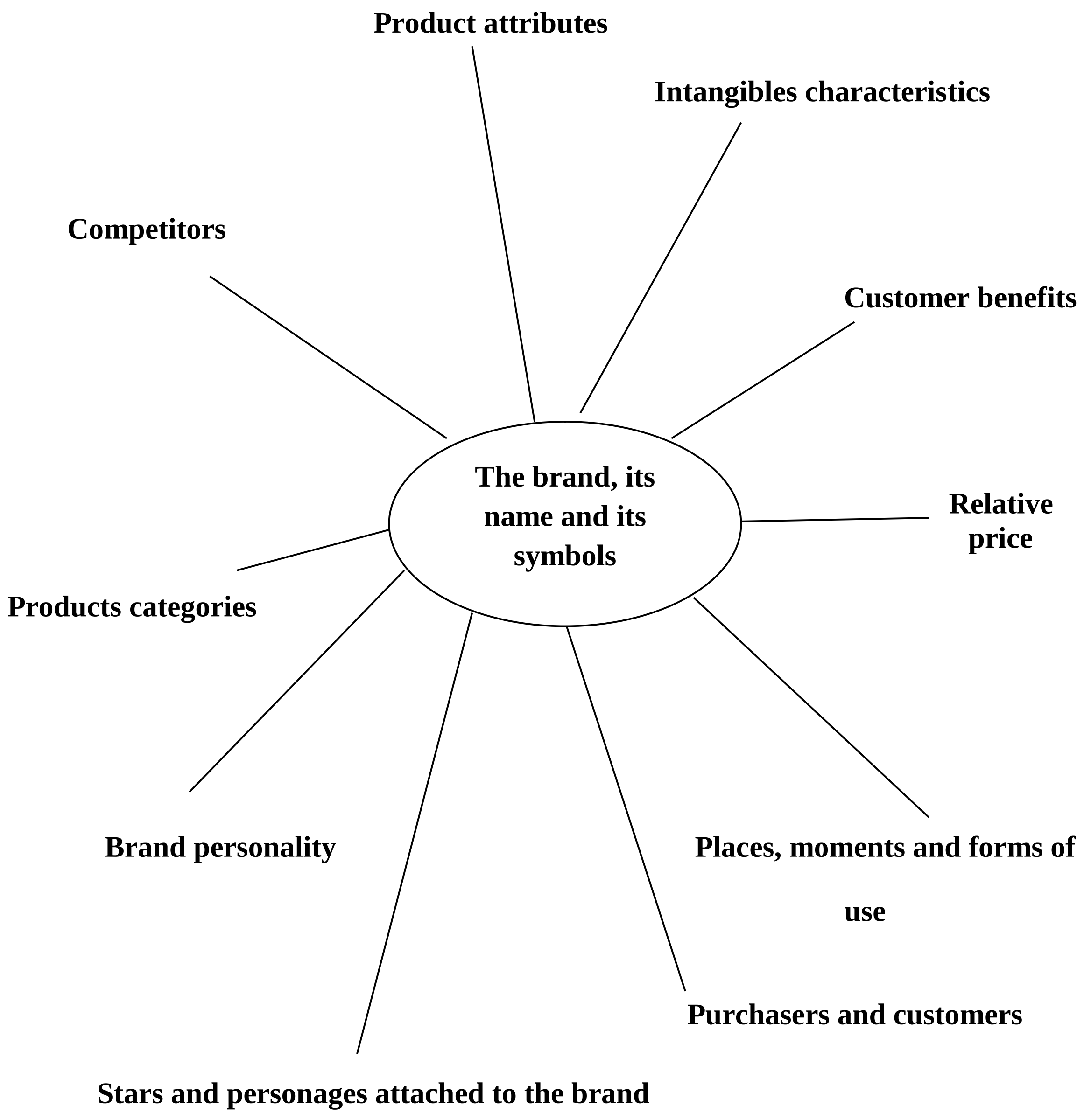
- **The image permits brand extensions:** the image traits can make the brand extension acceptable for the customers and give the feeling of coherence between the brand and the new product, and as a result this new product will have the suitable positioning.

2.2.3 Brand image dimensions:

The brand image results from the interaction between ten elements, in other words if we want to know the real brand image we should take into consideration the following concepts:

All those elements contribute to the building of the brand image, and we can consider them as a set of variables, the brand image can be affected positively or negatively if one of these elements has changed.

Figure 11: the brand image dimensions



Source: David. A Aaker, le management du capital marque, DALLOZ, 1ère édition, Paris, 1994.p121

2.3 Brand identity:

Aaker, D. (1996) claims that brand identity has a personality like a human. It provides purpose and meaning for the brand and is essential to the brand strategy. He states that: *"Brand identity is a unique set of brand associations that the brand strategist aspires to create or maintain. Theses associations represent what the brand stands for, and imply a promise to customers from the company. It establishes a strong relationship between the brand and the customer with a specific value[52]."*

According to Aaker, a particularly important concept for building brand equity is *brand identity*—the unique set of brand associations that represent what the brand stands for and promises to customers. Aaker sees brand identity as consisting of 12 dimensions organized around 4 perspectives[53]:

- *brand-as-product* (product scope, product attributes, quality/value, uses, users, country of origin);
- *brand-as-organization* (organizational attributes, local versus global);
- *brand-as person* (brand personality, brand-customer relationships);
- *Brand-as-symbol* (visual imagery/metaphors and brand heritage).

Aaker also conceptualizes brand identity as including a core and an extended identity. The core identity—the central, timeless essence of the brand—is most likely to remain constant as the brand travels to new markets and products[54].

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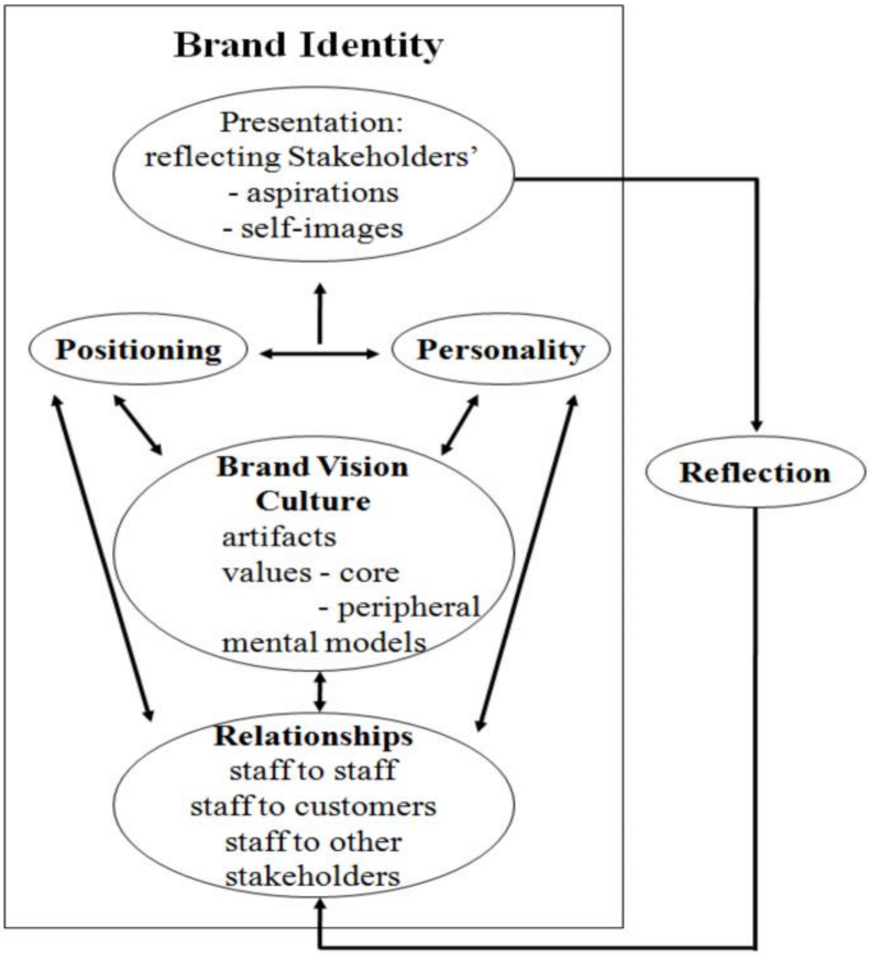
[52] Seowh. Kang, Op.cit, p17.
[53] Philip Kotler and Kevin Lane Keller, Op.cit, P279.

[54] Ibid, P279.

Figure 12: brand identity components



Source: (de Chernatony, 1999)

2.4 The role of communication[55]:

Marketing communications are the means by which firms attempt to inform, persuade, and remind consumers directly or indirectly about the products and brands they sell. In a sense, marketing communications represent the voice of the company and its brands; they are a means by which the firm can establish a dialogue and build relationships with consumers. By strengthening customer loyalty, marketing communications can contribute to customer equity. Marketing communications also work for consumers when they show how and why a product is used, by whom, where, and when. Consumers can learn who makes the product and what the company and brand stand for, and they can get an incentive for trial or use. Marketing

[55] Philip Kotler and Kevin Lane Keller, Op.cit, p476.

communications allow companies to link their brands to other people, places, events, brands, experiences, feelings, and things. They can contribute to brand equity by establishing the brand in memory and creating a brand image as well as drive sales and even affect shareholder value.

2.4.1 Marketing communications mix[56]:

The marketing communications mix consists of eight major modes of communication

A. Advertising: Any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor via print media (newspapers and magazines), broadcast media (radio and television), network media (telephone, cable, satellite, wireless), electronic media (audiotape, videotape, videodisk, CD-ROM, Web page), and display media (billboards, signs, posters).

***B. Sales promotion*—**A variety of short-term incentives to encourage trial or purchase of a product or service including consumer promotions (such as samples, coupons, and premiums), trade promotions (such as advertising and display allowances), and business and sales force promotions (contests for sales reps).

***C. Events and experiences*—**Company-sponsored activities and programs designed to create daily or special brand-related interactions with consumers, including sports, arts, entertainment, and cause events as well as less formal activities.

***D. Public relations and publicity*—**A variety of programs directed internally to employees of the company or externally to consumers, other firms, the government, and media to promote or protect a company's image or its individual product communications.

***E. Direct marketing*—**Use of mail, telephone, fax, e-mail, or Internet to communicate directly with or solicit response or dialogue from specific customers and prospects.

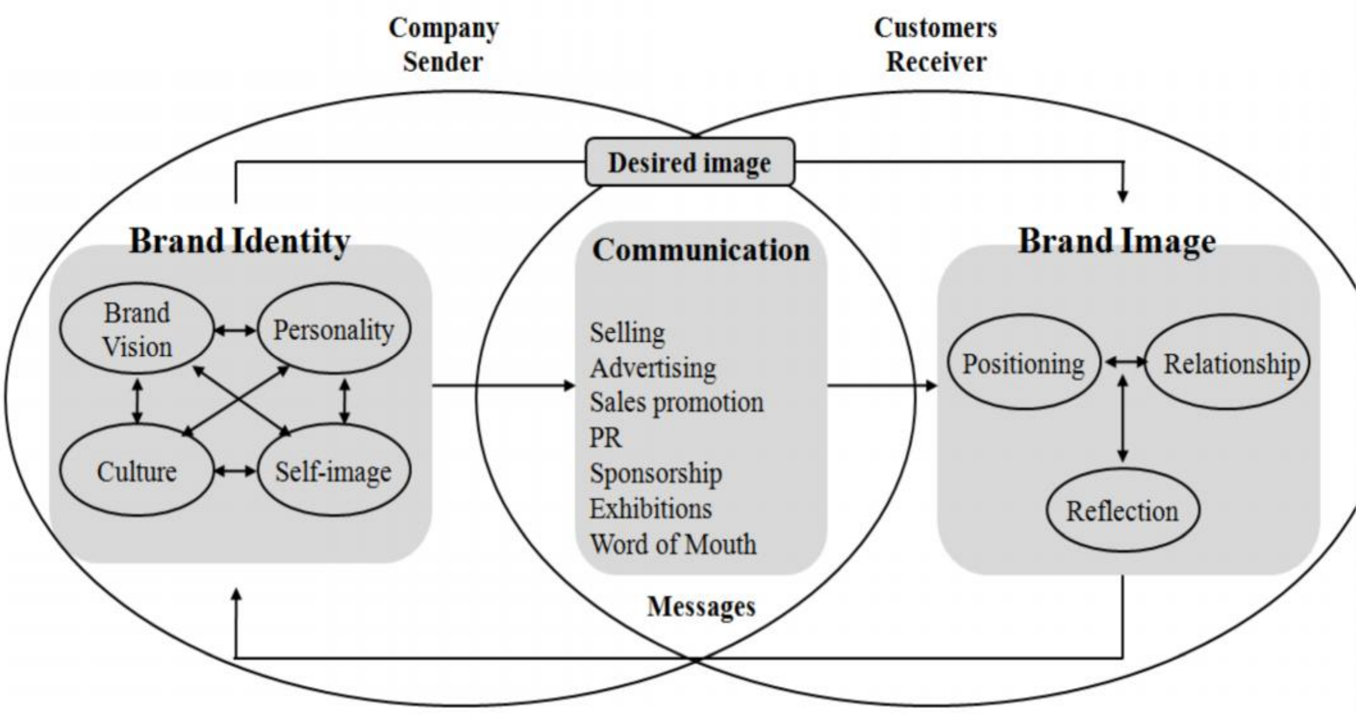
[56]Philip Kotler and Kevin Lane Keller, Op.cit, p478.

F. Interactive marketing**—**Online activities and programs designed to engage customers or prospects and directly or indirectly raise awareness, improve image, or elicit sales of products and services.

G. Word-of-mouth marketing**—**People-to-people oral, written, or electronic communications that relate to the merits or experiences of purchasing or using products or services.

H. Personal selling**—**Face-to-face interaction with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders.

Figure 13: The brand identity and brand image model



Source: Seowh. Kang, how do Korean automobile companies adapt brand management to the Swedish market, Master's thesis, Linnaeus University, 2010. P24

The marketing communication is the tool by which a company can convey its brand identity to the customers and build its brand image.

2.5 Concepts related to the brand image:

There are six concepts close to the brand image: brand attachment, brand sensitivity, brand personality, brand identity, brand equity, and finally the brand. We are going to define the three concepts (we have explained the concepts of brand, brand equity, brand identity and gave the principal details related to them):

2.5.1 Brand Attachment[57]: is the degree of loyalty the customer feels toward the brand. A strong form of attachment, adherence, is the consumer's resistance to change and the ability of a brand to withstand bad news like a product or service failure. In the extreme, attachment can even become addiction.

2.5.2 Brand sensitivity[58]: contrary to the fidelity, the brand sensitivity is a psychological variable. The sensitivity to the brand means that the brand has an important role in the psychological process which precedes the purchase.

2.5.3 Brand personality[59]: We define brand personality as the specific mix of human traits that we can attribute to a particular brand.

Stanford's Jennifer Aaker researched brand personalities and identified the following traits:

A. Sincerity (down-to-earth, honest, wholesome, and cheerful)

B. Excitement (daring, spirited, imaginative, and up-to-date)

C. Competence (reliable, intelligent, and successful)

D. Sophistication (upper-class and charming)

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[57] Kevin Lane Keller, Op.cit, p130.

[58] Haddou Badreddine et Rahmani Amina, Op.cit, P24.

[59] Philip Kotler and Kevin Lane Keller, Op.cit, P182.

E**.** Ruggedness (outdoorsy and tough).

2.6 Choose, create, and conserve the brand image traits:

2.6.1 How to choose brand image traits?

The main role of the brand image is the positioning of the brand and its products. To choose the appropriate traits which can help to get the desired positioning, brand managers should analyze three elements[60]:

- **The image:** the goal is to choose the traits which are coherent with:
- ✓ the objective attributes of the product
- ✓ the brand identity
- **the market and the target:** the goal here is to choose the traits which:
- ✓ give a major reason to buy the product
- ✓ add a surplus to the brand
- **Analysis of the image in relation to the rivals:** good image traits are those which can differentiate effectively the brand from its competitors.

2.6.2 How to create brand image traits?

There are many techniques to create new brand image traits[61]:

- ✓ identify and use the more significant elements for the customer
- ✓ give the product a credible image
- ✓ understand how the customer classifies the brands in different categories
- ✓ understand unexpected attitudes
- ✓ promotions
- ✓ editorial
- ✓ involve the customer
- ✓ change the image (sometimes it is very complicated to change the image and create a new brand identity)

[60] David. A Aaker, Op.cit, p169.

[61] Ibid, p175-181.

2.6.3 Maintain the image traits:

Maintaining a good brand image is often more difficult than building a new one. There are three essential principals that we should respect to keep the brand image in the desired position[62]:

- Continuity of actions
- Follow the marketing plan
- The effective reaction to prevent the bad consequences of a crisis.

The brand is one of the information sources which help a lot the customer to choose the appropriate product. To have a good brand image, the company should use the right modes of communication to convey the real brand identity.

[62] David. A Aaker, Op.cit , p182.

CHAPTER 03: Study of the brand image of KIA Motors in the Algerian car market

Section 1: KIA Motors in the Algerian car market:

Algeria is currently the scene of a keen competition between car dealers, the arrival of Asian automakers with their very competitive products, which have totally upset the Algerian consumption patterns.

1. **The characteristics of the Algerian car market:**

The Algerian car market is an import and distribution market. There are only two companies, which assemble their products in Algeria, Renault with his Symbol and SONACOME (a public corporation specializing in buses and trucks assembly).

The opening of the Algerian economy was previously characterized by a very limited control and regulation in regard to the car market, however, 2008 and 2009 were characterized by:

- The institution of the roadworthiness test for all kinds of motor vehicles.
- A ban on the import of used vehicles.
- The free trade agreement with the European Union, which is synonymous with the decrease in tariffs.
- The introduction of the tax on new vehicles.
- The suppression of credit purchase (Purchase on easy terms).

The problems faced by dealers are:

New threat caused by a fierce competition:

The market, already characterized by a strong competition has become more complicated with the arrival of new competitors, the discreet penetration of unknown brands (especially Chinese), which offer their products at low prices is leading the car market toward a big challenge.

Suppression of credit purchase (Purchase on easy terms):

The removal of the purchasing of cars on easy terms has completely upset the automotive market in Algeria. Some car brands have withdrawn from the market like FAW (a Chinese brand) who did not renew his representation contract. Other brands are also likely to disappear.

Tighter import conditions:

Another cause of the decline in new vehicles sale is the tougher foreign trade conditions. Car importers begin to suffer the effects of the 2009 Finance Act, and the taxes on new vehicles, especially luxurious and big cars, imported in large quantities in the last years.

The ministry of transport decision to prohibit unloading vehicles in Algiers port continues to raise the ire of car dealers.

2. Algerian car market analysis:

2.1. Opportunities:

- ✓ The ban on used cars import since 01/01/2006;
- ✓ The rise in demand, which is due to the increase of the purchasing power in Algeria; during the last years;
- ✓ Fiscal advantages;
- ✓ Fuel availability at low prices.

2.2. Threats:

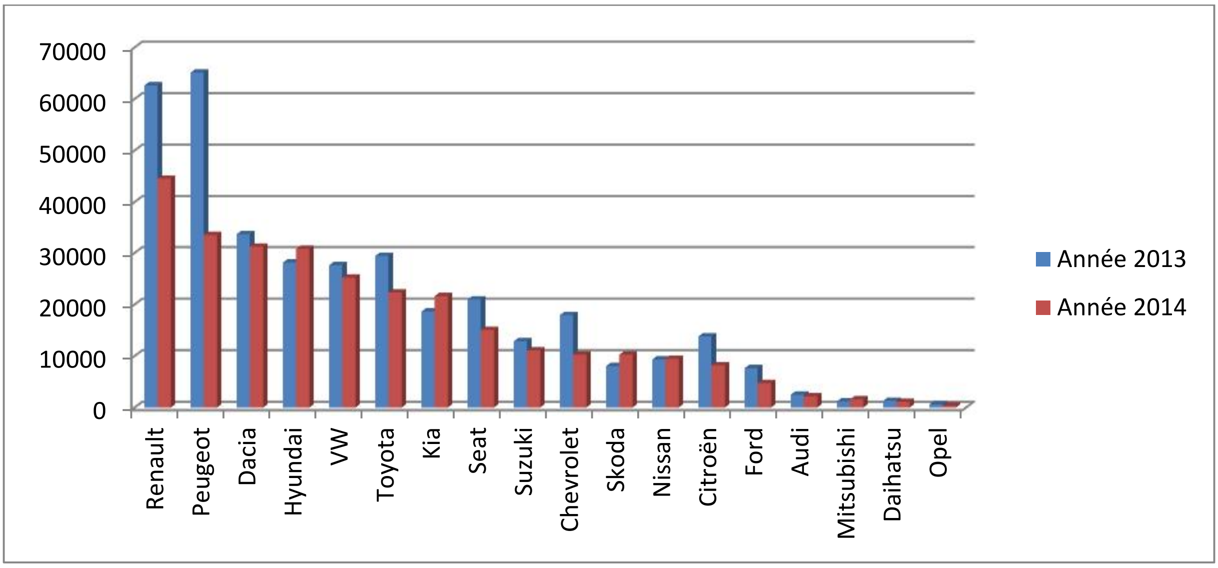
- ✓ keen competition;
- ✓ The Second-hand car market is completely deregulated;
- ✓ Instability of the environment;
- ✓ Black economy (counterfeit spare parts);
- ✓ Under-qualification of technicians in charge of the after-sales service.

Table 03: Evolution of the principal competitors' sales for the first eleven months of 2013 and 2014

Rank	Brand	2013	Market share in 2013	2014	Market share in 2014	Evolution (%)
1	**Renault**	67237	17.38%	47754	15.57%	-28.98%
2	**Peugeot**	68508	17.71%	36824	12.00%	-46.25%
3	**Dacia**	35949	9.29%	36133	11.78%	0.51%
4	**Hyundai**	30109	7.78%	32915	10.73%	9.32%
5	**VW**	29333	7.58%	26421	8.61%	-9.93%
6	**Toyota**	30878	7.98%	23919	7.80%	-22.54%
7	**Kia**	**20727**	**5.36%**	**23419**	**7.63%**	**12.99%**
8	**Seat**	22 379	5.79%	16090	5.24%	-28.10%
9	**Suzuki**	15543	4.02%	11927	3.89%	-23.26%
10	**Skoda**	8 408	2.17%	10865	3.54%	29.22%
11	**Chevrolet**	18925	4.89%	10750	3.50%	-43.20%
12	**Nissan**	10 230	2.64%	10570	3.45%	3.32%
13	**Citroën**	14356	3.71%	8618	2.81%	-39.97%
14	**Ford**	8293	2.14%	4954	1.61%	-40.26%
15	**Audi**	2602	0.67%	2236	0.73%	-14.07%
16	**Mitsubishi**	1276	0.33%	1810	0.59%	41.85%
17	**Daihatsu**	1376	0.36%	1185	0.39%	-13.88%
18	**Opel**	677	0.18%	394	0.13%	-41.80%
	TOTAL	**386806**	**100%**	**306784**	**100%**	**-20.69%**

Source: Kia Motors Algeria

Figure 13: Evolution of the principal competitors' sales for the first eleven months of 2013 and 2014



Source: KIA Motors Algeria

3. The Algerian car market segmentation:

Table 04: Evolution of the Algerian car market by segment

Market						
2013			**2014**			
Segment	**Units**	**Market share**	**Segment**	**Units**	**Market share**	**Evolution (%)**
A	45985	11.89%	**A**	28906	9.42%	-37.14%
B	113287	29.29%	**B**	76632	24.98%	-32.36%
B+	98181	25.38%	**B+**	82216	26.80%	-16.26%
C (C + C+)	27823	7.19%	**C (C + C+)**	24801	8.08%	-10.86%
D	2 458	0.64%	**D**	1733	0.56%	-29.50%
MPV	2123	0.55%	**MPV**	2109	0.69%	-0.66%
SUV	15666	4.05%	**SUV**	17140	5.59%	9.41%
4x4	2084	0.54%	**4x4**	1531	0.50%	-26.54%
Ludospaces/Vans	46800	12.10%	**Ludospaces/Vans**	42508	13.86%	-9.17%
Commercial vehicles	32399	8.38%	**Commercial vehicles**	29208	9.52%	-9.85%
TOTAL	**386 806**	**100%**	**TOTAL**	**306 784**	**100%**	**-20.69%**

Source: KIA Motors Algeria

The analysis of the Algerian car market by segment shows the dominance of city cars, which represent 54.67% of the whole market in 2013 and 51.87% in 2014. The segment B+ is highly prized among the Algerian customers for its good quality/price ratio; however, there has been a decrease of 16.26% in 2014 compared to 2013. There has been also a decrease of 32.36% in the segment B.

Each segment of the car market is dominated by a set of brands:

Segment A :

- KIA **PICANTO**
- HYUNDAI **I10**
- CHEVROLET **SPARK**
- NISSAN **MICRA**
- SUZUKI **CELERIO**

Segment B:

- RENAULT **CLIO**
- VOLKSWAGEN **POLO**
- SEAT **IBIZA**
- PEUGEOT **208**
- DACIA **SANDERO**

Segment B+ :

- DACIA **LOGAN**
- HYUNDAI **ACCENT**
- RENAULT **SYMBOL**
- PEUGEOT **301**
- SUZUKI **DZIRE**

Segment C :

- SEAT **LEON**
- PEUGEOT **308**
- VW **GOLF**
- RENAULT **MEGANE 5D**
- CHEVROLET **SONIC 5D**

Segment C+ :

- TOYATA **COROLLA**
- SKODA **OCTAVIA**
- SKODA **RAPID**
- CHEVROLET **CRUZE**
- KIA **CERATO**

MPV segment :

- KIA **CARENS**
- DACIA **MCV**
- VW **TOURAN**
- SUZUKI **ERTIGA**
- C4/XSARA **PICASSO**

Segment E (SUV) :

- DACIA **DUSTER**
- VW **TIGUANE**
- KIA **SPORTAGE**
- SKODA **YETI**
- PEUGEOT **2008**

Segment E (4x4):

- KIA **SORENTO**
- HYUNDAI **SANTA FE**
- NISSAN **PATROL**
- TOYOTA **FORTUNER**
- PEUGEOT **5008**

Segment LCV :

- TOYOTA **HILLUX**
- KIA **K2700**
- NISSAN **PU**

- HYUNDAI **HR**
- MITSUBISHI **L200**

4. KIA Motors Corporation (KMC):

4.1 History of KIA Motors Corporation[63]:

The history of the KIA Motors Corporation demonstrates the innovation that is at the heart of this company.

First run (from 1944 to 1981):

A start-up company, Kyungsung Precision Industry, started making steel tubing and bike parts by hand in 1944. By 1951, the company was building and selling complete bicycles.
The company changed its name to Kia in 1952. The rough translation is "rising out of or to come up out of Asia". The company expanded its product line in 1957 to include motorcycle manufacturing. Light trucks followed in 1962 and cars in 1974.
Through the late 1970s, Kia's car manufacturing focused on the Brisa line of cars. Built on the 62 PS 1-liter Mazda engine, this line of cars were small and compact, used mainly in South Korea and in other parts of Asia. Production stopped in 1981, when the South Korean government forced industry consolidation which left Kia in the light truck market only.

Second run (from 1986 to 1997):

Production resumed again in 1986 when Kia entered into a partnership with the Ford Motor Company. The company produced several Mazda-based vehicles for sale in South Korea and abroad. An example of this was the Kia Pride, sold in the American market under the name of the Ford Festiva.
Kia Motors America incorporated in the United States in 1992. This marked Kia's direct entry into the American market. In 1994, four dealerships opened in Oregon featuring the Sephia and later, the Sportage. By 1995, there were over 100 dealerships in over 30 states. That year the company sold almost 25,000 vehicles in the United States.
Things were going well for Kia until the Asian financial crisis began which lead the company

[63] http://kiadealersnj.com/history-kia-motors-corporation/ 27/03/2015 at 09:20

to file bankruptcy in 1997. The next year, Hyundai Motor Company gained majority ownership of Kia and took the company in new directions.

Current run (from 1998 till now):

Under the guidance of Hyundai, throughout the early 2000s, Kia began offering more and more models in the North American market.
Kia hired Chief Design Officer, Peter Schreyer, in 2006 to lead the way in renewing and updating the look of the Kia line of cars. One of his first innovations was introducing the now famous corporate grille known as the Kia Tiger Nose. The redesign was focused on making Kia recognizable without anyone seeing the logo or name.
Today, the **Kia vehicle lineup** has made its mark on the global marketplace. Their current models reflect the company's evolution from bike manufacturing in the 1940s to being a major car manufacturer on the world market today.

Over 2.7 million Kia vehicles a year are produced in 10 manufacturing and assembly operations in five countries which are then sold and serviced through a network of distributors and dealers covering around 150 countries. Kia today has around 48,000 employees worldwide and annual revenues of over US $43 billion. It is the major sponsor of the Australian Open and an official automotive partner of FIFA – the governing body of the FIFA World Cup™.[64]

5. KIA Motors Algeria (KMA):

The first KIA products (vehicles destined for the public transport, and commercial vehicles) were introduced for the first time in Algeria in 1996, under the label ' ASIA Motors', a subsidiary of KIA Motors (South Korea).

The subsidiary ASIA Motors was dissolved in 2000, and KIA has started to produce all the products range since this year under its own label (KIA).

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[64] http://press.kia.com/eu/press/corporate/15_01_14_kia%20record%20manufacturing%20output%202014/ 27/03/2015 at 09:20

KIA Motors Algeria is an Ltd (limited liability Company) created in the fourth November 1999, and it has the exclusive concession from the South Korean carmaker KIA Motors Corporation. Its main functions are the import and the distribution of all kinds of motor vehicles in Algeria.

Before the establishment of KMA, the company CAREX was the exclusive representative of KMC in Algeria, and then the development of the Algerian automobile market pushed the company CAREX to restructure its activity, because it had become more complicated to respect all the obligations related to the exclusivity clause.

The creation of a new subsidiary (KMA) was a strategic choice for the company CAREX, which will help it after to concentrate on other automobile brands and other products.

KMA inherited the entire distribution network, and the human resources specialized in the brand from the parent company.

KMA offers 8 models of passenger cars: Picanto, Rio, Carens, Cee'd, Cerato, Sportage, Serento and Mohave, and two commercial vehicles: K2700 and K3000S.

6. The distribution network:

Table 05: Distribution of distributors by region

	Number of agents	**middle**	**east**	**west**	**south**
KIA	43	14	17	7	5

Source : KIA Motors Algeria

There are two types of distributors:

Agents: they sell KMA stocks.

Resellers: they sell their own stocks (purchased monthly).

7. Kia Motors Algeria goals:

- The value creation for both owners and employees;

- KMA aims to be the best representative of KIA Motors Corporation;

- KMA aims to be a company of world-class standard

-Offer the Korean know-how and automotive technology to the Algerian customer;

- Improve the quality of its services;

- satisfy the customers by its services;

- Reduce costs;

-KMA aims to be one of the top ten car dealers in Algeria;

- Develop its distribution network, to be present everywhere in the country.

8. Organization of Kia Motors Algeria:

Infrastructure Analysis:

All the company departments are grouped in the same site, which allows better coordination, and offers customers the advantage to solve all problems in the same place (purchase of the vehicle, after-sales service, and purchase of spare parts).

The location of KMA next to the bus station is also an advantage, because the bus station is a well known and frequented place. The sole difficulty lies, however, in the tightness of the place, which is due to the significant growth of the company and the centralization of all the operations.

Organizational Analysis:

The flow chart of Kia Motors Algeria is clearly based on Mintzberg model. The CEO and his assistant represent the strategic summit, councilors represent the technostructure, assistants and managers represent the functional and logistic units, and finally the head of departments represent the hierarchic line.

KIA Motors Algeria is structured as follows:

-Sales department;

- Marketing department;

- Finance and accounting department;

-Human resources department;

-The network management functions;

- After-sales service (department);

-Information technology department;

-Administration and logistics department.

a. The sales department:

The main functions of this department are as follows:

- Implement the commercial plan of the company, and define the individual objectives;

- Supervise sales;

- promote the products;

-Increase sales.

b. The marketing department:

From our analysis we noticed that communication is not included in the set of functions of the marketing department, and there is a lack of connection between this department and the distribution network.

The main functions of this department are as follows:

- Update databases by analyzing the products, the market, competition, and the impact of advertising.

- conduct market research, and surveys.

c. After-sales service:

When a car dealer sells a vehicle, it offers in addition to that other services (maintenance and repairs, guarantee…), and to satisfy the customers the car dealer must have the adequate infrastructures to provide a good after-sales service.

KIA works hard to provide the customers with a satisfying after-sales service. The technicians in charge of this task have been trained so that the services they offer meet customers' requirements.

8. The range of products offered by KIA Motors Algeria:

The company KMA distributes two kinds of motor vehicles:

- Passenger cars
- Commercial vehicles

Table 06**:** the range of products offered by Kia Motors Algeria

Passenger cars	**Commercial vehicles**
Picanto	K2700 Plateau
Rio	K2700 Frigo
Cerato	
Carens	
Sportage	
Sorento	

Source : Kia Motors Algeria

9. KIA Motors Algeria sales:

Table 07: KIA Motors sales evolution for the first eleven months of 2013and 2014

Model	sales 2013	sales 2014	Evolution (%)
PICANTO	11656	12857	10.30%
KIA RIO 5D	1109	1763	58.97%
KIA RIO III 4D	555	266	-52.07%
KIA CERATO	1331	840	-36.89%
KIA CARENS	212	520	145.28%
KIA SPORTAGE	1149	1608	39.95%
KIA SORENTO	1030	956	-7.18%
KIA K2700	3682	4607	25.12%
Total	**20724**	**23417**	**12.99%**

Source : KIA Motors Alegria

10. The strategy of Kia Motors Algeria:

There is a lot of competition between the Asian car brands (Toyota, Hyundai, Maruti and those of China), because their strategy is based on a pricing policy. The other car brands (European and American) strategy is mainly based on the quality rather than the price, Kia dominates, because it offers products with the same quality at a lower price. Kia has some advantages that make it remarkable:

Competitive Advantages:

The strategy of KMA in 2015 will be based on a set of success factors:

• A good quality / price ratio;

• A distribution network, which covers the whole country;

• The availability of spare parts;

• After-sales service;

• Effective communication for the target market;

• Enduring customer relationship;

• The product availability.

11. Diagnosis of Kia Motors Algeria:

a. Strengths:

• Good quality / price ratio;

• Wide Range;

• Good reputation;

• Availability of spare parts;

• A distribution network, which covers the whole country;

• Effective organization with three levels: management, technical, workshop;

• Short delivery time.

b. Weaknesses:

• Underdeveloped marketing Culture;

• Under-qualification of the employees in charge of the maintenance and after-sales service.

Section 2: the empirical findings

In order to make the best decisions, marketing managers in both commercial and noncommercial organizations must have the right information. Client-based marketing research is about providing this information, so in this sense marketing research is part of the marketing process. Managers need to be able to diagnose the situation that is facing them, taking account of organizational resources, strengths and weaknesses and the environment in which decisions have to be taken. They need to be able to decide by reviewing the organization's strategic objectives, examining the options for reaching those objectives and making a selection that is consistent with the company mission, that will maximize the chances of attaining the objectives and that is suitable, feasible and acceptable.
Finally, managers need to be able to deliver their decisions and control the process of delivery[65].

Survey on the automobile brands:

I decided to conduct my survey in the city of Oran, because it is one of the biggest cities in Algeria, where there are many people interested in the automobile brands. The purpose of my study is to find out what the Algerian customers think about the brand KIA, in other words my aim was to identify the main associations to the brand KIA.

Questionnaire design:

To conduct my study of the brand image of KIA in the Algerian car market, I designed a questionnaire which includes three levels, the first level was a set of questions to get general information about the different car brands in the Algerian market; to identify the major tools of communication by which we can inform customers effectively; and to identify the essential criteria of a good brand image. The second level which is the main part of the questionnaire was a set of questions about the brand KIA. And finally the third level was about the demographic information of the respondents.

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[65] Ray Kent, Marketing research: approaches, methods and applications in Europe, Thomson, first edition, 2007. P3

A sample of 100 respondents was randomly selected; it includes 22 women and 78 men because the majority of car owners are men.

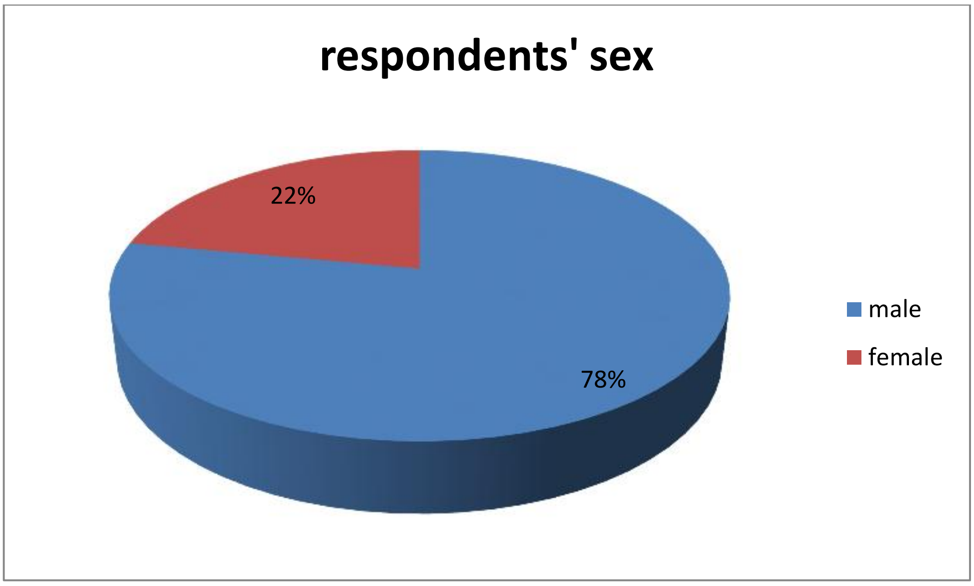
I-Demographic information of the respondents:

A – Description of respondents’ sex:

Table 08: respondents’ sex

Gender	Frequency	Percentage %
Male	78	78
Female	22	22
Total	100	100

Figure14: respondents’ sex



The above chart shows that the majority of respondents were men (78%), which make the sample very representative, because men are more interested in cars than women, who represent only 22% of respondents.

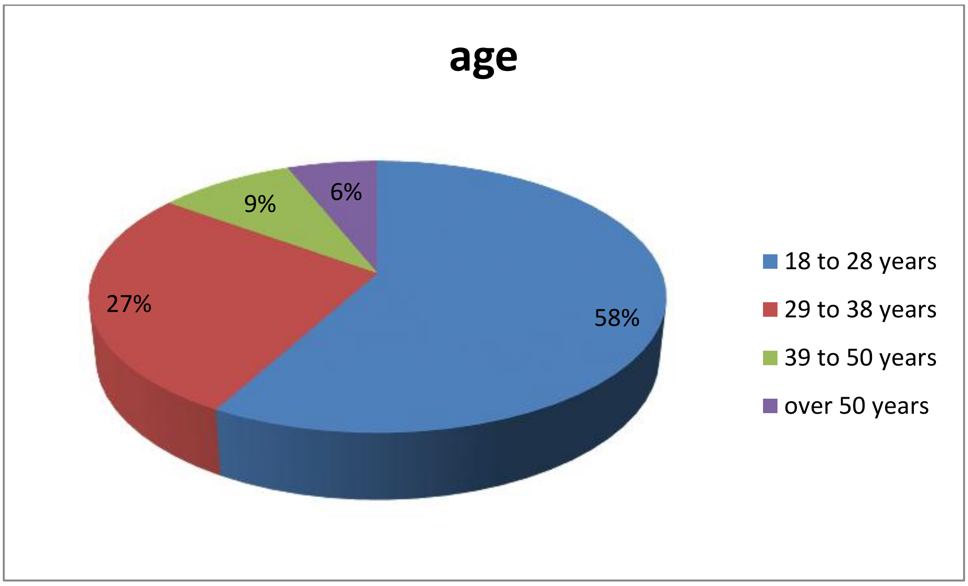
B – Description of respondents’ age:

Table 09: respondents’ age

Age	Frequency	Percentage%
18 to 28 years	58	58

29 to 38 years	27	27
39 to 50 years	09	9
Over 50 years	06	6
total	100	100

Figure 15: respondents' age



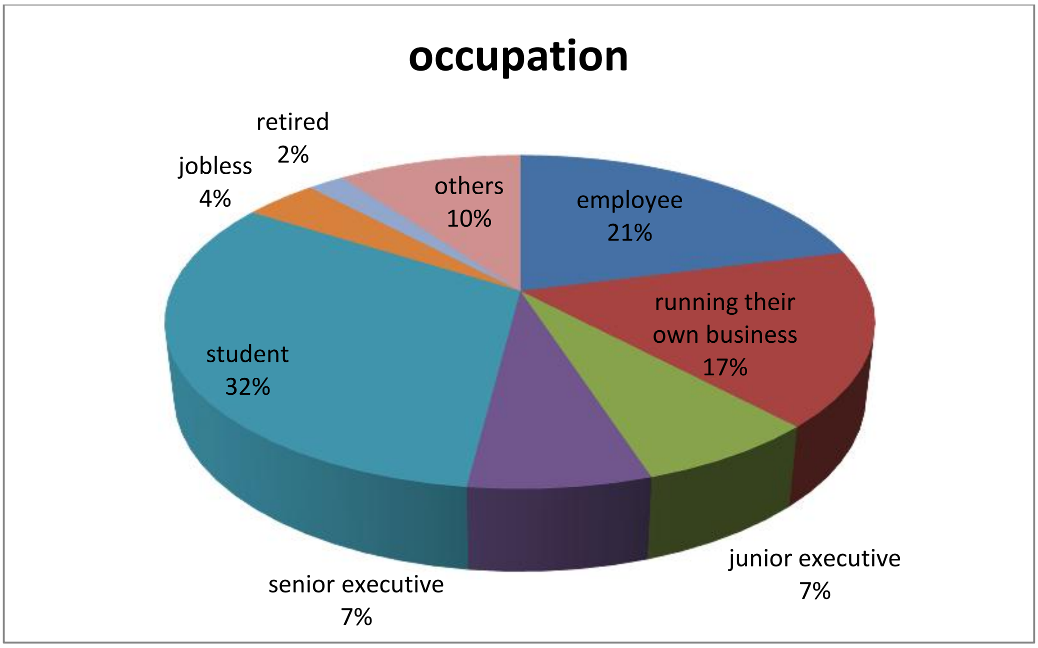
From the chart above we can see that more than half of respondents (58%) are aged between 18 and 28, this is a good indicator for a representative sample, because young people constitute the majority of the Algerian population.

C – Description of respondents' occupation:

Table 10: respondents' occupation

Occupation	**frequency**	**Percentage%**
employee	21	21
Running their own business	17	17
Junior executive	07	7
Senior executive	07	7
student	32	32
jobless	04	4
Retired	02	2
others	10	10
total	100	100

Figure 16: respondents' occupation



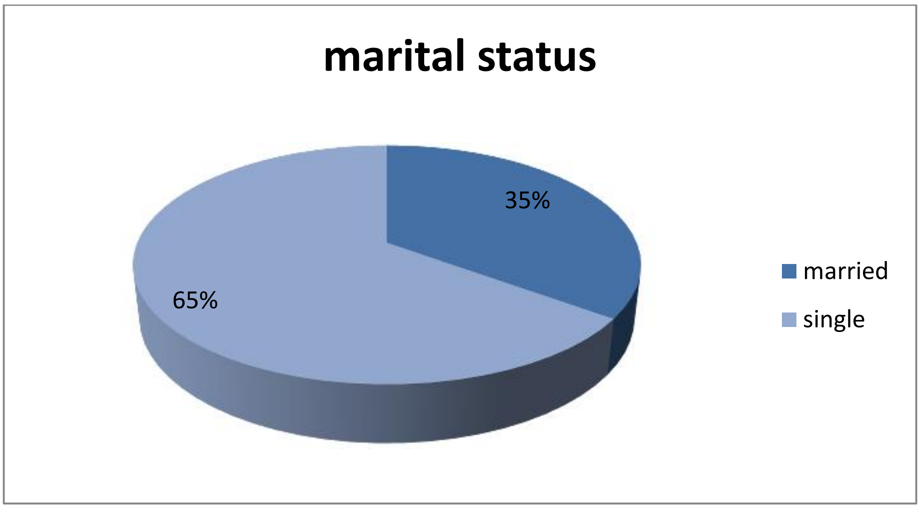
Our sample includes 32 students; 21employees; 17 respondents who are running their own businesses; 7 senior executives; 7 junior executives; 4 jobless; 2 retired; and 10 respondents who have other jobs.

D – Description of respondents' marital status:

Table 11: respondents' marital status

Variable	**Frequency**	**Percentage%**
Married	35	35
Single	65	65
Total	100	100

Figure 17: respondents' marital status



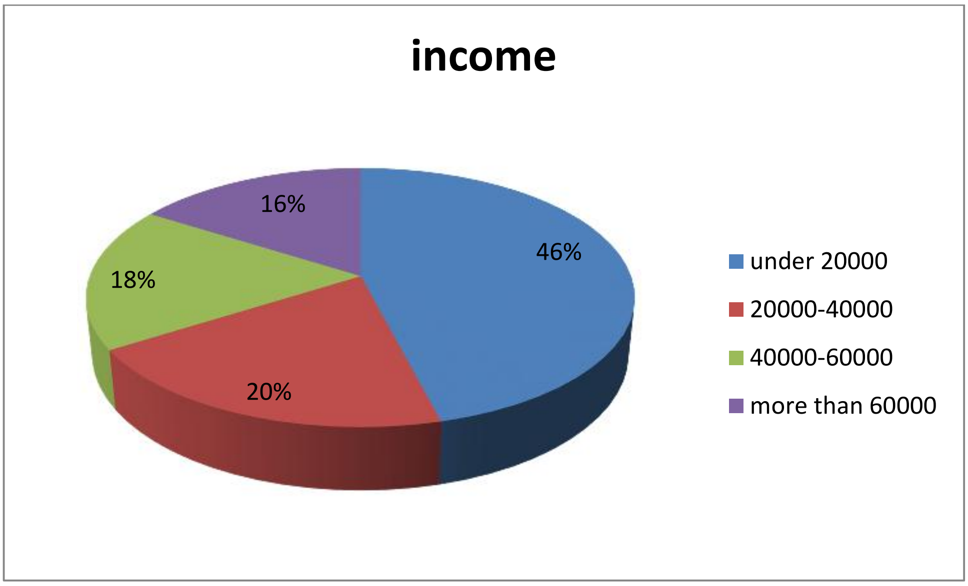
The majority of respondents are single (65%).

F – Description of respondents' income:

Table 12: respondents' income

Income	Frequency	Percentage%
Under 20000	46	46
20000-40000	20	20
40000-60000	18	18
More than 60000	16	16
Total	100	100

Figure18: respondents' income



The majority of respondents (46%) get less than 20000 DA as a salary, this part of the sample mainly includes employees and students who have no income also this fact will help us to explain the reaction of respondents towards the prices in the next question.

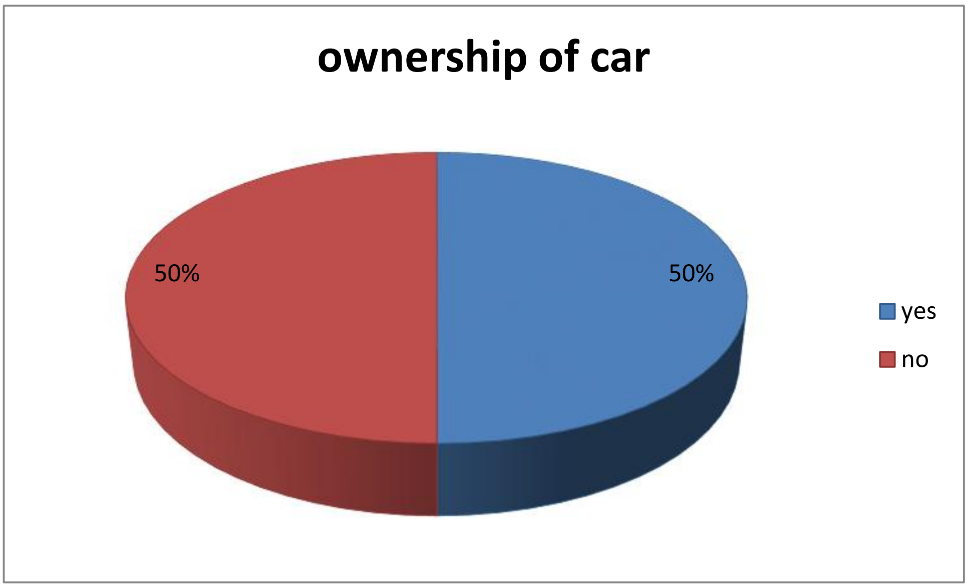
II-main questions:

Question 1: Do you have a car?

Table 13: ownership of car

Response	frequency	Percentage%
Yes	50	50
No	50	50
total	100	100

Figure 19: ownership of car



50% of respondents have their own car.

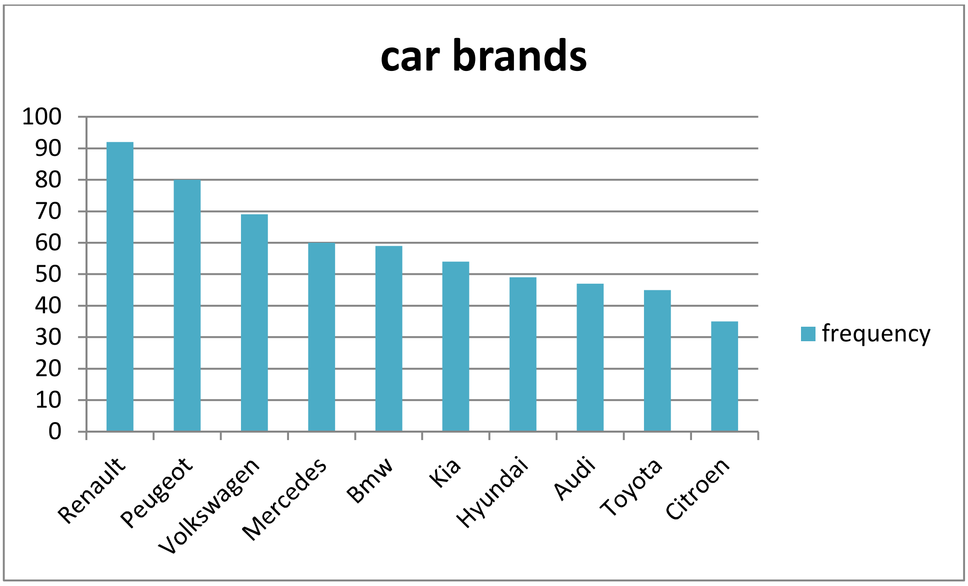
Question 2: Name ten car brands that you know?

Table 14: car brands

Brand	Frequency	Percentage %
Renault	92	15.59
Peugeot	80	13.56
Volkswagen	69	11.69
Mercedes	60	10.17

Bmw	59	10
Kia	54	9.15
Hyundai	49	8.31
Audi	47	7.97
Toyota	45	7.63
Citroën	35	5.93
Total	590	100

Figure 20: car brands



The above graph demonstrates that the Algerian customers still very attached to the French brands especially Renault and Peugeot, then come the German brands “Volkswagen, Mercedes and BMW” and the third place is for the Asian brands ”KIA, Hyundai, Toyota ”.

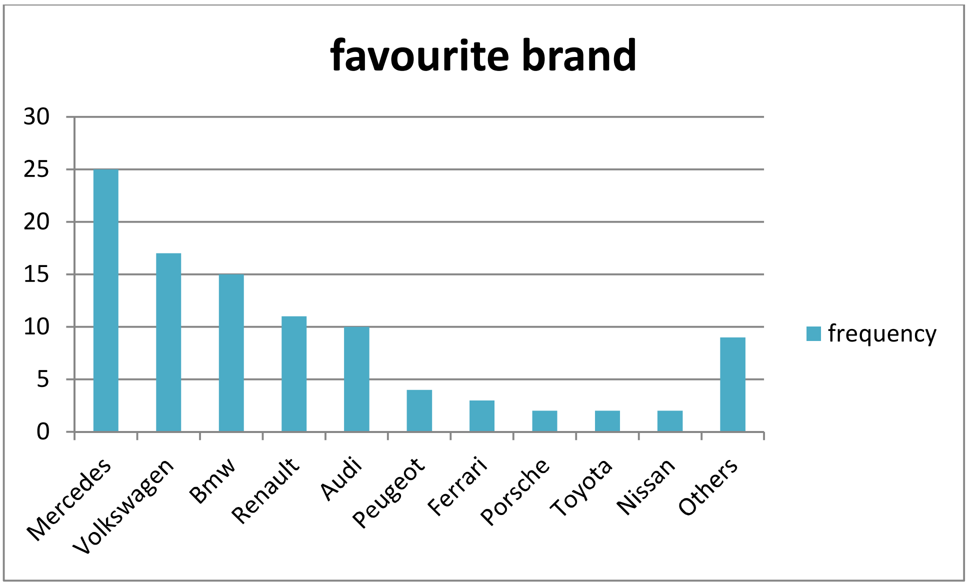
Question 3: What is your favorite car brand?

Table 15: favorite car brand

Brand	**Frequency**	**Percentage%**
Mercedes	25	25
Volkswagen	17	17
Bmw	15	15
Renault	11	11
Audi	10	10
Peugeot	04	4
Ferrari	03	3
Porsche	02	2
Toyota	02	2

Nissan	02	2
Others	09	9
Total	100	100

Figure 21: favorite car brand



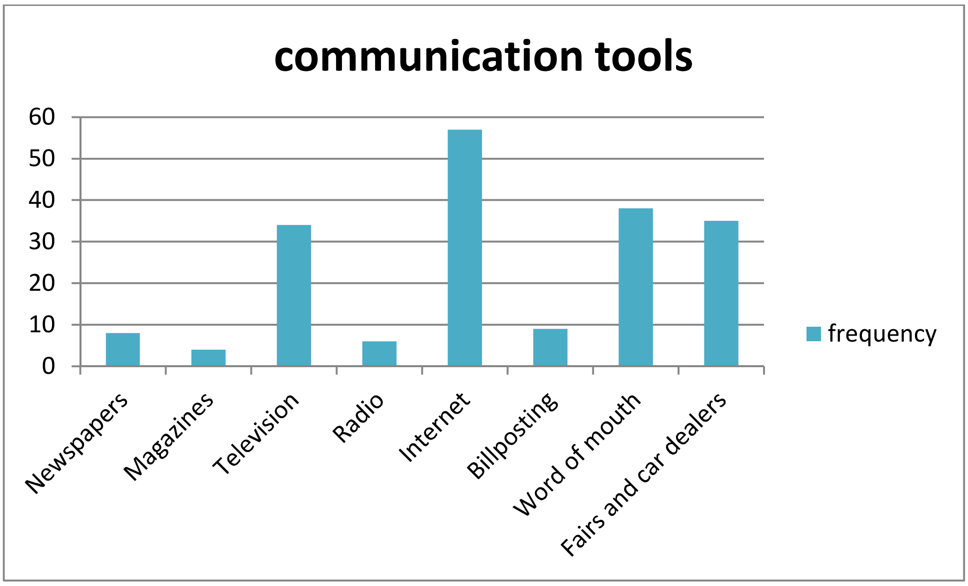
When we asked the respondents about their favorite brand, we found that German brands are dominant, because of their good image among the Algerian customers.

Question 4: according to you, which are the best tools to get novelty about cars?

Table 16: communication tools

Communication tools	Frequency
Newspapers	08
Magazines	04
Television	34
Radio	06
Internet	57
Billposting	09
Word of mouth	38
Fairs and car dealers	35

Figure 22: communication tools



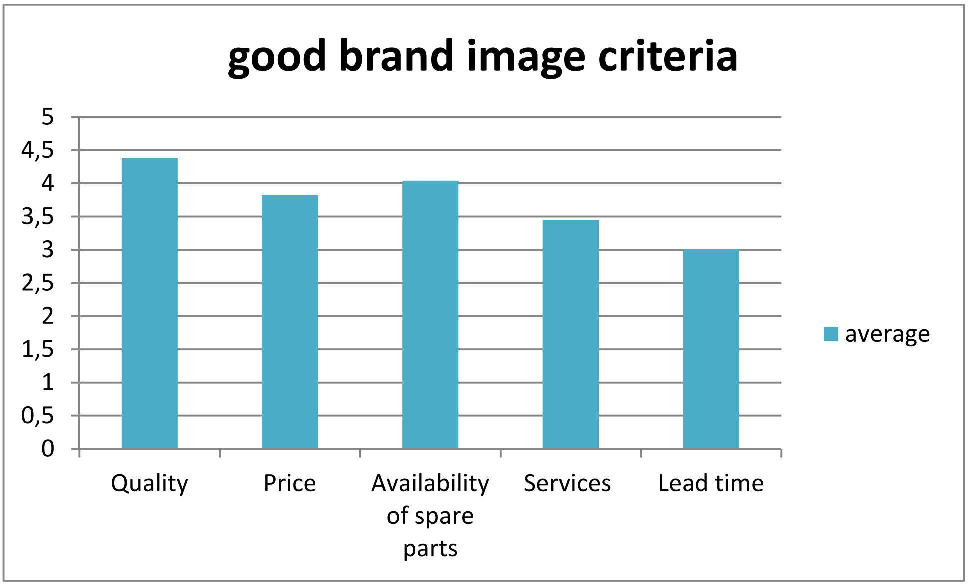
The majority of respondents believe that internet; word of mouth; fairs and television are the best tools to get novelty about cars.

Question 5: Give each criterion of a good brand image a note from 1 to 5 based on its importance for you

Table 17: good brand image criteria

Criterion	1	2	3	4	5	Frequency Of responses	Total notes	Average
Quality	1	1	13	29	56	100	438	4.38
Price	6	8	22	25	39	100	383	3.83
Availability of spare parts	8	5	15	19	53	100	404	4.04
Services (after-sales service, guarantee)	12	18	18	17	35	100	345	3.45
Lead time	26	15	15	20	24	100	301	3.01

Figure 23: good brand image criteria



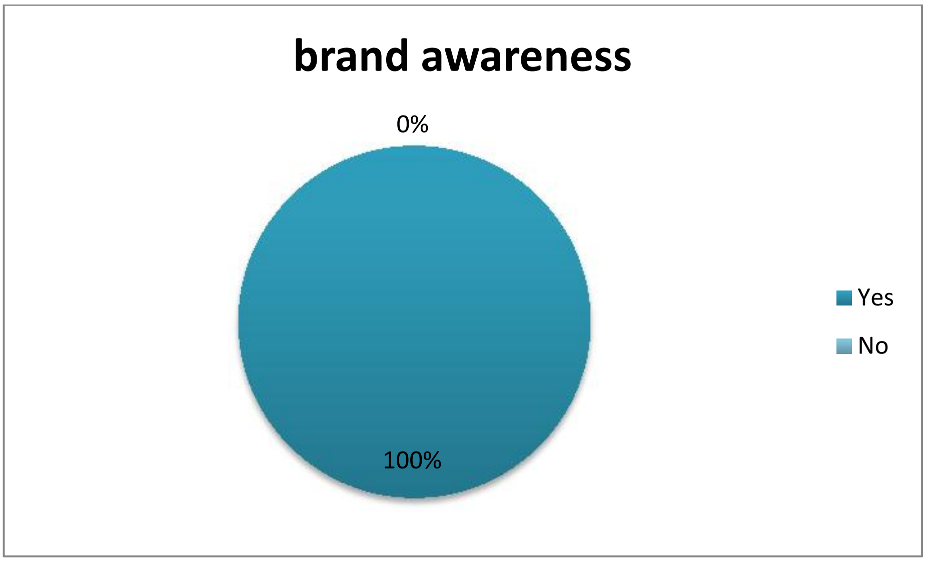
For most respondents quality and price are the main criteria of a good brand image. The availability of spare parts is very important for the majority of respondents, then come the services and the lead time which are also important.

Question 6: Do you know the brand KIA?

Table 18: KIA brand awareness

	Frequency	Percentage%
Yes	100	100
No	0	0
Total	100	100

Figure 24: KIA brand awareness



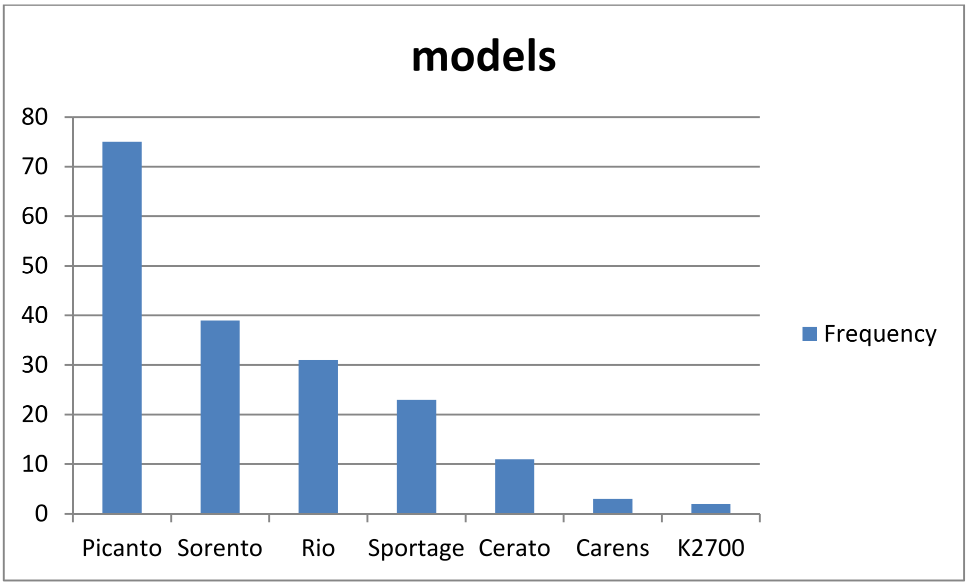
All the respondents know about the brand KIA.

Question 7: Which are the models of KIA that you know?

Table 19: models of KIA

Model	**Frequency**
Picanto	75
Sorento	39
Rio	31
Sportage	23
Cerato	11
Carens	03
K2700	02
Total	184

Figure 25: models of KIA



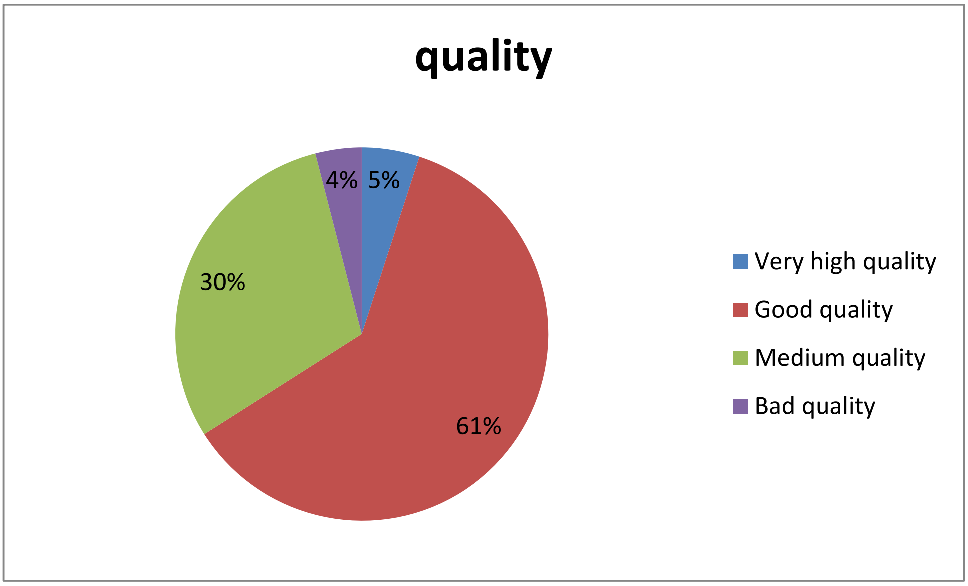
Picanto is the first city car in Algeria and the well known model of KIA. 39 respondents cited Sorento the most successful model in the 4x4 segment. The other models still lesser-known for the Algerian customers.

Question 8: do you think the quality of KIA products is…?

Table 20: quality of products

Degree	**Frequency**	**Percentage%**
Very high quality	05	5
Good quality	61	61
Medium quality	30	30
Bad quality	04	4
Total	100	100

Figure 26: quality of products



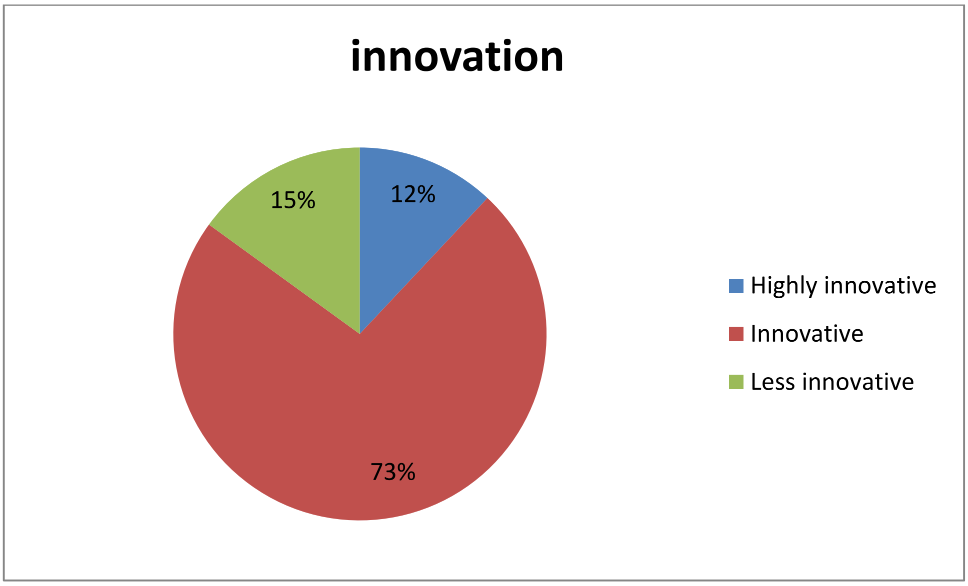
The majority of respondents (61%) believes that the quality of KIA cars is good. some of the respondents (30%) see that the vehicles of KIA marketed in Algeria are of medium quality, and others have a negative vision of the Asian brands, because they compare them with the European brands which are very successful and have good image around the world.

Question 9: Do you see that KIA is…?

Table 21: innovation

	Frequency	**Percentage%**
Highly innovative	12	12
Innovative	73	73
Less innovative	15	15
Total	100	100

Figure 27: innovation



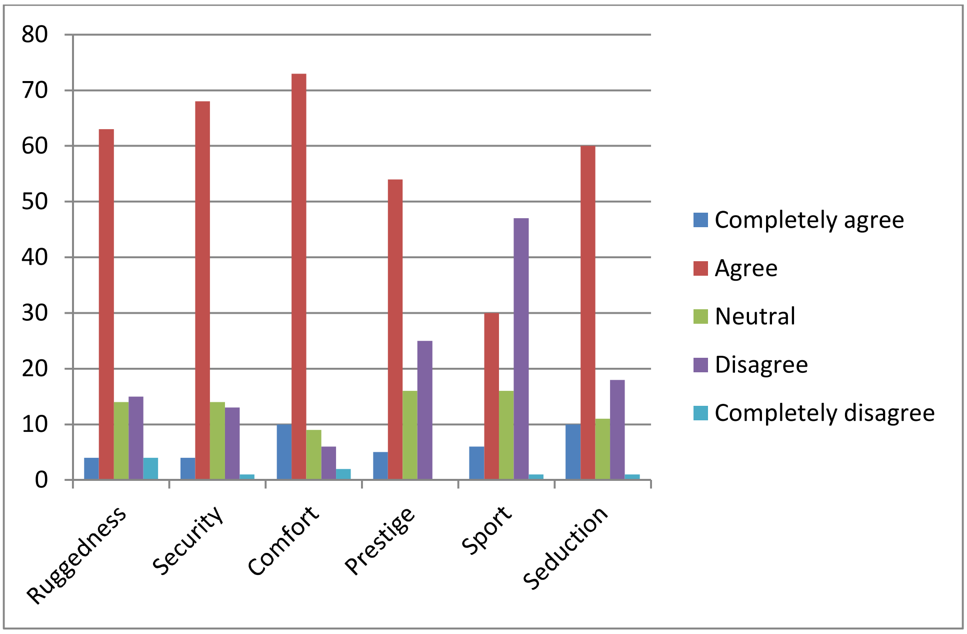
73% of respondents find that KIA Motors is an innovative company, which tries always to offer good products.

Question 10: Do you agree with the following statements: KIA inspire…?

Table 22: brand associations

Criterion	Completely agree	Agree	Neutral	Disagree	Completely disagree	Total
ruggedness	04	63	14	15	04	100
Security	04	68	14	13	01	100
Comfort	10	73	09	06	02	100
prestige	05	54	16	25	0	100
sport	06	30	16	47	01	100
seduction	10	60	11	18	01	100

Figure 28: brand associations



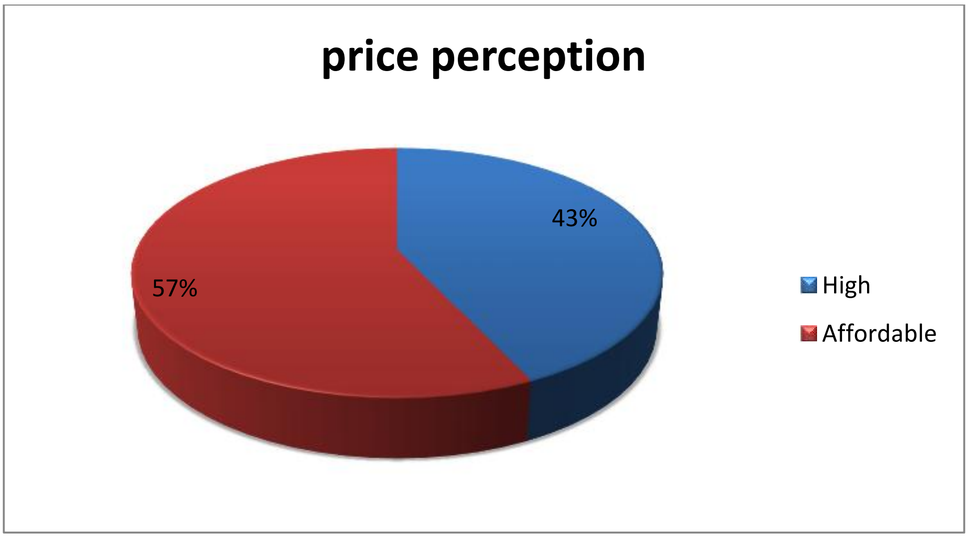
For most people, ruggedness; security; comfort; prestige; and seduction are the main characteristics of KIA.

Question 11: How do you find the prices of KIA products?

Table 23: price perceptions

Price is	**Frequency**	**Percentage %**
High	43	43
Affordable	57	57
Total	100	100

Figure 29: Price perceptions



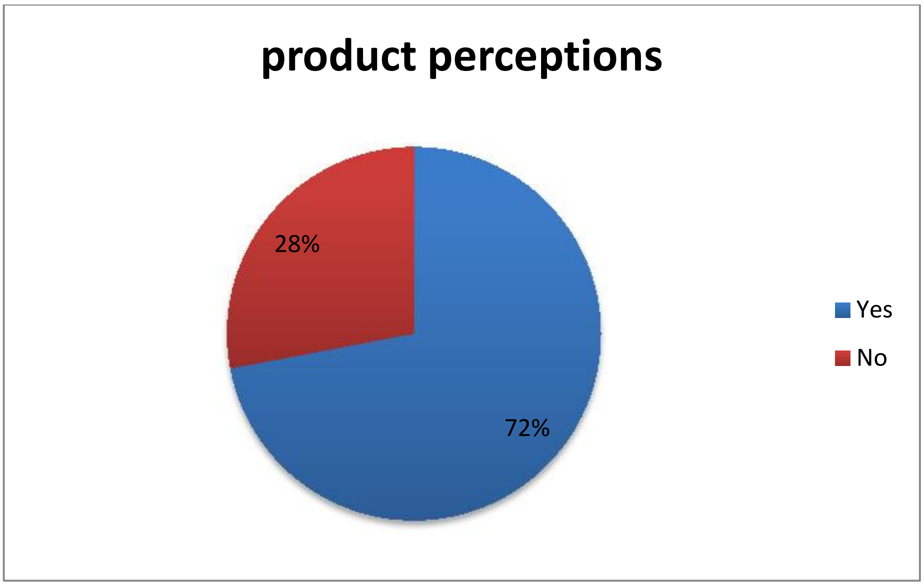
For many people the prices still an obstacle, because there has been a dramatic increase in the car prices in recent years.

Question 12: Do you think the products offered by KIA are economical?

Table 24: product perceptions

	Frequency	Percentage %
Yes	72	72
No	28	28
Total	100	100

Figure 30: perception of KIA products



For the majority of respondents (72%) KIA vehicles are economical.

Question 13: What recommendations would you make in order to improve the brand image of KIA?

To maintain a good brand image respondents recommend the following actions:

-KIA Motors should revise its pricing policy to compete with the other brands and encourage customers to buy its products.

-KIA Motors needs more communication efforts to enhance its brand awareness.

-Some respondents demand to offer cars with the same quality as those destined for the European market, because they know that the products marketed in Algeria are of a lower quality.

Analysis and recommendations

According to the results of the research, we could see that the French and the German brands still dominant, and there are many reasons behind this dominance. The Algerian customers believe in the German know how and high technology, as to the French cars everyone knows the attachment of Algerians to French products, because of the historical relationship between the two countries.

A good quality- price ratio is the main criterion of a good brand image. Customers are very aware and know how to make the best decision by comparing the different products, especially cars because it’s a matter of heavy expense. The availability of spare parts and the quality of services are also very important for customers, and could be detrimental to the brand in case they were not good.

All the respondents know about the brand KIA, and the majority of them agree that KIA is a good car brand. But when we analyze the different aspects of the brand we find that the prices of KIA cars are still the biggest barrier to customers.

KIA Motors Algeria offers a wide range of products, but for most people they know only one or two models, Picanto the first and the most successful city car in Algeria, Sorento, Rio or Sportage.

Recommendations for improving the brand image of KIA:

In our case the sole tool which can enhance the brand image of KIA Motors is communication, because there is a lack of information, and the customers still have a kind of reticence for products they don’t know about very well.

KIA has to justify the price by the quality of the product in order to maintain a good quality/price ratio, motor chows are good for that, because the customer can easily examine and compare the different products. But the problem is that not all the customers are interested in such kind of events.

We see that sponsoring is a good means, because it does not cost very much, if we compare it with advertising, and also because most of car brands in Algeria don’t do that which can make KIA very remarkable. The sponsoring of a good football club by giving the players cars to use every time they go to the training centre can be a valuable way to enhance brand awareness.

Conclusion

Conclusion:

This study empirically analyzed the brand image of one of the top Korean brands. KIA had been officially introduced to the Algerian market in the 90's, and it is working its way up to become one of the top brands in Algeria by offering the best products. In our research we have designed a questionnaire which covers the multiple aspects of the subject, to bring out the best tools of communication to use in the automobile market; the way customers perceive and evaluate the different car brands; and the way customers think about the brand KIA.

The research was designed to answer the following main questions:

-what is KIA Motors achieved brand image?

-Are the desired brand image and the achieved brand image of KIA identical?

The results of the research showed that:

-The Algerian customers are very attached to the European car brands.

-Internet; word of mouth; fairs and television are the best tools to communicate in the Algerian car market.

-For most people a good quality/price ratio is the first criterion for a good brand image; however the services and the availability of the spare parts are also very important.

-All the respondents know about the brand KIA, but most of them know only one or two models of its products.

-Majority of respondents confirm that KIA offers good products, and the main traits of the brand KIA are ruggedness; security; comfort; prestige; and seduction.

-Many respondents think that KIA sells its cars at high prices.

The desired brand image and the achieved brand image are not identical, because KMA wants that customers perceive the brand KIA as having a good quality/price ratio, but when we undertook our research, we realized that many respondents think that KIA sells its products at high prices.

The current study was conducted only in one city of Algeria. Therefore, the results can not be generalized to other cities. Further research can be done on a large scale with large sample size, because the more the sample is large the more the results will be interesting.

A comparative study of the brand image is also a good way to identify the real value of the brand within a market.

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http://www.eurib.org/

Annexes

Annex 01 : Questionnaire

Bonjour

Je suis étudiant en deuxième année master à l'Ecole des Hautes Etudes Commerciales (EHEC Alger) et je réalise un mémoire sur l'image de marque de KIA. Pouvez-vous s'il vous plait répondre à ce questionnaire. Merci d'avance

Question 01: possédez-vous une voiture ?

- ☐ Oui
- ☐ Non

Question02 : citez spontanément 10 marques automobiles que vous connaissez ?

Question03 : quelle est votre marque préféré ?

Question04 : Quel est selon vous le meilleur moyen pour connaître les nouveautés dans le monde automobile ?

- ☐ Journaux
- ☐ Revues
- ☐ Télévision
- ☐ Radio
- ☐ Internet
- ☐ Affichage
- ☐ Bouche-à-oreille
- ☐ Foires, expositions, showrooms, concessionnaires

Question05 : donnez une note allant de 1 à 5 à chacun de ces critères d'une bonne image de marque:

- ☐ Qualité
- ☐ Prix
- ☐ Disponibilité de Pièces de rechange
- ☐ Le service (SAV, garantie,..)

☐ Délai de livraison

Question06 : connaissez-vous la marque KIA ? (pour les personnes qui n'ont pas cités la marque KIA dans la Question 2)

☐ Oui

☐ Non

Si oui : passez à la question 07

Si non : merci pour votre collaboration

Question07 : quels sont les modèles de la marque KIA que vous connaissez?

Question08 : Pensez-vous que les produits KIA sont de……. Qualité… ?

☐ Très bonne

☐ Bonne

☐ Moyenne

☐ Mauvaise

Question 09: Trouvez-vous que KIA est …. ?

☐ Très Innovante

☐ Innovante

☐ Moins innovante

Question10 : êtes vous ………avec les affirmations suivantes : KIA inspire…. ?

Critères	Tout à fait d'accord	D'accord	Sans avis	Pas d'accord	En total désaccord
Robustesse					
Sécurité					
Confort					
Prestige					
Sport					
séduction					

Question 11: comment trouvez-vous les prix de produits proposé par KIA ?

☐Elevé

☐Abordable

Question 12 : trouvez-vous les véhicules proposé par KIA Econome ?

☐ OUI

☐ NON

Question13 : que pourriez-vous recommander pour améliorer l'image de KIA ?

Informations générales :

1) Sexe :
   ☐ Homme ☐ Femme
2) Age :
   18-28☐ 29-38☐ 39-50☐ plus de 50 ans☐
3) Catégorie socioprofessionnelle :

   ☐ Employé/ouvrier ☐ Commerçant ☐ Cadre moyen

   ☐ Cadre Supérieur ☐ Etudiant ☐Sans fonction ☐ Retraité
   Autres Précisez……..…………..……….……
4) Situation familiale :

   ☐ Célibataire ☐ Marié

5) Salaire :

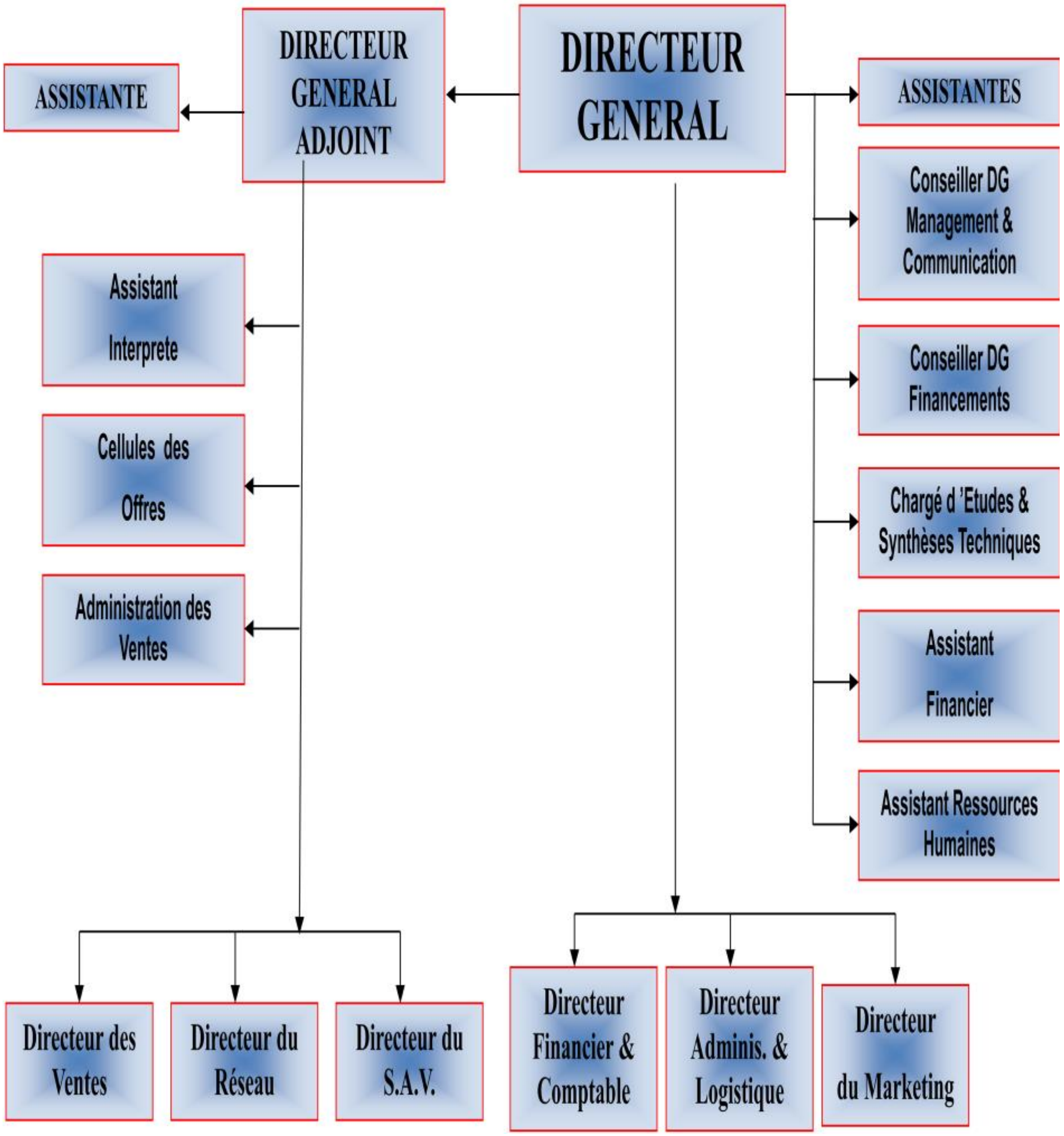
☐Inferieur à 20000 DA

☐Entre 20000 et 40000 DA

☐Entre 40000 et 60000 DA

☐Supérieur à 60000 DA.

Annex 2: flow chart



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