

UNIVERSITAT
JAUME·**I**

BMW MARKETING PLAN

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1. EXECUTIVE OVERVIEW

COMPANY NAME

Bayerische Motoren Werke AG (BMW)

PURPOSE OF THIS PLAN

To elevate BMW's position in the automotive industry by employing original and influential techniques that enhance brand visibility and drive car sales, in line with the emergence of electric vehicles and environmental care.

ANALYSIS OF THE SITUATION

BMW is one of the world's largest and best-loved automotive manufacturers, with a broad global reach across multiple markets. The company has a wide range of vehicle models, including sports cars, luxury SUVs, sedans and environmentally friendly vehicles.

Although the COVID-19 pandemic dealt a severe blow to the automotive industry in 2020, causing a decline in BMW's sales, the company has been able to remain profitable by implementing cost-cutting measures and thus improving efficiency.

The automotive market is constantly evolving and it takes a company that is able to adapt to it. BMW must show itself to be one of them in order to overcome challenges such as the rise of electric cars and the progress of autonomous driving technology.

TARGET AUDIENCE

People who prioritise the environment, energy efficiency and advanced technology along with a premium driving and unique experience.

OBJECTIVES

- Positioning as one of the top 3 electric vehicle companies by 2030



Increase customer satisfaction by 3% over the next two years.

Improve the return on invested capital by 4%.

Figure 1: Objectives



2. ANALYSIS OF THE SITUATION

2.1 INTERNAL ANALYSIS

2.1.1 PRESENTATION OF THE COMPANY

Bayerische Motoren Werke AG (BMW) originated in Munich, Germany in 1916 as a manufacturer of aircraft engines. Its first product was the BMW IIIa engine, which was installed in German aircraft during the First World War.

During the 1920s, the company moved into motorbike engines and it was not until 1928 that it introduced its inaugural car model, the BMW 3/15.

The following years saw BMW rise as a major automobile manufacturer, in particular, in 1936, it launched the iconic BMW 328, a sports car that achieved notable success in the field of motor racing.

World War II saw BMW shift its focus to the production of engines for military vehicles as well as aircraft, which eventually led to significant costs in its factories. In the post-war era, the brand refocused again on motorbike production and it was as early as 1952 that BMW launched the R 24 model, which soon gained immense popularity, becoming one of the brand's most recognisable products.

BMW made significant progress in the 1960s by producing sports and luxury cars such as the BMW 1500 and BMW 2000 models. Its introduction of the BMW 5 Series in 1972 as a premium sedan quickly gained popularity and became one of the brand's best-sellers. Expanding globally throughout the 1980s and 1990s, BMW launched new models, including the BMW X5 luxury SUV. However, its acquisition of British carmaker Rover in 1994 did not work out as expected, resulting in its sale in 2000. In the 2000s, BMW changed its focus and strategic priorities.

BMW's entry into the electric vehicle market came in 2013 with the introduction of the BMW i3. This was an important step for the company, as it is primarily known for producing high-performance luxury cars such as the BMW M3 and BMW M5 models.



2.1.2 MISSION

BMW has a simple mission: to be known worldwide as a leading brand in the automotive industry. They want to stand out for their incredible innovation, quality and performance. By going beyond what their customers expect, BMW aims to provide an exciting and satisfying time behind the wheel.

BMW, committed to protecting the environment and reducing its carbon footprint, seeks to promote electric mobility and develop cleaner and more efficient transport solutions, while striving to be a responsible and sustainable company.

Seeking to be responsible and sustainable, BMW is dedicated to protecting the environment and reducing its carbon footprint. In addition, it aims to promote electric mobility and develop cleaner and more efficient transport solutions.

Valuable and inclusive, the company strives to promote an environment that supports the growth and development of all employees, embracing diversity.

2.1.3 VISION

Striving for the mobility of the future, BMW is a pioneer in electric vehicles, intelligent mobility solutions and autonomous driving. The company aims to revolutionise the way people get around by providing sustainable, efficient and connected options.

Experienced in all aspects of the brand, BMW consistently exceeds customer expectations and offers premium products and services while maintaining high quality standards.

2.1.4 ORGANISATION CHART

The company made several organisational changes in 2018, leaving the organisational chart as shown below:

CEO: Oliver Zipse

CFO: Nicolas Peter



Division of the departmental structure

Development: Frank Weber

Production company: Ilka Horstmeier

Human Resources: Milan Nedeljkovic

Sales: Pieter Nota

Motorbikes: Markus Schramm

Technology: Roland Krüger

Clients: Peter Schwarzenbauer

Chairman of the Board of Directors: Norbert Reithofer

2.1.5 INTERNAL RESOURCES

BMW has a number of internal resources that enable it to be competitive in the automotive market. Some of these resources are:



- **Human capital.** More than 135,000 employees worldwide, all of whom have extensive training and experience in the automotive industry. The corporation places significant emphasis on the improvement and growth of its employees, enabling it to maintain an exceptional standard of quality throughout its operations.
- With extensive experience in the production of electric cars, the corporation is a **technology pioneer** and has dedicated significant resources to creating state-of-the-art advances. This has resulted in the development of several innovative technologies, including:
 - Located in the centre console, the rotary controller is one of the ways drivers can operate the iDrive infotainment interface, which is designed to manage important vehicle functions such as the navigation system, music, Bluetooth connectivity and vehicle settings. In addition, iDrive can also be accessed using voice commands or via the Touchscreen.
 - Head-Up Display (HUD). The HUD projects crucial details, such as vehicle speed, navigation directions and safety alerts, directly onto the windscreen. This allows the driver to concentrate on the road ahead and avoid having to look away.
 - Electrified driving technology. BMW has been expanding its electrified vehicle offering to add 100% electric models such as the BMW i3 and BMW iX3 and others that are plug-in hybrids such as the BMW 530e. These vehicles offer fully electric vehicles, energy efficiency and ultra-fast charging technology.
- **Large team of** highly skilled **developers and designers** who collaborate to produce vehicles of a high calibre and performance. They have a wealth of knowledge and experience in creating luxury sports cars.
- **Manufacturing processes.** BMW is also known for its automated processes that enable the creation of premium automobiles in a timely and optimised manner. This



efficiency makes it possible for BMW to produce automobiles of the highest quality.

These processes include:

- Stamping and forming: BMW uses high-precision automated hydraulic presses to stamp and form all the metal parts that make up the body of the vehicle. The parts are cut and formed using computer-controlled dies.
 - Welding: The joining of the different parts of the bodywork is done using welding robots. These robots are programmed to do the job accurately and as efficiently as possible, ensuring an optimal result in the joints of the structure.
 - Component assembly: the assembly of the most essential components such as suspension systems, braking mechanisms, engines and visual interiors of vehicles is performed between robots and humans. Robots handle routine and precise tasks, while workers perform more complex and reasoning tasks that require manual skills and path-based decisions. Notably, it is one of the few tasks during the manufacturing process where human skills are still relied on more than machines.
- **International renown.** BMW is a brand renowned for its quality, innovation and luxurious products. The company's reputation has enabled it to attract high net worth customers and secure its place as an industry leader.
 - **Financial resources.** BMW is a cyclical business as vehicles are goods with an elastic demand that is highly dependent on the economic cycle, but on the other hand the company's global presence allows it to benefit from worldwide growth and not depend only on one market. Its organic growth has been increasing and robust in recent years, both in terms of revenues and profits. The following table shows the evolution of its results in recent years.



Millones €	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
INGRESOS	53.818	48.782	43.737	54.137	63.229	70.208	70.630	75.173	85.536	86.424
EBITDA	7.018	4.257	3.338	8.216	11.131	11.340	10.396	11.474	12.413	12.571
EBIT	3.450	690	-265	4.355	7.477	7.624	6.649	7.244	7.836	7.695
Bº NETO	2.721	221	-439	2.607	4.991	4.737	4.408	4.521	5.142	5.431
Bº NETO GRUPO	3.126	324	204	3.218	4.881	5.096	5.303	5.798	6.369	6.863
Ganancias por acción €	4,80	0,51	0,33	4,93	7,47	7,79	8,10	8,85	9,70	10,47

Figure 2: BMW's annual results

In addition, BMW shows a great capacity to generate cash on a recurring basis, in recent years of €6,045 million in 2015 and €5,765 million in 2016, even as we can see during the crisis it continued to generate cash. It also invests heavily in capital both to develop and renew new car models, and to adapt to the future of autonomous and electric cars, it is expected that these high capital expenditures will return to lower levels of investment, according to the company capital expenditures should be reduced to 5% of revenues approaching their amortization, so in the future we should expect increases in cash generated.

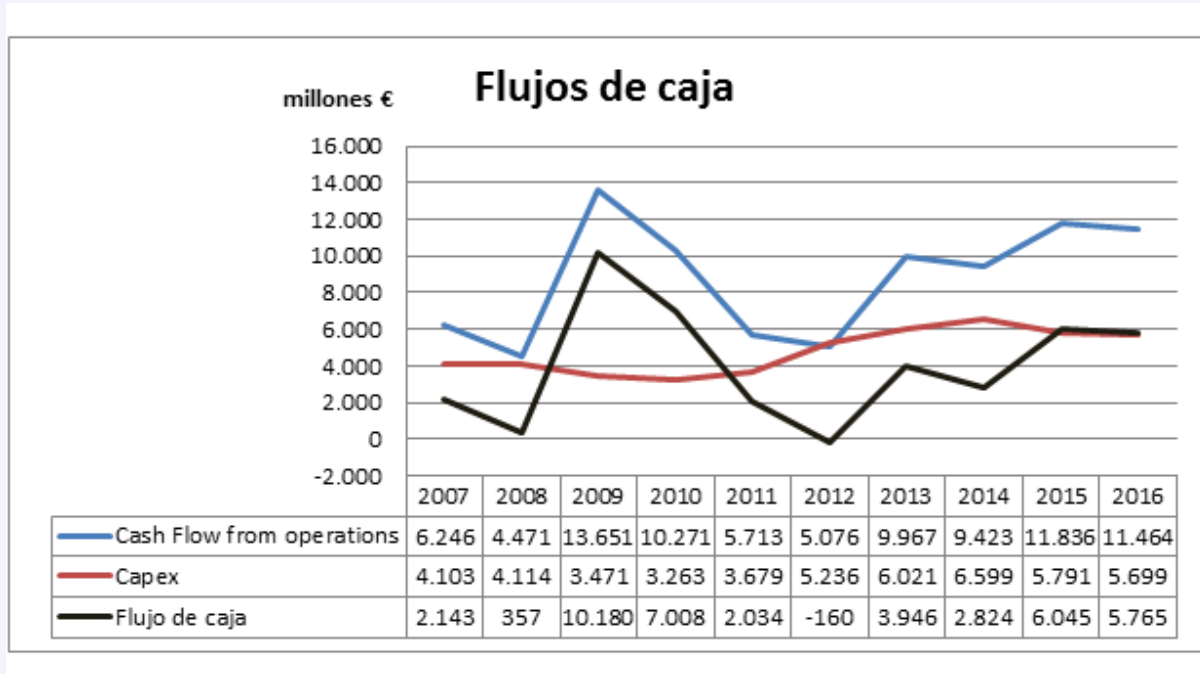


Figure 3: BMW cash flow

Marketing resources.

- **Product.** BMW stands out for its focus on the sophisticated design and quality of its vehicles. Marketing resources are devoted to highlighting the sleek lines, distinctive features and high-quality materials used in the manufacture of BMW automobiles.

Covering various consumer needs and preferences, BMW offers a wide range of products in the automotive sector. Some of BMW's outstanding offerings include

- BMW, the renowned luxury car manufacturer, offers a range of stylish and technologically advanced automobiles. The BMW 3 Series, 5 Series, 7 Series and the



iconic BMW 8 Series are among the sedans, coupes and convertibles that showcase its performance.



Figure 4: BMW luxury car

- SUVs and Crossovers: BMW offers a wide range of sport utility vehicles (SUVs) and crossovers that combine comfort, off-road capability and style. Models include the BMW X1, X3, X5, X6 and the electric SUV BMW iX3.



Figure 5: BMW SUV

- In the field of sports and performance vehicles, BMW is highly acclaimed. Renowned for their power, performance and driving dynamics, BMW M models such as the M8, M5, M4 and M3 have established their reputation.



Figure 6: BMW sports car

- Electric and plug-in hybrid vehicles: As part of its commitment to sustainable mobility, BMW has developed a line-up of electric and plug-in hybrid vehicles. This includes the BMW i3, i4, i8 and the BMW iPerformance range of plug-in hybrid models.



Figure 7: BMW Electric

- Offering a wide range of models that combine advanced technology, style and performance, BMW is also renowned in the motorbike market. Some of its famous motorbikes include the R 1250 GS, the F series and the S 1000 RR.



Figure 8: BMW Motorcycle

Price. BMW employs a pricing strategy that is based on the luxury and quality position of its vehicles. Below are some of the pricing strategies BMW has used:

- Premium pricing: BMW positions itself as a luxury and premium brand and therefore sets higher prices compared to mid-range car brands. This strategy is based on the perception of superior quality, performance and driving experience offered by the brand's vehicles.
- Model differentiation: BMW offers a wide range of models and customisation options, allowing them to segment the market and set different price points to meet the diverse needs and preferences of consumers. More exclusive and high-performance models tend to have higher prices compared to entry-level models.
- Perceived value: BMW focuses on delivering high perceived value to consumers, which justifies its premium prices. This includes distinctive design features, innovative technology, build quality, performance and value for money.

and an exciting driving experience. BMW strives to communicate and demonstrate the unique value its vehicles bring to customers.

- Personalisation options are available for customers to individualise their BMW vehicles. These options can enhance luxury, technology or performance and can be added for an additional cost, increasing the overall selling price. BMW can satisfy the personalisation desires of customers who are willing to pay for these upgrades.



Distribution. BMW uses a selective distribution strategy for the marketing of its vehicles. This strategy is based on carefully selected relationships with authorised dealers and distributors around the world. The following are the key aspects of BMW's distribution strategy:

- BMW's authorised dealers, located in various countries and regions, form an extensive network that adheres to the brand's high standards of service and quality. These dealerships serve as sales and customer service outlets, enabling BMW to reach and satisfy customers in diverse markets and maintain a cohesive buying and service experience.
- Dealer selection and training: BMW is dedicated to carefully selecting its authorised dealers, looking for partners with a strong reputation and a deep understanding of the brand and its values. In addition, the company provides ongoing training and support to dealers to ensure they are equipped to provide exceptional service and technical expertise to customers.
- Showroom experience: BMW strives to create an engaging experience in its dealership showrooms. These spaces are designed to highlight the sophistication and quality of BMW vehicles, giving customers the opportunity to explore models, obtain detailed information and take test drives. The showroom experience is

is complemented by personalised advisory services and vehicle configuration according to customers' individual preferences.

- Online sales: BMW has also moved into online sales, giving customers the option to configure and purchase vehicles through its digital platform. This allows customers to access detailed information, customisation options and pricing, facilitating the buying process from the comfort of their homes. However, online sales are often supported by direct contact with dealers to finalise the transaction and delivery of the vehicle.

- **Communication.** This brand made its stellar appearance in the world of advertising with a campaign that carried the slogan "Do you like driving?"; but the filmmakers did not know



how far the campaign would go. The first spot of the campaign showed a couple's journey, with the man driving and the woman in the passenger seat asleep. The voice-over refers to the fact that the female passenger, being asleep, stops helping the driver, doesn't give him conversation, doesn't guide the way, etc. The ad closes with the driver's luck, as he can enjoy the unique experience of driving his BMW and the emotions and sensations he can feel while driving, without being disturbed by anyone. But this was not the end of the echo that the campaign was to generate.

There are very few brands that can boast of having marked a style, even a stage, in the form of advertising communication and, even less, that have managed to place advertising in the consumer's mind above even the advertised brand. It was then that he launched his best known spot; a driver who puts his arm out of the window and enjoys the wind caressing him as his vehicle passes by. Emotional and sensory aspects appear in the foreground in order to connect in the best possible way with the future and possible customer. Shown in the simplest way, they convey to the viewer the feeling of driving a BMW, the enjoyment it brings and, through these images, transport him to the very car that appears in the advert, so that he almost feels the wind on his arm. At the same time, the camera that records the spot is strategically placed so that the audience travels to the exact spot of the driver, in the same seat.

At first, the advert may seem too simple, but that is precisely what gives it the complexity, meaning and originality that the advert possesses; it breaks with the car advertising that had been done until then, hence the extraordinary success it had. It is aimed at visual marketing, constantly showing natural landscapes, mountains, vegetation, bright and pleasant colours, until it reaches the sea. Colours that convey closeness, confidence and optimism. The light plays an important role where the protagonist enjoys unique views accompanied by a clear and sunny day. Both the hand and the almost visible air are the main thread of the advert, their interaction and the tranquillity they transmit are the key to the serenity and enjoyment of the campaign. On the other hand, it introduces auditory marketing, throughout the advert with relaxing, simple and slow music, which fulfils its main function; to transmit the relaxation and enjoyment of a pleasant drive, together with the rhythm and sound of the wind.



2.2 EXTERNAL ANALYSIS

2.2.1 PESTEL ANALYSIS.

2.2.1.1 Political Factors

In Spain, BMW is subject to a number of political factors that could have an impact on its operations. These factors cover a variety of issues, including:

- ***Tax burden.*** Spain has recently implemented a tax increase on cars, and this may have considerable consequences for car manufacturers. Demand for cars could be affected and the profitability of companies in the industry, including BMW, is likely to be affected as well.

- ***Environmental labels.*** Spain is taking measures to reduce greenhouse gas emissions in the transport industry by implementing new regulations. There are many cities in which the
The new emissions standards require BMW to invest significant resources in upgrading its products and processes to comply with them.



Figure 9: Environmental labels

2.2.1.2 Economic Factors

- Demand for cars in Spain has plummeted due to **the impact of the pandemic** on the Spanish economy. The fall in economic activity and the measures taken to contain the virus have hit the country hard.
- The automotive industry in Spain may face negative consequences due to the country's prolonged **economic instability**. This uncertainty often results in a delay in car purchases or a preference for more affordable models.

2.2.1.3 Social Factors

- Globally, the **current trend for sustainable mobility** is gaining ground and Spain is no exception to this movement. As consumers increasingly seek greener transport options, the demand for bicycles and public transport has increased. In response to this shift, car manufacturers have begun to offer a wider range of sustainable transport alternatives, including hybrid, electric and other eco-friendly models.



Figure 10: Sustainable mobility

2.2.1.4 Technological Factors

- **The impact of production automation** is a crucial technological aspect influencing the automotive industry in Spain. To improve efficiency and product standards, companies are directing their investments towards advanced technology and robotics. According to the consultancy report

According to Deloitte, spending on automation technology in the Spanish automotive sector is expected to increase in the coming years.

- **Autonomous mobility technology** is a rapidly evolving field that has the potential to revolutionise the automotive industry in the coming years. Spain is one of the countries currently testing autonomous vehicles on both public and private roads in an effort to further advance and enhance this technology.



2.2.1.5 Ecological Factors

- **Switching to electric vehicles.** Spain is driving the transition to electric vehicles as part of its climate change action plan. This may have a significant impact on car companies, including BMW, which will have to adapt to this new trend and make investments in electric vehicle technologies.
- **Air pollution** presents a major challenge in Spain, especially in urban areas. The automotive industry plays an important role in contributing to this problem. Therefore, measures such as low emission zones and traffic restrictions have been implemented in several cities, including Madrid and Barcelona, to combat this problem.
- **The importance of vehicle recycling** is growing in Spain as a result of the need for waste reduction and the promotion of the circular economy. Car manufacturers have a responsibility to comply with specific recycling laws and to ensure that end-of-life vehicles are properly recycled.

2.2.1.6 Legal Factors

- **The Climate Change and Energy Transition Law** sets targets to reduce greenhouse gas emissions and implements strategies to reduce greenhouse gas emissions.

to encourage the shift towards a low-carbon economy, such as the promotion of sustainable modes of transport such as electric vehicles.

- **The United Nations 2030 Agenda** sets out the Sustainable Development Goals (SDGs), one of which is *SDG 11: Sustainable Cities and Communities*. In order to achieve this goal, a particular target is to increase the cleanliness and sustainability of cities. This requires the implementation of competent waste disposal strategies and a substantial decrease in air and water pollution levels. To achieve this, the promotion of sustainable methods and technologies in the areas of urban planning, transport and construction is imperative.



Figure 11: Agenda 2030. SDG 11 Sustainable cities and communities

2.3. COMPETITIVE ANALYSIS

Efficiency, design, price, innovation and quality are the key factors driving fierce competition in the automotive world, as several manufacturers strive to acquire the largest market share.

In the battle for customers, vehicle manufacturers face off in several markets, including compact cars, light trucks, electric vehicles, large sedans and SUVs. In addition, market rivalry can fluctuate between geographic areas, leading to certain companies dominating certain regions.

Today's consumers expect the latest features for their vehicles, such as online connectivity, autonomous driving capabilities and advanced safety systems. Manufacturers, therefore, must face the continuous innovation hurdle to keep up with market trends.



In addition, premium vehicle manufacturers must comply with the stringent fuel efficiency and emissions standards that are the order of the day around the world.

These manufacturers are also facing a wave of competition from technology start-ups, such as Tesla, which are bringing innovative solutions to the market.

2.3.1 LEVELS OF COMPETENCE

Direct Competition:

- Mercedes-Benz: BMW and Mercedes-Benz are German luxury car brands and compete directly in the premium car market. Both companies offer a wide range of models and compete in terms of performance, technology, design and quality.
- Audi: Audi is another German luxury car brand that competes directly with BMW in the premium segment. Audi focuses on technological innovation and elegant design, and also offers a variety of high-end models.

Indirect Competition:

- Lexus: As a Japanese luxury brand, Lexus competes indirectly with BMW in the premium car market. Lexus stands out for its focus on comfort, quality and advanced technology.
- Jaguar Land Rover: Jaguar and Land Rover are British brands that compete indirectly with BMW in the premium segment. These brands focus on luxury, performance and versatility, offering both sports cars and SUVs.
- Volvo: Volvo is a Swedish brand that competes indirectly with BMW, focusing on safety, quality and technological innovation. Volvo has positioned itself as a leader in advanced safety technologies.

Emerging Competence:

- Tesla: Tesla is an American electric vehicle company that has gained popularity in the luxury electric vehicle segment. Although Tesla does not directly offer the same models as BMW, its focus on electrification and innovative technology represents emerging competition for the brand.



- Chinese companies: Chinese automotive companies, such as BYD and Geely, are gaining ground in the global market and could represent emerging competition in the future. These companies are investing in electric vehicles and advanced technologies to compete in the luxury car market.

2.3.2 MAIN COMPETITORS

Below is a list of BMW's most prominent competitors.



Audi is a world-renowned automotive brand, known for exceptional quality, innovative technology and impeccable designs. The benefits associated with Audi vehicles include state-of-the-art technology, with pioneering safety, driver assistance and infotainment systems.

It is a company that is continually pushing the boundaries in the automotive industry.

The Audi brand is synonymous with elegant, contemporary aesthetics, with refined contours and meticulously crafted elements. Its vehicles epitomise modern design sensibilities. With an emphasis on automotive personalisation, this brand offers a wealth of options for customers. From accessories to materials, a wide spectrum of options is available, including a range of colours to suit various preferences.



Superior standards of quality and reliability are also a hallmark of Audi. A vital aspect of its manufacturing process is the use of premium materials and advanced technology, resulting in durable and reliable vehicles that perform exceptionally well for many years.

Audi also offers a wide range of models to bring all the strengths to drivers. From economy compacts to high-end SUVs, you'll be able to easily find a vehicle that aligns with your unique lifestyle.

The heritage of motorsport is immersed in Audi's DNA, which the company manages to materialise in vehicles that evoke exhilaration and delight. Each of its designs is tailored to an immersive and active way of driving with the car's characteristics.

In short, Audi is a car brand renowned for its quality, innovative technology, elegant and modern design, reliability and wide range of models.



Mercedes-Benz

Quality, design and exceptional performance are the hallmarks of the world-renowned luxury car brand Mercedes-Benz. To remain a market leader, the company employs a number of strategies, including the continued prioritisation of technological development, which has resulted in notable innovations such as Mercedes-Benz Intelligent Drive. This innovative autonomous driving system takes driving to unprecedented levels of excitement. The company is constantly at the top of the industry and, as its management has already publicly stated, it will

They are very proud of them, a feeling that they also manage to transmit to their customers.

This brand is distinguished from others by its uncompromising excellence and outstanding customer satisfaction scores.

Mercedes-Benz cars project a sophisticated and refined brand image down to the last detail, thus maintaining demand among a loyal customer base. Mercedes has built up a large fan base due to its diverse range of models, perfectly suited to a broad customer base. The ability



to adapt to all individual preferences, from compact to truly luxurious cars, demonstrates the brand's versatility and adaptability.

Through its specially designed maintenance programmes, Mercedes-Benz ensures unrivalled customer satisfaction and performance. Its first-class customer service guarantees unrivalled support for Mercedes-Benz car buyers.

Mercedes-Benz has successfully distinguished itself in the highly competitive automotive industry by combining customer happiness, brand recognition, diverse product lines, stringent quality standards and intelligent advances.

The following table summarises the main differentiating elements of the above competitors:

BRAND	MAIN FEATURES
AUDI	Pioneering safety, driver assistance and infotainment systems.
MERCEDES	Unwavering excellence and outstanding customer satisfaction scores.

Figure 12: Direct competition

Returning to the business of the present plan and looking at commonalities with all the competition, we cannot deny that exceptional driving experiences are BMW's top priority. Furthermore, we can also observe that BMW's competitive advantages over its rivals include a very harmonious fusion of modern design and state-of-the-art technology, as BMW has always distinguished itself by creating functional and eye-catching vehicles that do not go unnoticed. In addition, it always manages to represent and associate the brand with the concept of German engineering, which is known for various achievements such as when BMW revolutionised the automotive industry with advanced features like the iDrive infotainment system along with powerful and environmentally friendly engines.



On the other hand, BMW must pay close attention to materials and also ensure meticulous assembly and finishing, the firm prioritises exceptional quality in all its vehicles as a key element. Its aim is to offer nothing less than the very best quality. The exceptional driving experiences of BMW users are underpinned by the precision engineering and production quality that elevate its vehicles above the competition.

There are many "fans" who identify with the German brand's ideals, which revolve around the love of driving and performance.

Another aspect that supports them is the wide and varied range of car models available, which is the main factor contributing to their thriving market presence.

As we have seen with previous companies as it is essential to stay ahead in the industry, all types of customers can find their perfect match in its portfolio, which includes compact, electric and luxury SUVs.

In short, BMW has gained a competitive advantage in the luxury car market through its focus on quality, its ability to innovate and its wide range of models, all backed by a globally recognised brand and reputation and arguably some of the best engineering in the industry.

2.4 MARKET ANALYSIS

2.4.1 SECTOR ANALYSIS

Analysis of the Automotive Sector in Spain:

The automotive sector in Spain plays an important role in the country's economy, both in terms of production and employment. The following is a comprehensive analysis of the automotive sector in Spain:

Production and Sales: Spain is one of the leading car producers in Europe and the world. In recent years, it has experienced steady growth in vehicle production and exports. In 2020, despite the COVID-19 pandemic, around 2.3 million vehicles were produced in the country. However, new car sales were negatively affected due to restrictions and economic uncertainty.



Manufacturers and Brands: Spain is home to several production plants of major car manufacturers, including Volkswagen, Renault, SEAT, Ford, PSA Group and Nissan. These plants not only supply the local market, but also export vehicles to other countries. In addition, there is a significant presence of component manufacturers and service providers in the sector.

In Spain, there is a growing fascination with electric and hybrid vehicles due to the increasing desire for sustainable transport. Manufacturers and the government in Spain are actively encouraging the use of electric vehicles by providing tax benefits and developing charging stations. While the current market for electric vehicles is not substantial, it is expected to experience substantial expansion in the near future.

Driving innovation and technology, the automotive industry in Spain is pushing the boundaries in several sectors, including connectivity, digitisation and autonomous driving. Companies are investing resources in creating cutting-edge driver assistance solutions and infotainment systems. In addition, collaborative research and development projects with universities and technology centres are underway.

Employment and Economic Contribution: The automotive sector is an important generator of employment in Spain, both directly and indirectly. It also contributes significantly to the national economy through the generation of tax revenues, exports and the attraction of foreign investment.

Challenges and Opportunities: The automotive sector in Spain faces a number of challenges, such as economic uncertainty, global competition and changes in market demand. However, there are also opportunities in areas such as sustainable mobility, digitalisation, exports and collaboration in research and development.

In summary, the automotive sector in Spain is a key pillar of the economy, with strong production and the presence of international manufacturers. Although it presents challenges, the growing demand for electric and hybrid vehicles and the focus on technological innovation offer opportunities for growth and adaptation to changes in the market.



2.4.2 CONSUMER ANALYSIS

Consumer analysis in the automotive sector in Spain is fundamental to understanding the preferences, behaviours and needs of car buyers. The following is an analysis of the consumer in this sector:

Brand Preferences: Spanish consumers tend to have a preference for well-known and reputable brands in the automotive market. Brands such as SEAT, Volkswagen, Renault, Peugeot, Ford and Opel are popular in the Spanish market. In addition, the appeal of premium brands such as BMW, Mercedes-Benz and Audi is also significant for certain consumer segments.

Buying Trends: Spanish consumers tend to conduct extensive research before buying a car. Searching for information online, comparing prices and features, as well as reading reviews and opinions from other buyers, are common practices. Vehicle choice is influenced by factors such as price, safety, design, performance, energy efficiency and brand reputation.

Sustainable Mobility: There is a growing interest in sustainable mobility and low emission vehicles in Spain. Consumers are increasingly concerned about environmental impact and are looking for more environmentally friendly options such as electric and hybrid vehicles. Government incentives and the expansion of charging infrastructure are contributing to this trend.

Financing and Flexibility: Financing plays an important role in car purchases in Spain. Many consumers opt for financing through loans or leasing to purchase a vehicle. In addition, flexibility in payment options and the ability to customise the vehicle to individual needs are valued by consumers.

Dealer experience: The dealership experience is a key factor in purchase decisions. Consumers value customer service, friendliness of staff, availability of test drives and transparency in the purchase process. Efficient after-sales service and the availability of

Maintenance and repair are also important considerations for buyers.



Digital Influence: The use of the Internet and social media is increasingly relevant in car buying decisions. Consumers search for information online, visit manufacturers' and dealers' websites, and consult other users' opinions on forums and review platforms. Brands' online presence and an effective digital marketing strategy are key to reaching and engaging consumers.

In summary, consumers in the automotive sector in Spain are demanding and are looking for quality vehicles that meet their individual needs and preferences. Sustainable mobility, dealer experience and digital influence are important factors to consider when developing marketing and sales strategies in the Spanish market.

3. SWOT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">● <u>Recognition.</u> The luxury car industry worldwide recognises the BMW brand.● <u>Wide range of products.</u> High-performance, high-quality vehicles are available in a variety of styles, from luxury SUVs to sports cars.● <u>Global positioning.</u> With an impressive global position, BMW dominates in North America, Asia and Europe.● <u>Engineering.</u> In terms of technology and conservation, this company has gained notoriety for its innovative leadership.● <u>Personalised product.</u> By offering countless options for car	<ul style="list-style-type: none">● <u>Price.</u> BMW has a higher price compared to other cars and this may make it difficult for the company to target specific niche markets.● <u>Ecology.</u> Environmentalists have criticised BMW for its commitment to environmental causes. Concerns are raised about its unclear transparency on emissions and overall environmental record.



<p>customisation, the company taps into society's growing desire for personalised vehicles. It allows customers to tailor their vehicles to their preferences using a multitude of unique features.</p>	
<p>OPPORTUNITIES</p> <ul style="list-style-type: none">• <u>Electric vehicles.</u> BMW is well positioned to benefit from the growing demand for electric and hybrid cars, thanks to its long-term investment in technology. As the trend grows, the company stands to gain significant market share.• <u>Market share in other geographic areas.</u> Expanding its market share will not be a problem for BMW thanks to growing demand for luxury vehicles in Asia and Latin America.	<p>THREATS</p> <ul style="list-style-type: none">• <u>Geographical instability.</u> If we analyse BMW's earnings, we realise that they are not very impressive considering that most of them come from Europe and North America. This means that they are susceptible to economic instability in those regions and can easily be affected after a crisis.• <u>Strong competition.</u> BMW is engaged in a highly competitive sector within the luxury car industry. Technology start-ups such as Tesla are challenging BMW's market position due to the growing demand for hybrid and electric cars.• <u>The</u> company's <u>profitability</u> is affected by production costs when emission and safety standards are increasingly tightened by the government.

Figure 13: SWOT analysis

In conclusion, BMW faces potential challenges in overcoming competition, complying with government regulations and addressing objections from consumer associations. However, the company has a broad and impressive product line-up, global presence and the opportunity to capitalise on the current trend towards electric vehicles and customised cars.



4. SEGMENTATION

BMW's company target is defined as a specific segment of consumers to which the company directs its marketing and sales efforts. BMW has established its reputation as a manufacturer of luxury and performance automobiles, so its target is focused on customers seeking premium vehicles with a focus on performance, quality, innovation and design.

A comprehensive definition of BMW's target is provided below:

Demographic criteria:

- Age: BMW's target group is primarily young and middle-aged adults between the ages of 30 and 55. However, it can also attract younger customers looking for an exciting, high-performance driving experience.



- Income: BMW's target market is middle to high income consumers, who can afford premium vehicles and are willing to invest in a superior driving experience.
- Educational level: BMW customers tend to have a higher level of education, valuing quality, innovation and advanced technology in their vehicles.

Psychographic criteria:

- Lifestyle: BMW's target group consists of people who have an active and dynamic lifestyle. They are ambitious, successful and achievement-oriented individuals who are looking for a car that reflects their status and personality.
- Hobbies and interests: BMW customers tend to have an interest in performance, technology and exciting driving. They may enjoy outdoor activities, sports and travel, and are looking for a car that gives them a pleasurable driving experience.

Purchasing behaviour:

- Driving experience: BMW's target audience values an exciting, high-performance driving experience. They look for vehicles with power, fast acceleration, precise handling and finely tuned suspension.
- Technological innovation: BMW customers appreciate advanced technology in their vehicles. They look for state-of-the-art features and systems, such as intuitive infotainment systems, advanced driving assistants and connectivity options.
- Quality and prestige: BMW's target market looks for high-quality, prestigious vehicles with attention to detail in design and materials. They value craftsmanship, elegance and a sense of luxury in their cars.

In short, BMW's target demographic is comprised of young and middle-aged adult consumers, with middle to high incomes, who value performance, quality, innovation and design in their vehicles. They are individuals with an active and dynamic lifestyle, seeking an exciting, high-performance driving experience, backed by advanced technology and a prestige associated with the BMW brand.



5. OBJECTIVES

5.1 SMART REGULATION

5.1.1 Specific.

Avoiding ambiguity is crucial for effective objectives. It is precisely and specifically defined objectives that make them clear and specific, rather than leaving them open to interpretation. In other words, clarity is achieved when objectives are defined concretely and precisely.

5.1.2 Measurable.

To be measurable, objectives must be precisely defined. This approach helps to assess whether or not the objectives have been achieved.

5.1.3 Achievable.

Achievable goals are vital for success. Striking a balance between challenge and reality is key. Goals should be set that are within the company's reach, as unattainable ones will demotivate the team.



5.1.4 Realistic.

To ensure effectiveness, objectives must be realistic. This means that they should be aligned with the company's overall objectives and long-term vision, and be of significant value and importance to the organisation.

5.1.5 Time bound.

Objectives should be time-bound with a specific deadline for achievement. This approach ensures that progress is tracked and that the deadline is met. Therefore, the deadline should be clear and specific for effective measurement of progress.

5.2 TARGET SETTING

We can set several objectives to maintain BMW's recognition and status as a premium luxury car manufacturer. To consolidate this status, we propose the company to achieve the following objectives:

OBJECTIVE 1	Positioning as a top 3 electric vehicle company
PO (Target)	Drivers who prioritise the environment and energy efficiency
Strategies	<ul style="list-style-type: none">• Differentiation• Product development
Actions	<ul style="list-style-type: none">• Creating innovative vehicle models• Convey the utmost reliability in this respect to the customer.
Budget	1 billion
Timing	2024

Figure 14: Objective 1



The first objective focuses on current and potential customers who are interested in the comprehensive care of the environment and the natural exploitation of the planet's resources. BMW will aim to position itself within one calendar year (May 2024) as one of the top 3 companies in terms of sustainable mobility and energy efficiency. To do so, it must pursue a well-defined strategy of differentiation and new product development, exploiting its brand strengths, which are underpinned by flawless German engineering, well capable of achieving such a goal.

OBJECTIVE 2	Increase customer satisfaction by 3%.
PO (Target)	Own customers with high-performance vehicles
Strategies	<ul style="list-style-type: none">• Differentiation• Product development
Actions	<ul style="list-style-type: none">• Investment in after-sales support and follow-up• Bringing customer feedback closer through survey campaigns and forms.
Budget	10 million
Timing	6 months

Figure 15: Objective 2

The second objective is to achieve a 3% improvement in customer satisfaction with the company. The target audience we are addressing for this are regular customers of the brand with high-performance vehicles. As a strategy we continue to align ourselves with BMW's mission, which is to deliver value over and above the competition through differentiation and innovative product development.



In order to achieve this objective, a high investment in the PTV support and follow-up block should be made to provide greater security to the customer during the whole process of contact with the company and the future useful life of the product, as well as various survey campaigns and forms that allow us to know the evolution of the situation.

OBJECTIVE 3	Improve the return on invested capital by 4%.
PO (Target)	BMW
Strategies	<ul style="list-style-type: none">• Maximising shareholder value• Cost reduction in the supply chain
Actions	<ul style="list-style-type: none">• Participation in index funds of consolidated companies• Exploiting economies of scale
Budget	Not determined
Timing	2024

Figure 16: Objective 3

As a third objective, BMW aims to improve the return on capital invested in the company by 4% for the period of one calendar year (May 2024). To this end, they must constantly pursue the maximisation of shareholder value as well as the reduction of costs along all links of the supply chain, so that it is always updated to the most efficient and optimal way of operating.



To maximise shareholder value, BMW will use funds earmarked for financial investment to participate in ETFs of well-established companies and will seek to maximise economies of scale to reduce costs.

6. STRATEGIES

To achieve the above objectives, BMW can employ certain strategies that focus on the following components:

On the one hand, it is essential that BMW is highly committed to maintaining sustainable and socially conscious practices, while ensuring that they this message is communicated effectively. To achieve this goal, it is imperative that the company focuses on reducing its carbon footprint, incorporating sustainable materials into both its operations and vehicle manufacturing process, and enforcing ethical standards throughout its supply chain.

BMW must also reinforce product excellence and reduce costs efficiently. To achieve this, they must pay vital attention to simplifying production processes as this presents an opportunity to improve the efficiency of their supply chain.



All this will lead intrinsically and due to the effect of inertia to the achievement of increasing the satisfaction of existing customers within the company.

6.1 DIFFERENTIATION

BMW must stand out as a leader in the segment of high-performance and technologically advanced vehicles. Emphasis should be placed on its ability to offer cars that provide an exciting and superior driving experience. In addition, the company must develop and promote innovative technologies such as advanced driver assistance systems, intelligent connectivity, industry-leading safety features and efficient and environmentally friendly propulsion systems.

Design should focus on clean, sleek and bold lines that reflect elegance, modernity and sophistication, emphasising craftsmanship and attention to detail in every aspect of the design, from the luxurious interior to the high quality materials used in the construction of the vehicles.

The company should also offer personalisation options so that customers can create a vehicle that suits their individual tastes and needs. This may include a choice of trim, colours, equipment options and additional technology.

In terms of sustainability and electrified mobility, BMW must continue to lead the way in the development of electric and plug-in hybrid vehicles. Emphasise the company's commitment to sustainable mobility and emissions reduction, without compromising on performance and driving experience. Consider expanding the charging infrastructure and offering innovative charging solutions to ensure the comfort and convenience of BMW electric vehicle owners.

To maintain and strengthen BMW's image as a luxury and prestige brand, the production of special editions and exclusive vehicles must be limited to increase its appeal to customers looking for something unique and high-end. Strategic partnerships with luxury brands in other industries, such as fashion, watchmaking or design, may also be possible to offer exclusive experiences.



Finally, to enhance that feeling of differentiation to the customer, creative and content-focused marketing strategies should be used to convey BMW's values and reach a wider audience. This can include the use of digital media, social media, influencers, events and collaborations with renowned artists or athletes.

6.2 PRODUCT DEVELOPMENT

To successfully realise this strategy, BMW must continue to expand its product line-up to meet different consumer needs and preferences. This involves developing new models in various segments, such as sedans, SUVs, coupes, sports cars and electric vehicles, as well as identifying niche opportunities and emerging segments in the automotive market to introduce exclusive and differentiated models.

Continue to invest in the development of electric vehicles and plug-in hybrids to offer customers sustainable options. Expand BMW's range of electric vehicles to cover different segments and mobility needs.

Moreover, the range of electric vehicles should be improved, as well as energy efficiency, through the use of more advanced battery technologies and faster charging systems. Continue to innovate in automotive technologies, such as driver assistance systems, advanced infotainment, intuitive user interfaces and smart connectivity. Integrate emerging technologies, such as augmented reality, autonomous driving and artificial intelligence, to improve the driving experience and safety.

It is also important to focus on reducing emissions and improving the efficiency of internal combustion engines. Continue to develop cleaner and more efficient engines and intelligent energy management systems and use lighter and more sustainable materials in vehicle construction to reduce environmental impact and improve energy efficiency.

On the design front, continue to lead the way in automotive design, developing distinctive, cutting-edge designs that reflect BMW's identity and captivate customers. Explore new forms



of design, such as more aerodynamic lines, sleeker profiles and advanced lighting elements, to create visually striking and recognisable vehicles.

6.3 MAXIMUM SHAREHOLDER VALUE

Revenue Growth and Profitability:

First, the company needs to look for growth opportunities in key markets and high-potential segments. This may include geographic expansion in emerging markets and the development of new products and services to meet changing customer needs. Operational efficiency must be optimised and costs reduced through the implementation of efficient management practices and advanced technologies in the supply chain, production and distribution.

On the other hand, profitability has to be improved through careful management of pricing and product mix, focusing on the most profitable segments and maximising sales and service revenues.

Corporate Social Responsibility (CSR):

Adopt a robust CSR strategy that demonstrates BMW's commitment to sustainability, environmental and social responsibility, and business ethics. This includes implementing responsible business practices across operations, reducing carbon footprint and promoting diversity and inclusion in the workforce. Communicate and make transparent BMW's CSR initiatives to enhance brand perception and strengthen the trust of shareholders, investors and society at large.

Financial Management and Efficient Capitalisation:

Maintain sound financial management, including an adequate capital structure and efficient liquidity management. This will help reduce financial risk and maximise returns to shareholders. Also, actively managing the asset portfolio and pursuing divestment or acquisition opportunities can create value for shareholders.



It is also important to maintain clear and transparent communication with shareholders at all times by providing financial reports on a recurring basis.

6.4 COST REDUCTION IN THE SUPPLY CHAIN

To reduce costs in the supply chain, one must first analyse and optimise the supplier network, identifying opportunities to consolidate suppliers, negotiate favourable contracts and improve logistical efficiency. Implementing supply chain management practices, such as just-in-time (JIT) and lean manufacturing, can reduce inventory and warehousing costs.

Production Efficiency. Implementing advanced production technologies, such as automation and robotics, to improve efficiency and reduce labour costs can contribute to small savings at different stages of the chain. As well as using quality management and continuous improvement systems to minimise defects and optimise production processes.

Materials Cost Management. Undertake a thorough cost analysis and look for cost reduction opportunities in the materials used in the manufacture of vehicles. Negotiate strategic agreements with suppliers to obtain competitive prices and favourable purchasing conditions, explore alternative and more efficient material options to reduce costs and improve sustainability, without compromising vehicle quality and performance.

It is crucial to promote sustainable design and production practices that minimise environmental impact and reduce costs associated with waste management and emissions. Energy efficiency measures, such as the implementation of renewable energies, optimisation of energy consumption and efficient waste management, should be implemented in production facilities.

In the supply chain, it is crucial to establish strategic partnerships with suppliers. This helps to share knowledge, reduce costs and improve efficiency. In doing so, there are opportunities to identify joint improvements and cost reductions.



7. PROGRAMME OF ACTION

ACTIONS	OBJECTIVES
Creating innovative vehicle models	Positioning as a top 3 electric vehicle company
Convey to the customer the highest reliability in electric vehicles.	Positioning as a top 3 electric vehicle company
Investment in after-sales support and follow-up	Increase customer satisfaction by 3%.
Bringing customer feedback closer through survey campaigns and forms.	Increase customer satisfaction by 3%.
Participation in index funds of consolidated companies	Improve the return on invested capital by 4%.
Exploiting economies of scale	Improve the return on invested capital by 4%.

Figure 17: Action programme

Creating innovative vehicle models. To create innovative vehicle models, it is important to follow a strategic and creative approach that incorporates various elements such as market research and trends, conceptual design and development, prototyping and testing, collaborations, sustainability and efficiency, user experience and feedback.



Convey the highest reliability in electric vehicles to the customer. To this end, elements such as product quality and performance, warranties and after-sales service, transparency in performance data must be followed and taken into account.

Investment in after-sales support and follow-up. To do this we must consolidate the following factors:

1. Establish a dedicated Customer Service Team
2. Develop an after-sales follow-up programme.
3. Provide Scheduled Maintenance Services
4. Training and Technical Support
5. Roadside Assistance Services
6. Loyalty Programmes and Exclusive Benefits
7. Continuous Improvement and Feedback

Approach customer feedback through survey and form campaigns. We could follow this action by taking the following steps:

1. Set Clear Objectives
2. Design the Questionnaire or Survey
3. Determine the Method of Distribution
4. Audience segmentation
5. Establish Incentives
6. Launch the Campaign

Participation in index funds of well-established companies through thorough research by experienced and long-standing analysts.

Exploiting economies of scale through the most efficient production possible, large volume purchasing, R&D, and optimisation of logistics.



8. TIMELINE

Below is a table showing the timetable for the planning of the project. strategic actions carried out by the company to achieve its objectives marked above.

ACTIONS	M	J	J	A	S	O	N	D	E	F	M	A	M
Creating innovative vehicle models													X
Convey the utmost reliability in this respect to the customer.									X				
Optimise after-sales support and follow-up						X							
Maximising shareholder value									X				
Cost reduction in the supply chain													X

Figure 18: Timeline



9. BUDGET

The approximate total cost of all the actions to be taken amounts to a value of
 $100\,000\,000 + 10\,000\,000 + 75\,000 = 110\,075\,000$ €

It should be noted that this value is approximate and may be subject to upward or downward variations throughout the process.

10. CONTROL

In order to check that the objectives and strategies are being met, a series of control tools are established, which are set out in the following table.

OBJECTIVE	FREQUENCY OF TESTING	INDICATOR
Positioning as a top 3 electric vehicle company	SEMESTRAL	Analyse engineering developments in this field
Increase customer satisfaction by 3%.	QUARTERLY	Surveys and forms in social networks



Improve the return on invested capital by 4%.	ANNUAL	Concrete supply chain savings figure
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Figure 19: Control

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