Consumer Behavior Analysis And Marketing Communications Strategy Development: The Case Of Citroen Xantia

A THESIS

Murat Tolga ESER

Ankara, July 1996

CONSUMER BEHAVIOR ANALYSIS AND MARKETING COMMUNICATIONS STRATEGY DEVELOPMENT: THE CASE OF CITROEN XANTIA

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By

MURAT TOLGA ESER

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I certify that I have read this thesisi and in my opinion it is fully adequate, in scope and reality, as a thesis for the degree of Master of Business Administration

Assoc. Prof. Güliz Ger

I certify that I have read this thesisi and in my opinion it is fully adequate, in scope and reality, as a thesis for the degree of Master of Business Administration

Assoc. Prof. Dilek Önkal

I certify that I have read this thesisi and in my opinion it is fully adequate, in scope and reality, as a thesis for the degree of Master of Business Administration

Assist. Prof. Ayşe Yüce

Approved for the Graduate School of Business Administration

Prof. Dr. Subidey Togan

ABSTRACT

CONSUMER BEHAVIOR ANALYSIS AND MARKETING COMMUNICATIONS STRATEGY DEVELOPMENT: THE CASE OF CITROEN XANTIA IN TURKEY

MURAT TOLGA ESER
BİLKENT MBA

Supervisor : Assoc. Prof. Güliz Ger

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The Turkish car market is becoming more and more volatile through the years. The growth potential had attracted many firms to the market before 1994. The 1994 crisis resulted with nearly fifty percent decrease in sales. Market conditions and competition have begun to change recently by the recent introduction of new models, feasibility studies and investments of world giants to enter the market and the Customs Union which

decreased the customs tax on import cars. Baylas entered the market with Citroen at 01.07.1995

While working with automotive companies in summer training I found out that the small scale import firms are not performing their marketing communication business with appropriate marketing and consumer behavior analysis. In this thesis it is argued that a consumer behavior study is crucial for a firm to find out the differentiation points that are significant in the eyes of the consumers. It is also discussed that the adaptation of consumer orientation, which takes the current needs and perceptions of the consumers into consideration, is crucial for the success of the communications strategy, which is a sustainable differentiation factor.

Therefore a marketing research has been conducted for the car market in order to better understand the needs of the consumers, to find out significant differences as well as similarities among consumers.

Depending on the marketing research conducted a target segment is identified and alternative communication and marketing recommendations are given to the marketing department of Citroen Xantia.

Keywords : Market Orientation, segmentation, image, positioning, communications strategy, product category, car market in Turkey

ÖZET

TÜKETİCİ DAVRANIŞLARI ANALİZİ VE PAZARLAMA KOMUNİKASYONU STRATEJİSİ GELİŞTİRİLMESİ : CITROEN XANTIA

MURAT TOLGA ESER
BİLKENT MBA

Danışman : Doç. Dr. Güliz Ger

Türkiye araba pazarı yıldan yıla çok değişken bir pazar haline gelmektedir.Potansiyel 1994 yılından önce birçok firmayı çekmiştir.1994 krizi satışları etkilemiş ve yüzde elli bir düşüşe sebebiyet vermiştir.Pazar durumu ve rekabet, yeni modellerin pazara sunumu, dünya devlerinin yeni yatırımları yada yatırım araştırmaları ve gümrük birliğinin getirdiği gümrük vergisi düşümüne bağlı olarak değişmeye başlamıştır. Citroen pazara 01.07.1995 tarihinde Baylas firması ile girmiştir

Yazın yaptığım staj esnasında düşük kapasiteli ithalat firmalarının işlerini yürütürken pazar araştırması ve tüketici davranışları analizi yapmadan reklam stratejileri geliştirdiklerini gördüm. Bu tezde tartışılan konu bir pazarlama ve tüketici davranışları çalışmasının tüketicinin gözündeki belirgin ayırt edici noktaların bulunması açısından çok önemli olduğudur. Bunun yanında tüketicilerin ihtiyaç ve algılarını gözönüne alındığı tüketici oryantasyonunun devamlı bir farklılaşma noktası olduğu ve bir reklam stratejisi oluşturmada çok önemli bir faktör olduğudur.

Bundan dolayı tüketicinin isteklerini daha iyi anlayabilmek, tüketicilerin aralarındaki benzerlik ve değişiklikleri daha iyi ortaya çıkarabilmek için bir pazar araştırması yapılmıştır.

Bu pazar araştırmasına dayalı olarak bir hedef kitle belirlenmiş ve bu kitle için alternatif reklam ve pazarlama önerileri verilmiştir.

Anahtar Kelimeler: Pazar Oryantasyonu, pazar bölümlemesi, imaj , konumlandırma, haberleşme stratejisi, ürün kategorisi, Türkiye araba pazarı

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TO MY FAMILY,

FOR THEIR LOVE AND CARE

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I. INTRODUCTION

The activities of the business world have been affected by many paradigms in the last fifty years. For certain years, manufacturing paradigm was the center of strategic management and the popular hero was the man who could get things out of the factory door - the manufacturing man. Later mass marketing was invented to sell standardized mass produced products to similarly standardized, undifferentiated mass of consumers (Schultz et al, 1994)

Kotler (1991) defines five competing concepts under which organizations conduct their marketing activities. These concepts are :

1) The production concept which holds that consumers will favor those products that are widely available and low in cost. The important managerial aspects are high production efficiency and wide distribution coverage.

2) The product concept which holds that consumers will favor those products that offer the most quality, performance, or innovative features. Managerial aspects are to make superior products and to improve them over time.

3) The selling concept which holds that consumers, if left alone, will ordinarily not buy enough of the organization's products. The organization must therefore undertake an aggressive selling and promotion effort.

4) The marketing concept which holds that the key to achieving organizational goals consist in determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors.

5) The societal marketing concept which holds that the organizations task is to determine the needs, wants, and interests of target markets and to deliver the desired satisfaction

more effectively and efficiently than competitors in a way that preserves or enhances the consumer's and the society's well being.

In a changing and globalizing world marketing and societal marketing concepts are the concepts which are more focused on customer and needs strong consumer orientation. These latest two concepts can be combined with Shultz et al.'s (1994) new paradigm which is also based on consumer orientation. According to them traditional market variables such as product development, pricing, distribution channels can be effective only in less developed, less sophisticated, less informed marketplace. In a parity marketplace, the only real differentiating feature that a marketer can bring to consumers is what those consumers believe about the company, product, or service and their relationship with the brand. The only place that real product or brand value exists is within the minds of the customer. Companies who wants to survive need to implement a philosophy which gives more and more importance to customers and which tries to deliver superior values to their target customers.

Customer orientation which inherently includes understanding the needs and the perceptions of the consumers, is becoming a very effective strategic approach in the competitive market environment where perceptions rather than reality counts. In the light of this framework, advertising, sales promotion, direct response marketing, and public relations practitioners are busy finding common ground to meet the coming challenge of selling to consumers rather than markets.

In this thesis, it is argued that the study of the consumer behavior in the Turkish Import car Market that has long been underestimated by the agents in the market, is crucial for Citroen to compete the changes in the market and find differentiation points that are significant in the eyes of the consumers. It is also discussed that the adoption of a consumer orientation, which takes the current needs and perceptions of the consumers into consideration, is crucial for the success of the communications strategy, which is a sustainable differentiation factor, as mentioned by Schultz et al (1994). Therefore a marketing research has been conducted for the import car market in order to better understand the needs and perceptions of the consumers, to find out significant differences as well as similarities among the consumers. The marketing research which we conducted was depending on both primary and secondary data. The primary data was obtained by questionnaires, focus groups, observations and interviews. Secondary data was obtained by commercial data, government publications, periodicals and books. Depending on the marketing research conducted an alternative marketing strategy, a new target segment and a communication strategy has been suggested for Citroen.

II . LITERATURE SURVEY

The aim of the literature survey which I performed is to identify what market orientation is for a company, the criteria for market selection and different modes of entry. After the identification of the above points I continued with target marketing which comprises market segmentation, differentiation and positioning with marketing and consumer behavior literature. The aim of the survey is to see and identify the position of Citroen and clearly understand what alternative strategies can be implemented. .

The starting point of the literature survey is market orientation which I find the most important of all. A Market orientation is a culture that is focused on creating superior value for buyers. A market oriented culture provides a solid foundation for competitive advantage (Slater & Narver, 1992). According to Shapiro (1988), Kohli and Jaworski (1990) and Narver and Slater (1992); three fundamental sets of behaviors comprise market orientation :

1 - Customer Focus : To be market driven a firm must understand a buyer's entire value chain not only as it is but also how it will evolve(Porter, 1985)

2 - Competitor Orientation : To continuously create superior value requires that the seller understand both the competitors' short-term strengths and weaknesses and their long term capabilities and strategies.

3 - Interfunctional Coordination : It is coordinating personnel and other resources throughout the company to create value for buyers.

The important point in the findings of Narver and Slater (1992) is that, as a result of dynamic and hostile market conditions, being market oriented is more important than ever.

With the help of above criteria and examination of the company performance it is clear that Citroen is not a market oriented company. The company's main orientation consists of only selling approach.

For detailed understanding of a company a research starting from the beginning is necessary. To be able to perform the research we must first look at the market selection strategies to be able to understand the presence of Citroen in Turkey.

In ensuring an effective international and export marketing strategy, the process of market selection has at least three major implications(Albaum, Strandskow, Duerr, Dowd, 1995). First, the marketer should not focus only on individual products and their foreign markets; there is the need to consider the role of each product and/or market within a corporate portfolio (Doyle and Gidengil, 1977; Wind and Douglas, 1981).Second, in addition to the traditional focus on detailed issues of segmentation and differentiation, the process of market selection needs to focus also on the broader strategic measures used in strategic planning. These measures are those representing the overall attractiveness of a market and the overall competitive position of the in that market (Albaum, Strandskow, Duerr, Dowd, 1995).Third export marketers have a key role in the strategic planning process, since many planning tools heavily depend on marketing concepts like product life cycle , market share and market definition.

An important step in formulating an international marketing strategy is export market selection which is the process of opportunity evaluation leading to the selection of foreign markets in which to compete (Albaum, Strandskow, Duerr, Dowd, 1995). This process requires an appraisal of the fit between a prospective market's requirements and a company's ability to meet those requirements. In addition, market selection cannot be decided on purely marketing grounds; broader considerations of the company's skills, capabilities, and goals requires that the market selection process be placed in the context of an overall strategy.

Citroen is entering the Turkish car market in order to identify the Turkish market potential and to see if there is an opportunity to make production in Turkey aiming both Turkey and Turkish republics in Central Asia.

When a company sees an opportunity in a foreign market, and a fit between its products and the market requirements than the firm has to decide on the best mode of entry by taking charge of it's capabilities, skills and goals in that market.

While deciding on the best mode of entry, a company's broad choices are indirect exporting, direct exporting, licensing, joint ventures, and direct investment(Kotler, 1991)

- *Indirect Export* : The company works through independent middlemen. Four types of middlemen are available to the company :

  - Domestic-Based Export Merchant
  - Domestic-Based Export Agent
  - Cooperative Organization
  - Export-Management Company

- *Direct Export* : Companies may decide to handle their own exports. The investment and risk are somewhat greater, but so is the potential return. There are for ways to carry on direct exporting.

  - Domestic-Based Export Department or Division
  - Overseas Sales Branch or Subsidiary
  - Traveling Export Sales Representatives
  - Foreign-Based Distributors or Agents

- *Licensing* : Licensing represents a simple way for manufacturers to become involved in international marketing. The licensor licenses a foreign company to use a manufacturing process, trademark, patent, trade secret, or other item of value for a fee or royalty. The licensor gains entry into the foreign market at little risk ; the licensee gains production expertise or a well-known product or a name without having a start from scratch.

- *Joint Ventures* : A foreign investor may join with a local investor to create a joint venture in which they share ownership and control. It may be necessary or desirable for economic or political reasons.

- *Direct Investment* : The ultimate form of foreign involvement is direct ownership of foreign-based assembly or manufacturing facilities. The foreign company can buy part or full interest in a local company or build its own facilities.

Citroen performs direct export strategy with foreign based distributor called Baylas company like most other small scale import companies in Turkey

Together with strategies for and choices of market entry and operating decisions, market selection and direction are perhaps the most aggregate of export marketing issues. The marketing mix transforms these high level decisions into concrete policies. (Albaum, Strandskow, Duerr, Dowd, 1995). According to Kotler (1991), the heart of modern strategic marketing can be described as STP marketing-namely; Segmentation, Targeting and Positioning. He argues that the companies pass through three stages of marketing :

- *Mass marketing* : Where the seller engages in the mass production, mass distribution and mass promotion of one product for all buyers.

- *Product-variety marketing* :Where the seller produces or imports several products that exhibit different features, styles, qualities, sizes, and so on, to offer variety to buyers rather than to appeal to different market segment.

- *Target Marketing* :Where the seller distinguishes the major market segments, targets one or more of these segments, and develops products and marketing programs tailored to each segment.

Citroen performs in the market with product variety marketing approach. It is argued that a target marketing approach would be more suitable for an import car company. Thus it is important to understand what target marketing is. The below literature survey is done to identify the various elements of target marketing in order to perform a better marketing research and recommendations.

The first step of target marketing is market segmentation. Segmentation strategy is rooted in the fundamental principle of military combat-the concentration of forces (Cohen 1986). The term "market segmentation" is used frequently in the marketing literature to refer to a management strategy rather than a market condition or perception of a market condition. In this context, "market segmentation strategy" usually refers to use of information about market segments to design a program to appeal to a specific existing segment (Dickson & Ginter, 1987).The concept of market segmentation is implicit in the decisions of what consumer groups to serve and how to combine marketing variables to appeal to a particular group of potential purchasers (Corey et. al., 1981) This is based on the following propositions :

- Consumers are different
- Differences between consumers are related to differences in market behavior
- Segments of consumers can be isolated within the overall market according to such factors as their personal characteristics, geographical location, life styles, needs they seek to satisfy, and their buying behavior (Corey, et. al., 1981)

Kotler (1991) defines patterns of market segmentation as three forms :

- *Homogeneous Preferences* : Where all customers have roughly the same preference. The market shows no natural segments.
- *Diffused Preferences* : Where consumer preferences may be scattered throughout the space, showing that consumers vary greatly in their preferences.
-*Clustered Preferences* : Where the market might reveal distinct preference clusters, called natural market segments.

Kotler (1991) also defines the procedure of segmentation as three stages :

- *Survey stage* : Where the researcher conducts exploratory interviews and focus groups to gain insight into consumer motivations, attitudes, and behavior.
- *Analysis Stage* : Where the researcher applies factor analysis to the data to remove highly correlated variables and then applies cluster analysis to create a specified number of maximally different segments.
- *Profiling stage* : Where each cluster is now profiled in terms of distinguishing attitudes, behavior, demographics, psychographics, and media-consumption habits.

Kotler(1994) also classifies the basis for segmenting consumer markets in four categories

- *Demographics* :These variables are the most popular bases for distinguishing customer groups because of two reasons. One reason is that consumer wants, preferences, and usage rates are often highly associated with demographic variables, the second is that demographic variables are easier to measure than most other types of variables.
Age, gender, family size, family life cycle, occupation, income, education, religion, race, and nationality are the demographic variables in consumer market segmentation.

- *Geographic* :Geographic segmentation calls for dividing the market into different geographical units such as regions or according to city or metro sizes, density of the geographic places and climate. According to class notes of Ger(1995) Brand and Category development analysis are an important factor for a firm performing geographic segmentation.

- *Psychographic* :In Psychographic segmentation buyers are divided into different groups on the basis of social class, lifestyle, and / or personality. People within the same demographic group can exhibit very different Psychographic profiles.

- *Behavioral* : In behavioral segmentation, buyers are divided into groups on the basis of their knowledge, attitude, use, or response to a product. Many marketers believe that behavioral variables are the best starting point for constructing market segments.

Variables for behavioral market segmentation are ; Occasions, benefits, user status, usage rate, loyalty status, readiness stage and attitude toward the product.

Benefit segmentation is a matter of discuss among scholars. Ger(1995) and Haley(1985) describes it as another base for market segmentation that has been used frequently and successfully in a real marketing environment. According to Haley (1985) it depends on the premise that even though all people would be physically exposed to all themes, themes would be selectively retained, and it would be possible to predict which individuals would retain which themes through knowledge of the benefits each person considers important. Another base that can be used for segmentation is the use. The variables are volume which is category usage, brand usage, and use occasions (Ger, class notes, 1995)

The issues of segmentation are at least as important for export markets as for domestic markets. Because of differences in the economic, cultural and political environments between countries, international markets tend to be more heterogeneous than domestic markets. The range of income levels and the diversity of lifestyles and of social behavior is likely to be significantly greater when considering the world as opposed to a national market. The existence of such heterogeneity provides substantial potentials for identifying different segments (Albaum, Strandskow, Duerr, Dowd, 1995).

Kotler (1991) and Albaum et. al.(1995) identifies requirements for effective segmentation as follows :

- *Measurability* : Is the degree to which segments can be identified and their size and purchasing power measured.

- *Accessibility* : Is the degree to which the resulting segments can be effectively reached and served.

- *Profitability* : Is the degree to which the resulting segments are large and/or profitable enough to be worth considering for separate marketing attention.

- *Actionability* : Is the degree to which effective programs can be formulated for attracting and serving the segments.

While market segmentation reveals the market-segment opportunities facing the firm, the firm has to evaluate the various segments and decide how many and which ones to serve. In evaluating different market segments, the firm must look at three factors :

- Segment size and growth
- Segment structural effectiveness
- Company objectives and resources (Kotler, 1991).

In developing a marketing strategy, a company must ask in what specific ways can it obtain a competitive advantage. The number of differentiation opportunities vary with the type of industry. BCG (Boston Consulting Group) distinguished four types of industries based on the number of available competitive advantages and their size which are :

- *Volume Industry* : Is one in which companies can gain only a few but rather large, advantages.
- *Stalemated Industry* : Is one in which there are few potential advantages and each is small.
- *Fragmented Industry* : Is one in which companies face many opportunities for differentiation, but each opportunity is small.
- *Specialized Industry* : Is one in which companies face many differentiation opportunities, and each differentiation can have a high payoff.

The automotive industry in Turkey is fragmented industry according to professionals. This means that Citroen is capable of using many differentiation points which are small.

Kotler (1991) identifies differentiation as an act of designing a set of meaningful differences to distinguish the company's offer from competitors offers. According to him a company or market offer can be differentiated along four basic dimensions :

- *Product Differentiation* The main product differentiation's are features, performance, conformance, durability, reliability, repairability, style and design.

- *Services Differentiation* : The main service differentiators are delivery, installation, customer training, consulting service and repair.

- *Personnel Differentiation* : A better-trained personnel exhibit six characters which are competence, courtesy, credibility, reliability, responsiveness and communication

- *Image Differentiation* : Here the image of brand is important. Main dilemma is identity versus image. Identity comprises the ways that a company aims to identify itself to the public. Image is the way the public perceives the company. The message can be expressed in symbols, written and audio/visual media, atmosphere and events.

It is argued that a company like Citroen have to differentiate all of the above points. But the company has only a kind of product differentiation with its unique hydraulic suspension system.. The other points do not seem to exist.

Economists refer to differentiation as vertical and horizontal product differentiation. Vertical Differentiation is explained in terms of quality. When products differ in terms of quality they are considered to be vertically differentiated. Horizontal differentiation keeps quality constant. Goods and services may be radically different, but they are similar in terms of price and quality. Consumers choose a horizontally differentiated product on the basis of other criteria.
Import Car Industry is an example of horizontal differentiation. The quality is nevertheless the same across brands .

According to Dickson and Ginter (1987), a strategy of product differentiation does not require the existence of market segments, but may have be used in conjunction with market segmentation strategy when segments are perceived to exist. Moreover, a strategy of segment development is feasible only when product differentiation either already exists or is an accompanying strategy.

After targeting the segments according to the above criteria, the company must position its product to fit best to the needs of the consumers in the particular segment. Kotler (1994) defines positioning as the act of designing the company's offer and image so that it occupies a distinct and valued place in target customers minds. At least seven positioning strategies are available (Kotler, 1994; Aaker and Shansby, 1982.):

- Attribute Positioning
- Benefit Positioning
- Use or Application Positioning
- User Positioning
- Product Category Positioning
- Competitor Positioning
- Quality / Price Positioning

Aaker and Shansby (1982) also identified six steps for developing a positioning strategy which are :

- Identify the competitors
- Determine how the competitors are perceived and evaluated
- Determine the competitors' positions
- Analyze the customer
- Select the position
- Monitor the position

The success of a positioning strategy often hinges on the marketer's ability to convince the customer that his or her product should be considered within a given category.(Solomon, 1996)

We see from the above survey that for a firm to be successful must implement a market oriented strategy. Baylas and Citroen's first starting point should be to be a market oriented firm. The mode of entry is as direct export to a foreign based distributor. The distributor Baylas should stress target marketing in the volatile car market in Turkey. For effective target marketing the market have to be segmented. Competitive advantages and differentiation points of the product have to be found and according to the findings a positioning strategy have to be implemented. To be effective in above implementations and for effective communication strategy a firm must not be far away from Consumer Behavior literature.

Solomon (1996) implies that consumers often employ decision rules that allow them to use some dimensions as substitutes for others. Especially where limited problem solving occurs prior to making choice, consumers often fall back heuristics, or mental rules of thumb, that lead to a speedy decision. These can also be stated as market beliefs. Solomon(1996) identifies different heuristics as follows :

- Market beliefs as heuristics (Brand, store, price, advertising and sales promotion, product packaging)
- Price as heuristics
- Brand names as heuristics
- Country of origin as heuristics.

In Turkey it is believed that consumers act with these heuristics in the market. These heuristics are spread with word of mouth and with the help of different reference groups a decision is made. Here we have to examine types of reference groups that helps individuals to give buying decisions.

Apart from that individuals have types of reference groups that help them to give buying decisions. Here we have normative and comparative reference groups that affect our consumption decision. Normative influence group is the one that helps to set and enforce fundamental standards of conduct in contrast comparative reference group is the one where decisions about specific brands or activities are affected.

Solomon (1996) identifies types of referent groups as:
- Formal versus informal groups
- Membership versus aspirational reference groups
- Positive versus negative reference groups

For a reference group to be effective the power they have is important. Solomon(1996) identifies this power as social power and it is the capacity to alter the action of others. He also identifies power as
- Referent power
- Information power
- Legitimate power
- Expert power
- Reward power
- Coercive power

Citroen is not a market oriented company. The aim of the firm is to see the market potential in Turkey and to see if there is an opportunity for production both for Turkey and Turkish republics in Central Asia. The Company chose Direct Export strategy and Product Variety Marketing for their operations.

For a company to be successful a target marketing approach should be more suitable. Above explanations of segmentation, positioning and differentiation shows what a target marketing approach have to use in a fragmented industry. To be able to recommend a target marketing strategy and a new communication strategy consumer behavior literature is also useful. The above consumer behavior literature is done for a better understanding of the buying behavior of the consumers.

To be able to recommend a strategy for target marketing and communication a market research is conducted. The research is based on observations, questionnaires, focus groups, interviews and secondary data.

III. THE CAR INDUSTRY IN TURKEY AND CITROEN

1. HISTORY

Turkish car market was first discovered at the Ottoman empire times. The cars that were used came mostly from European producers as gifts to nobles and government officials. After the declaration of Republic of Turkey very small amounts were imported from European countries and US. After World War II and Korean War Turkish market opened to imports and mostly US producers were effective. The market was very narrow in numbers such as annual sales of a few thousand units. As demand for cars increased and car production became important in global markets Turkish government officials decide for production in Turkey. As a result engineers were able to manufacture a car named Devrim. The car was not able to work in the special ceremony and the dreams of producing a Turkish car went with it. The market growth and trade barriers forced a few companies to invest to Turkish market namely Fiat and Ford (Anadol) with their Turkish representative Koç Group and Renault with OYAK. These firms took the names TOFAŞ (Fiat) , Otosan (Ford) and Renault in Turkish market. The import cars were available only by special permissions given to firms or by special rights to import given to Turkish workers living abroad.

The import of cars began after 1982. Growing importance of Turkish economy and the size of the market attracted many firms and they immediately started to have distributors in Turkish market. The entrance of Japanese car producers was also possible by this internationalization movement. Highest sales record was realized in 1993 with 440.000 units sold Turkeywide. The potential had attracted firms like Toyota and GM.
Toyota started production in Turkey with a joint venture(Sabancı Holding) and Opel (GM) began assembly in İzmir with full foreign direct investment.

The 1994 economic crisis affected the Turkish automotive sector more than any other sectors and demand fall to 250.000 with a capacity of 350.000 and additional import cars.

The crisis effected mostly lower segment sales. The sales results of M2 group of cars where Citroen Xantia exists and named as "luxury" in the market continued with just around 10-15% decrease.

After the crisis Citröen of France made an agreement with Bayraktar group to import cars to Turkey. Previously Citröen made agreements with Ersanlı and Ihlas companies that have limited imports and penetration to the market. Bayraktar group did not have a previous experience with auto distributorship and decided to give the responsibility to "Baylas" company found in 80's to import tires where the name reminds Bayraktar Lastik.

2. MARKET

The product definition varies among people in Turkey as stated by Otosan and Citroen officials. This variability depends on peoples income, education, and other personality influencing factors. The product is seen as a transportation instrument, an object of identity, an object of prestige, a safety technological transportation instrument or an investment.

Number of total automobile sales in Turkey according to years and demographics data are in Appendix 7. Buying behavior analysis conducted by one of the major producers can be seen in Appendix 8.

The Product category which we are working on is explained among car manufacturers as M2 . Which means upper middle-class , family car .This product category has a wide span of nearly 20 competitors.(Appendix 5)

In Turkey there are 3 Producers (Tofas, Renault, Toyota), 2 Assembler firms (Opel, Ford) and 28 Importers. The Turkish automobile market reached its peak value of 440,000 in 1993. After the April 5 crisis, the sales volume declined drastically to 244,025 in 1994. The sales figure in 1995 as of first four months is 63,123.(Appendix 6)

The worldwide product categories in automobile industry according to their size, technology and price are I-1, I-2, M1, M2 and S. I-1 is the simplest, whereas S is the most advanced.

In Turkey due to low income, old technology and lower priced I-e (Tofaş-Serçe, Renault 12, Dacia), and M-e (Renault 9 and 11, Tofaş-Doğan, Kartal, Lada-Samara, Skoda Felicia) product categories exists mostly. The below table summarizes the percent of sales among product categories.

(Percent of sales according to product categories)

	89	90	91	92	93	94
I-e	63.7%	53.32%	47.13%	46.92%	43.58%	39.86%
I-1	0.04	2.21	0.84	0.14	0.24	0.23
I-2	0.33	1.70	1.06	0.81	1.96	1.90
M-e/M-1	32.11	31.36	41.16	43.95	46.20	50.57
M-2	2.27	8.71	6.80	6.88	6.60	4.96
S	1.55	2.71	3.01	1.30	1.42	2.48

IV. METHODOLOGY

As Kotler(1994) defines marketing research is the systematic design, collection, analysis, and reporting of data and findings relevant to a specific marketing situation facing the company.

In this thesis both qualitative and quantitative methods of research have been employed. Explorative as well as descriptive research techniques were used to identify the target segments that M2 product category is aiming, to see the buying behavior and to identify perceptions in consumer's minds. The survey questionnaire, focus group and interviews were the main tools of the research. Some secondary data was also used in the thesis that was made by Turkish Auto producers about the consumer behavior analysis in the market.

The questionnaire which is presented in Appendix 9, was conducted on 63 people in Ankara, Istanbul and İzmir at several different locations in order to capture the differences in lifestyle of the consumers. University campuses of Bilkent and METU, different workplaces in İstanbul and Ankara and İzmir, Auto Services in İstanbul and Ankara were the main places that we conducted Questionnaires. The reason for the variance of the places chosen is to see the different perceptions that consumers have.

The aim of the questionnaire was to identify segments in the market and to understand how and why people buy cars, as well as reasons for brand preferences. The stages in the decision making and buying process, as well as the sources of influence, were the information mainly sought. Another objective was to extract information about usage and place of production, such as : frequency of replace and alternatives of replace, perceptions about the place of production . A final goal was to probe the brand images in the minds of the consumers through the use of the profiles.
The first page of the questionnaire was aimed to identify the segments of M2 product category, buying behavior, heuristics, reference groups, patterns of usage and choices . Second page was prepared to see the attributes that are important in consumers' minds. Third page mainly concentrates on buying behavior and peer groups that are effective in

the buying process. Fourth page was aimed to identify the heuristics about production places which was explained as extremely important by company officials of Otosan and Citroen. Fifth page questions was about Citroen Xantia. Information reception, familiarity and perceptions about Citroen was questioned. Last page questions was about the people ; sex, education, social activities, income group and habits of the people were questioned.

The questionnaire reply percentages were low in the University campuses so a focus group was planned to be able to understand the perceptions of young educated people to the product. The literature survey shows that the focus group interview is a technique that grew out of the group therapy method used by psychiatrists. The concept is based on the assumption that individuals who share a problem will be more willing to talk about it amid the security of others sharing the problem (Bellenger et al, 1976)

The qualifications of the moderator in the focus group are defined as : Kind but firm, permissive, involved, incomplete understanding, encouraged, flexible, sensitive. The uses that the researchers extract from the method are explained by Bellenger et al. (1976) as follows :

* To generate information helpful in structuring consumer questionnaires
* To generate hypotheses that can be further tested quantitatively
* To get impressions on new product concepts for which there is little information available
* To provide overall background information on a product category
* To stimulate new ideas about older products
* To generate ideas for new creative concepts
* To interpret previously obtained quantitative results

Wheatley and Flexner (1988) define the dimensions that make focus group work as purpose, quality of data expectations of the moderator, expectations of the interviewees, framing the group dynamic, legitimizing the opinions, and the questions.

The focus group, which was conducted by the help of the above literature and consumer behavior class experiences lasted for two hours. It was not conducted in a highly structured manner. There were 12 people in the focus group where 4 of them was female. The focus group members was undergraduate and graduate students from Bilkent and ODTU universities. The issues covered in the focus group were : Discussion about cars, identification of car, perceptions about Citröen Xantia, alternatives to Xantia, images and perceptions, advertisement and reach

Other important tools that we used were 17 interviews with people in the service places of Citröen and trade shows both in İstanbul and Ankara. Most of the interviews were arranged ones. 16 of the 17 interviews were with male people. The main part of the questions was bout familiarity to Citroen. Also two interviews was conducted with Citroen and Otosan managers about market conditions in Turkey.

Two observations in Ankara and İstanbul Auto shows were another tool that we used in our research to see the attitude of people towards Citroen. The first observation was in Ankara at November Auto exhibition. Duration of the observation was about 6 hours. The second one was in İstanbul Hilton convention and exhibition center at Auto Show 95-96. The duration of the observation was one and a half days

Test drive requests of Citroen were another source of information. The information was about what product category is most demanded and what kind of people are interested with which type of cars

In addition to the above primary data secondary data was also used. These include information from Baylas and Otosan for the Turkish car market, a market research on the buying behavior conducted for Renault and articles in some weekly journals like Otohaber, Otoshow,Ekonomist,Power,Taşıyanlar,etc.

V. FINDINGS AND RESULTS

1. CITROEN'S PRODUCT STRATEGIES AND IMPLEMENTATIONS

1.1. CITROEN XANTIA The Product

Citröen is a French firm found by André Citroen and continues its production in France, Spain, Italy and China for different products in their range. The firm continues its operations in France since 1919 with the first mass produced car of Europe Citröen Model A. Citröen had a capacity of nearly 900.000 units worldwide and Xantia is produced in Le Janais plant at Rennes - France.

Xantia was first introduced to the European market at the end of 1993 and was chosen second for "Car of the year 1994" . Xantia is available in both Hatchback and Station (Break) forms. The target number of sales at 1996 is 700. Appendix 1 shows technical details and photos and prices of the product.

The current management complains that Xantia has an unsatisfactory price/performance ratio. The social understanding of the former dealer İhlas Oto still has a negative effect on the product's image.

Strengths and weaknesses of Xantia is as follows:

- Citroen Xantia has a hydraulic suspension system which is unique in the world and performs a higher driving comfort than other competitors. This adjustable suspension system is the reason for its 28 awards in Europe.

- Complexity of Citroen technology and absence of trained service personnel due to special hydraulic system.

- Because of the stated problems, no second hand market occur for Citroen.

- If a desired color is not available, consumer has to wait 3 months for delivery from France

1.2. Pricing

Current prices (Appendix 3) are perceived as high by consumers. Prices in M2 category vary between 1,618,000.000 TL and 3,400,000.000TL (Appendix 3 and 5).

1.3. Distribution

Inconsistent distributor agreements in last years. Citroen was never presented in Turkey by a financially and technologically powerful representative which always results in a distrust through the service organization.

There is a lack of motivation among sales and service outlets for several reasons Because of the April 5 economic crisis Citroen was abandoned for a year and sales outlets were not capable of selling anything. The absence of original spare parts for a long period is also an important negative effect in the market.

Citroen has 11 sales and 14 service points in Turkey (Appendix 4). Although Citroen France has worldwide standards on their point of sales non of Turkish examples match to the international standards. The places of these outlets form major problem in reaching to customers, because there is not any point of sales in major Turkish cities like Bursa, and Trabzon (Appendix 4).

1.4. Promotion and Advertising:

To be able to create a new identity to position the company and to show that Citroen is now presented in the market by a new firm an advertising campaign was introduced with BBDO group on Citroen's image aiming that Citroen is an "**Extraordinary , Amazing , Uncommon**" car. Citroen France started to contribute to all add campaigns.

There is no direct advertising campaign aiming at XANTIA , but according to Baylas executives it is the only car in its range that has a selling potential. Baylas has not yet strictly targeted segment for XANTIA but stated as high income (upper-middle), high education , French lifestyle lowers, middle aged, family or company car .

The company mostly gives ads to Hürriyet group magazines (Tempo, Auto Show, Tempo, Ekonomist, and Capital) which aim at high income people and businesspeople.

Baylas had most of its campaigns aimed to Citroen ZX. Capital radio offered a Citroen ZX and Show TV and Kanal 6 offered a Xantia for the new year and in entertainment programs..

1.5. Citroen Xantia Sales Result

In 1994, the data for the number sold under İhlas dealership is unavailable, but it is stated to be approximately 200 mostly given to Ihlas Holding executives. In 1996, the number of units sold is 70.

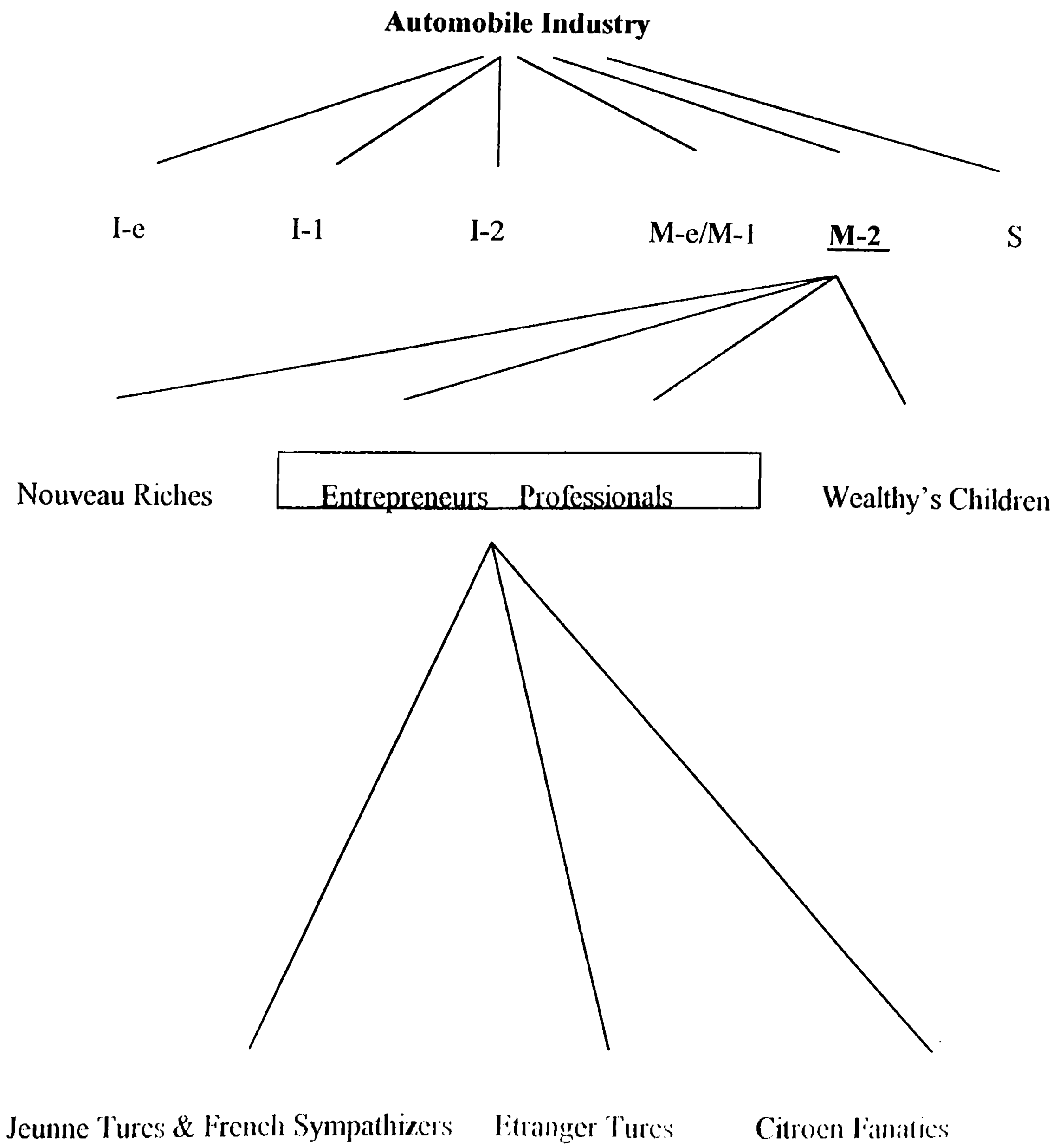
2. CUSTOMER ANALYSIS

2.1. Target Segments - Identification , Benefits Sought

Based on :

- 1 Citroen Dealer Network Meeting(Summer 95)(Appendix 11)
- 1 Observation From İstanbul Auto-Show(November 95) (Appendix 11)
- 1 Observation From Ankara Auto-Show(November 95) (Appendix 11)
- Approximately 30 Test Drive Requests For Citroen Xantia (December 95) (Appendix 11)
- 2 Citroen Dealer Interviews (Ankara Otosay-Istanbul Baylas) (Appendix 11)
- Information From Baylas Automotive(Appendix 11)
- 17 Personal Interviews(Appendix 11)
- 63 Questionnaires (Ankara - İstanbul - İzmir)(Appendix 9 and 10)
- 1 Focus Group
- Various Press releases (Appendix 2)

The results and the information that we learned from the above research is in the (Appendix 11). After studying the results and careful examination of the data and additional information from Baylas and Otosan members and several press releases four segments for M2 product category is identified.



The four identified segment in M2 Product category are stated above. Identification of those are:

2.1.1 NOUVEAU RICHES

Identification :

Those people are mostly male and over 35 years of age. The important point in this segment is that they are easy earners and easy spenders. Most of their income comes from real estate sales and illegal business. There is wide income bracket in the segment. Decision process is done by the family leader who is the man. All of them are entertainment oriented and they usually spend their money at casinos and gazinos. They are generally high school or lower educated. In the decision criteria they follow the fads in the market. They like show-off and are mostly show oriented. Common purchases are cellular phones, jewelry, high fashion clothing. They are fanatics of football and mostly born in different cities of Anatolia. No magazines are read except the ones that show the lifestyles of high society.

2.1.2. ENTREPRENEURS

Identification :

The entrepreneur population that we could reach constitute of mostly male people and are over 30 years of age. They are success oriented and usually work and travel a lot. They are ambitious and most of the time take risks. The educational background is high school but some university graduates also exist. They like prestige and consume prestigious goods, but at the same time they are low spenders and usually they spend their money to their new investments. There is a wide income bracket in this segment. They are creative but are influenced from peer choices.

2.1.3. PROFESSIONALS

Identification :

They can be both male or female and ages ranges from 35 to 60. They are reading a lot and concern for the world and country affairs. There is also wide income bracket in the segment. They are mostly university or higher educated and socially active, the peoples in the segment also success oriented and know value of money.. They usually go to parties, theaters, classical concerts and festivals. They like status and prestige and image oriented. They are generally opinion leaders and aren't concerned with what peers think.

2.1.4. WEALTHY'S CHILDREN

Identification :

This segment's age group is mostly around 24-32 years of age. They are mostly man and following family business. They are fashion and trends conscious and usually consume imported goods. They are luxury and image oriented. High spenders and have not any financial burden. They are socially active and usually goes to bars, discos and dinners. They have early exposure to cars then their parents. They like traveling, basketball and tennis. Most of the segment members are brand conscious.

According to company officials, Citroen with its advertisements and promotion, targets the two segments stated above as ENTREPRENEURS and PROFESSIONALS. The 3 sub-segments which are constituting the current Citroen Xantia Buyers are identified by the help of Citroen Dealer Network Meeting with current Citroen dealers (Appendix 4) and 2 individual dealer interviews. These 3 sub-segments are :

2.1.5. JEUN TURC & FRENCH SYMPATHIZERS

Identification :

The members of this subsegment are both male and female and educated in one of the French Schools in Turkey. They speak French and mostly visited France once. The members are highly familiar with French culture. They are Acculturated. For most of them aesthetics is important. They are loyal to their schools and memories and mostly goes to activities of their schools. There is also wide income bracket between the members of the subsegment. They are mostly influenced from fashion, beauty and arts. Most of them are socially active and prefer theaters and movies

Key Words : Paris / Wine / Love and Romanticism / Differentiation

2.1.6. ETRANGERS TURCS

Identification :

They mostly lived in France for profession or education. Age bracket is wide between 35-60. They have French friends and mostly acculturated. The members while living in France used a French car before. They like being nostalgic. They are frequent users of French products like eau de perfume, Moulinex etc.

Key Words : Paris / Sensation / Cafes

2.1.7. CITROEN FANATICS

Identification :

The members of this subsegment used Citroen once in lifetime. They like the car at heart. There is also wide income bracket between this subsegment. The members can have any education from primary school to higher education. They mostly see Citroen as classic with 2CV and DX models. They like comfort in the cars and most of them like cars. The members are mostly male but a few female that used 2CV and AX is also reached. Key

Words : Citroen / France / 2CV / Ugly Duck

To be able to give an alternative target market for Citroen I find it useful to examine the two important segments that Citroen is now aiming at in detail. As stated above these two segments are entrepreneurs and professionals. The 44 of 63 (% 70) questionnaires that we conducted and 17 personal interviews belongs to these two segments

3.2. ENTREPRENEURS IN DETAIL

The main decision making criteria for the purchase of automobile for this segment are; price, fuel consumption, performance, ease of payment, spare part and after sales service. They are subject to group influences and peers' opinion. The main criteria in the decision making process is the prestige and performance of the car within the reference group the individuals belong to. They seek a car that is relatively prestigious than that of his 'Job neighbor' and thus that provides to show off to them. That is to say a car is a way to satisfy for their *hedonic* needs and motives. They are relatively knowledgeable about cars, but this arises by means of peer conversations. The rate of reading automobile magazines is low. One of the conversation and discussion point is talking about performance and price of automobiles as well as problems occurring after sales and accidents. They usually have no financial constraints but are very sensitive in spending. They use the car extensively since they travel a lot during the work day. That's why fuel consumption, comfort, and the speed of the after sales service is very important for them. They care extensively for their cars. The good-looking of their car is a way of prestige and attraction. The car is their realized 'matchbox toy' of their childhood. However, accessories and image of the automobile is less important.

The purchase of the car is via high involvement process. They are aware of the price and performance of almost all the widely used automobiles before the decision. They enter the showroom with a determined decision and they do not watch around extensively.

For this segment automobile of this category is mainly Opel-Vectra, Renault Laguna, Hyundai-Elantra and BMW-3. Most customers of this segment are usually unexposed to Xantia.

3.3. PROFESSIONALS IN DETAIL

These people are looking for; performance, appropriate price, design, safety, after sales service and image. They are not subject to peer influence, however the purchase decision is mostly taken by the family members. The main criteria in the decision is the safety of the car for the family members. They seek extensively that will create the least after sales problems since they do not want to lose time for the maintenance of the car. Although the result of the questionnaires represent a significant rate for the availability for second hand sales, from the interview it was observed that these people do not really care for this in the decision making process. They are relatively inclined to buy foreign cars. The automobile is not the purpose of the life and their extended self in the individual level is less incorporated. They are relatively less knowledgeable about the cars and they do not much talk about cars. Therefore, before the purchase decision, they are highly involved in information gathering by means of auto magazines, showroom visiting and word of month. For this segment, automobiles is a way to bolster self esteem or a way to reward their self.

To be able to recommend a communication strategy to the new target market, examining the current processing information about Citroen Xantia is crucial. The following part of the study is done to examine the information processing performance of Citroen.

4. INFORMATION PROCESSING

To be able to recommend a target segment and a communication strategy it is also crucial to study the current modes of information processing and reception.

4.1. EXPOSURE TO INFORMATION:

The stimulus is the car. It can be seen in the street, in the showroom or in the media. Exposure to Citroen Xantia is very limited in the streets or in the showrooms. Therefore, media message becomes very crucial and seems to be the only way to create exposure.

Xantia's media message is based on two types of advertisements. First one is about campaigns(Appendix 2) and shows various products at various days. The second type of ads are for image and was published between first and second week of September 1995. The advertisements its 'Frenchness', 'Beauty' and '28 awards' received and "extraordinary, uncommon, amazing" The message was given mostly by magazines. Exposure is very low and was not received mostly by the sample we had.

The marketer with these ads tries to position the Xantia image in the Market with its Frenchness and technology with the rewards that the car received.

4.2. INFORMATION RECEPTION

Advertisement stress Frenchness and Citroen company images. There is no distinction between the advertisements done for different types of products .All the image type of advertisements contain sights from France where the cars take very little and limited exposure. Thus the information reception will be limited for Xantia. People will most likely notice the following : FRENCH, CITROEN .This means that there will be very low spontaneous enthusiasm for Xantia. There is no differential advantage for the product in the advertisement to attract any kind of attention.

4.3. COGNITIVE ANALYSIS

Since the message does not convey any information about the specifications of Xantia or any kind of automobile the consumer does not create any counter argument to except or reject the message. What they decode is only company and country of origin. Citroen is trying to link its name to Frenchness and want to penetrate the M2 category with Xantia . This will be very difficult because the message does not convey any information to reposition the prejudices about Citroen's characterlessness and flatness in customers mind. There is no clear message to convince customers to believe that Xantia is an extraordinary , amazing and uncommon car.

VI. RECOMMENDATIONS FOR CITROEN

1. FOUR P'S

1.1. PRODUCT

The variety of colors should be increased in a way to satisfy consumer's preferences. Alternative motorisations at various price categories can be a solution. Lower priced 1.8 l and full equipment 2.0l VSX model can attract the buyers who are sensitive to the price and who are sensitive to comfort and safety. The questionnaire results (Appendix 10) shows that for entrepreneurs and professionals price, comfort and safety is very important attributes for the car they are using.

1.2. PRICE

Perceived price / performance ratio is high. Instead of decreasing its price , the company should try to promote its perceived performance. The only alternative method is to extend the payment choices for the targeted group. Leasing and credit payment choices are recommended.

1.3. DISTRIBUTION

Distributor and after-sales services are among the most important criteria in purchase decision for professionals and entrepreneurs. But Citroen is believed to be poor in aspects like, limited number of dealers, lack of trained service and sales personnel. The company should widen its distribution network and launch its own dealers in major cities like Adana and İzmir where they faced difficulties in finding representatives. To eliminate the bad word-of-mouth regarding the difficulties faced in obtaining spare parts and technical problems , it should especially establish a domestically standardized technological infrastructure : trained service personnel , easily available spare parts and standard showrooms.

1.4. PROMOTION

The real problem facing the company is not difficulties arising from the attributes of Citroen Xantia but the company itself. The company should launch a new communication campaign to position the Citroen as a strong , permanent and reliable company in Turkey. It has to prove that it is not a "hit and run" company like Seat. The message should communicate the institution. Although it entered Turkish Market at the same time with Peugeot, Peugeot is perceived relatively powerful and having higher quality automobiles. The possible segments for Citroen Xantia is Entrepreneurs and Professionals. However due to the reasons explained in Customer Analysis and Information Processing sections , Xantia has an awareness problem in its the customers of this segment. Even with an intensive promotion strategy the company is not in a position to compete with established foreign competitors like Opel , Renault and Toyota. So the company should clearly identify and reach that customers that will sacrifice service, spare parts , second-hand problems to a certain differential advantage. The most important differential advantage of Citroen cars is their hydraulic suspension system. This system provides a clear ground clearance regardless of the load and road obstructions with three ground position. Promotional message should stress comfort , pleasure, relaxing and enjoyable driving attributes of Xantia being one of the most suitable automobile in Turkey due to bad road conditions. Based on our questionnaires, interviews and focus groups, we identified a sub-segment of Entrepreneurs and Professionals for **Citroen** Xantia and call it

2.1. ENTHU-CITROENISTS

These people are **enthus**iastic for automobile driving. They are pleasure and comfort oriented. They consider driving as a rewarding, relaxing and comfortable activity that provides an enjoyable traveling .

Key words : FUN /DIFFERENCE /COMFORT / PLEASURE / QUIETNESS / LIVELINESS

Benefits Sought: Uniqueness / Convenience / Performance/ Rewarding car / Driving a different car.

To increase exposure and awareness, the company should participate in automobile fairs, sponsor some public events, convey expert opinions about the high technology it owns in automobile magazines.

The print advertisements fail to provide necessary exposure, so they should cover both pages in order to catch the consumers' eyes in the most read magazines (Appendix 10) like Ekonomist, Aktüel, Nokta, Global and Tempo. Billboards can also be used.

Citroen's current customers are mainly: Jeun Turcs- French sympathizers, Etranger Turcs and Citroen fanatics. The company can try to promote a Fun Club for these users because we observed a brand loyalty for those people like Volkswagen loyals. People having even two Citroens and usually owned a Citroen before are observed. We believe this may be a step towards institutionalization of the company in Turkey. In order not to lose these customers, of course, they should not thoroughly stop using its Frenchness.

VII. CONCLUSION AND DISCUSSION

The practice of integrated marketing communications, which integrates demographics, psychographics as well as segmentation, classification, objectives, tools and communication tactics in a whole, is one of the most valuable tools companies can use to gain competitive advantage. Thus customer orientation which inherently includes understanding the needs and perceptions of the consumers, is becoming a very effective strategic approach to the competitive market environment, where perceptions, rather than reality counts.

In the light of the above framework, the examination of the consumer behavior in the import car market has revealed that, in contrast to the common belief, there exists market segments that can be targeted by the company. The research also provides information about the importance of the communications strategies and image building activities to gain market share.

Although this study helps us to gain insight into the consumer behavior in the import car market, it has also some limitations. One of the limitations is that the sample size can be small for a research to generalize the research. The regions that we conducted the study like İstanbul, Ankara and İzmir can also be broadened to other major cities that import car sales are high like Adana, Antalya, Bursa and Trabzon.

Therefore the establishment of a strong and effective image, targeting the selected segments, through the usage of fan clubs and hydraulic suspension based advertisements to reinforce Xantia's image has been emphasized in the recommendations. Moreover some suggestions have been made concerning the four P's of the product. These suggestions aim to modify the company's market position to fit the recommended marketing orientation.

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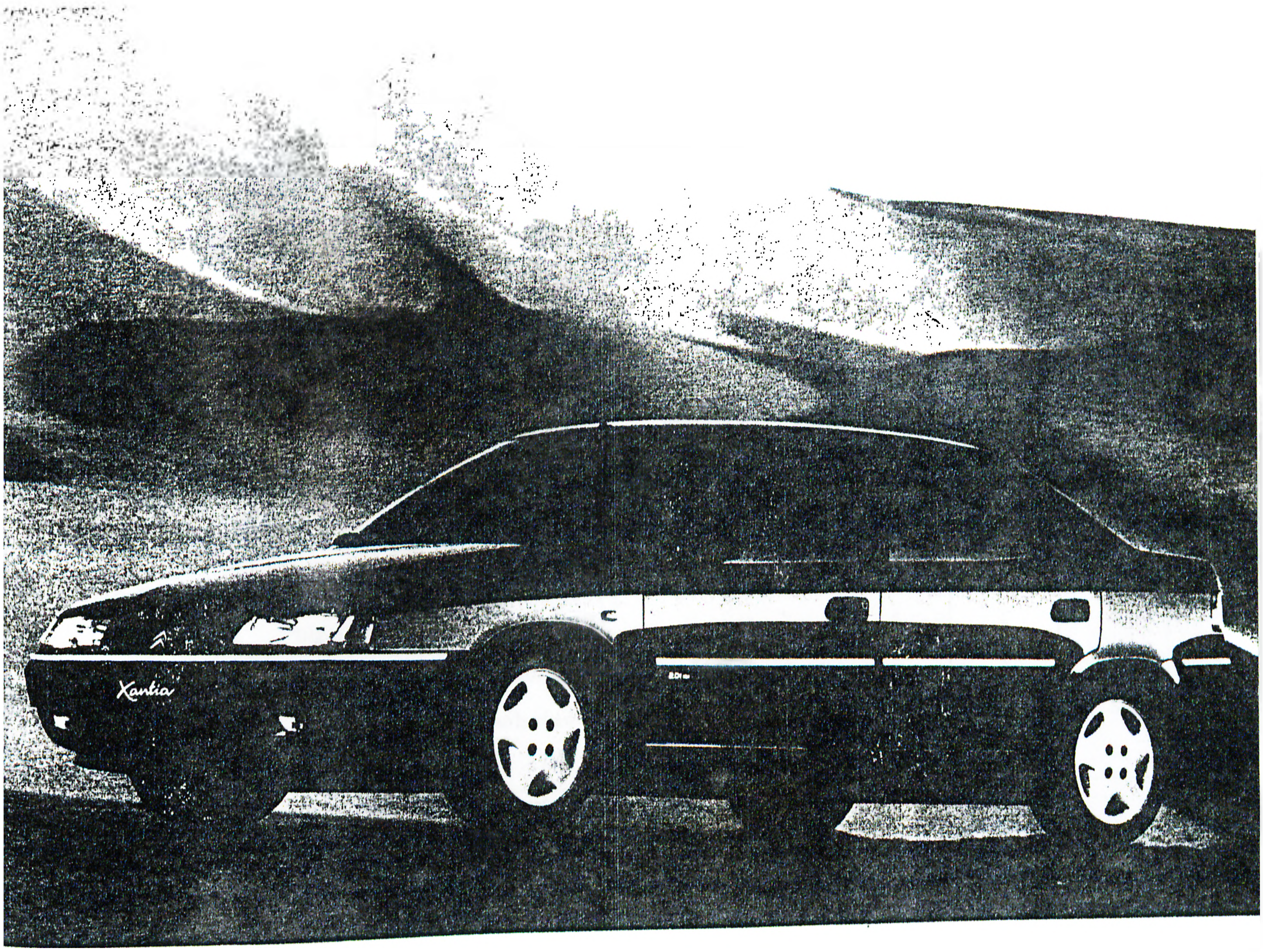
APPENDIX 1

PRODUCT

Xantia



CITROËN

CITROËN Xantia

Standart ve Opsiyonel Ekipmanlar

		1.8i-16V	2.0i-16V	2.0i-16V BREAK	2.0i OTOMATİK	2.0i Turbo CT
DIŞ GÖRÜNÜŞ	Yan koruma bantları	S	S	S	S	S
	Hafif alaşımlı jantlar	S	S	S	S	S
	Metalik boya / sedefli boya	O	O	O	O	O
GÖRÜŞ AYDINLATMA	Sis farları	O	S	S	S	S
	İçeriden kumandalı dikiz aynaları	S	S	S	S	S
	Renkli camlar	S	S	S	S	S
	Yıkama tertibatlı arka cam sileceği	S	S	S	S	S
	Arka cam perdesi	S	S	S	S	S
	Fasılalı ve iki zamanlı silecekler	S	S	S	S	S
	Otomatik kapanan arka cam rezistansı	S	S	S	S	S
SÜRÜŞ GÜVENLİK	Yükseklik ayarlı hidrolik direksiyon	S	S	S	S	S
	Şifreli motor blokajı (immobilizer)	O	O	O	O	O
	ABS	O	O*	O*	O*	S
	Sürücü hava yastığı (Airbag)	O	O*	O*	O*	S
	Ön yolcu hava yastığı (Airbag)	O	O	O	O	S
	Kapı içi çelik barlar	S	S	S	S	S
	Aktif gergili ve yükseklik ayarlı ön emniyet kemerleri	S	S	S	S	S
	Arka emniyet kemerleri	S	S	S	S	S
KUMANDA PANELİ	Elektronik devir saati	S	S	S	S	S
	Digital saat	S	S	S	S	S
	İkaz lambalı yakıt ve hararet göstergeleri	S	S	S	S	S
	Ön fren balatası aşınma ikaz lambası	S	S	S	S	S
	Far açık ikaz sesi	S	S	S	S	S
KONFOR	Otomatik ön camlar (sürücü tarafı tek dokunuş kumandalı)	S	S	S	S	S
	Elektrikli arka camlar	O	S	S	S	S
	Uzaktan kumandalı merkezi kilit (depo ve bagaj dahil)	S	S	S	S	S
	Fasılalı iç lamba ve ön okuma lambası	S	S	S	S	S
	Yükseklik ayarlı sürücü koltuğu	S	S	S	S	Elektrikli
	1/3-2/3 bölünebilir yatan arka koltuklar	S	S	S	S	S
	Arka koltuk arası kol dayanağı (kayak flaplı)	S	S	S	S	S
	Radyo-teyp	S	S	S	S	S
	Radyo-teyp (direksiyondan kumandalı)	O	O*	O*	O*	S
	Polen filtreli otomatik klima	S	S	S	S	S
	İç döşeme	Kadife	Kadife	Kadife	Kadife	Alcantara
	Siyah deri kaplı direksiyon	-	-	-	-	S

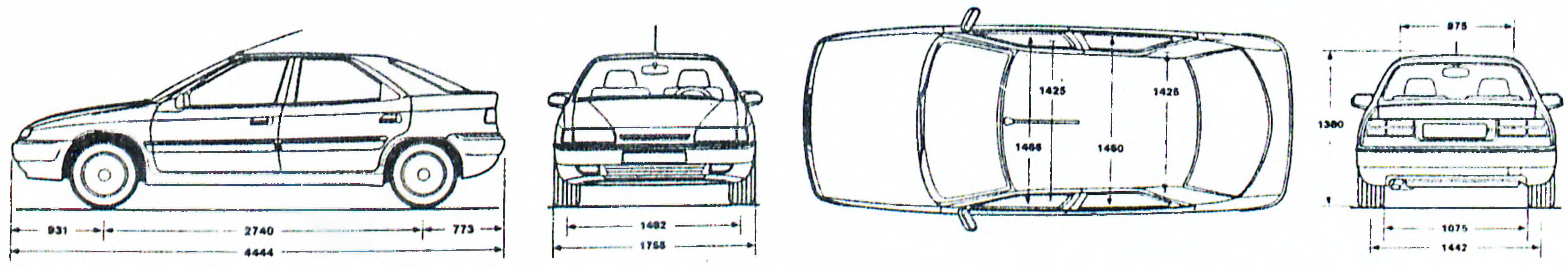
*Özel opsiyon paketinde ABS, Hava yastığı, kodlu radyo-teyp fiyatlara dahildir.

CITROËN Xantia

Teknik Özellikler

		1.8i-16V BV5	2.0i-16V BV5	2.0i-16V BREAK BV5	2.0i OTOMATİK BVA	2.0i Turbo CT BV5
MOTOR	Tip	Çok noktadan elektronik yakıt püskürtme (Multipoint electronic fuel injection)				
		16V	16V	16V	8V	8V Air intercooler
	Silindir adedi / hacmi (cm³)	4 / 1761	4 / 1998	4 / 1998	4 / 1998	4 / 1998
	Silindir çapı x strok (mm)	83x81.4	86x86	86x86	86x86	86x86
	Maksimum güc kW CEE (hp DIN)	81 (112)	97,4 (135)	97,4 (135)	89 (123)	108 (150)
	Devir / dakika	5500	5500	5500	5750	5300
	Maksimum tork mdaN CEE (mkg DIN)	15,5 (16,1)	18 (18,7)	18 (18,7)	17,6 (18,3)	23,5 (24,5)
	Devir / dakika	4250	4200	4200	2750	2500-4500
	Ateşleme sistemi	Kartografik	Kartografik	Kartografik	Kartografik	Kartografik
	3 yollu katalitik konvertör	Var	Var	Var	Var	Var
GÜÇ AKTARMI	Vites kutusu	Düz	Düz	Düz	Otomatik	Düz
	İleri vites sayısı	5	5	5	4	5
DİREKSİYON	Tip	Hidrolik	Hidrolik	Hidrolik	Hidrolik	Hidrolik
	Dönüş çapı (m)	5,5	5,5	5,5	5,5	5,7
SÜSPANSİYON		Hydropnömatik Süspansiyon	Hydropnömatik Süspansiyon	Hydropnömatik Süspansiyon	Hydropnömatik Süspansiyon	Hydropnömatik + Hydractive II
	Aks Ön	Bağımsız Mc Pherson	Bağımsız Mc Pherson	Bağımsız Mc Pherson	Bağımsız Mc Pherson	Bağımsız Mc Pherson
	Arka	Otomatik yönlenen	Otomatik yönlenen	Otomatik yönlenen	Otomatik yönlenen	Otomatik yönlenen
FRENLER VE LASTİKLER	Frenler	Hidrolik yüksek basınçlı	Hidrolik yüksek basınçlı	Hidrolik yüksek basınçlı	Hidrolik yüksek basınçlı	Hidrolik yüksek basınçlı
		Ön ve arka disk	Ön ve arka disk	Ön ve arka disk	Ön ve arka disk	Ön ve arka disk
	Lastikler (Michelin)	175/70 R14 MXT	185/65 R15 MXV3	185/65 R15 MXV3	185/65 R15 MXV3	205/60 R15 MXV3
ELEKTRİK DONANIMI	Bakım gerektirmeyen tipte akü	12V-300A	12V-300A	12V-300A	12V-400A	12V-300A
	Alternatör	1215W-90A	1215W-90A	1215W-90A	1215W-90A	1215W-90A
HACİMLER	Yolcu sayısı	5	5	5	5	5
	Bagaj hacmi (dm³)	480	480	512	480	480
	Arka koltuklar yatıkken (dm³)	1405	1405	1690	1405	1405
AĞIRLIK (kg)	Boş (sürücüsüz)	1234	1299	1352	1260	1325
	Yük kapasitesi (sürücü dahil)	591	616	608	562	510
	Toplam brüt ağırlık	1825	1915	1960	1822	1835
PERFORMANS (yalnız sürücüyle)	Maksimum hız (km / saat)	194	203	198	195	213
	0-100 km/h hızlanma (sn)	10.8	10.0	11.4	11.9	9.6
YAKIT TÜKETİMİ CEE NORMUNA GÖRE	90 km sabit hızda (lt / 100 km)	5,4	6,1	6,3	6,6	6,4
	120 km sabit hızda (lt / 100 km)	6,9	7,7	7,9	8,3	8,2
	Şehiriçi trafikte (lt / 100 km)	10,1	11,3	11,5	12,5	12,2
YAKIT VE DEPO	Yakıt türü	Kurşunsuz süper 95-98 oktan	Kurşunsuz süper 95-98 oktan	Kurşunsuz süper 95-98 oktan	Kurşunsuz süper 95-98 oktan	Kurşunsuz süper 95-98 oktan
	Depo kapasitesi (lt)	65	65	65	65	65

Xantia Ölçüleri



ŞAŞIRTICI, OLAĞANÜSTÜ, SIRADIŞI

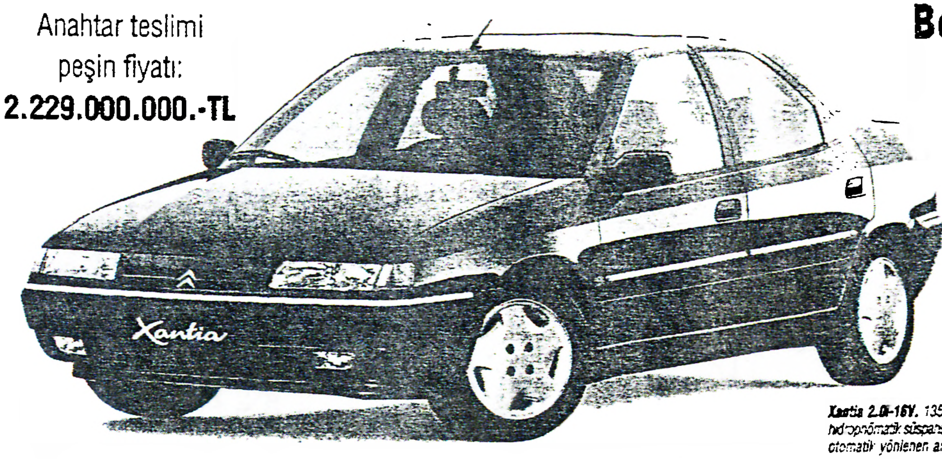
Citroën Yetkili Satıcısı

APPENDIX 2

PRESS RELEASES

Xantia ile Enflasyonu Sollayın!

Anahtar teslimi
peşin fiyatı:
2.229.000.000.-TL

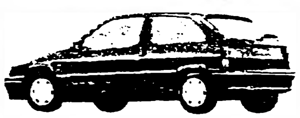


Baylas ve **EGEBANK**
işbirliğiyle kısa süre için
12 aya kadar
% 5.50
aylık vade farkıyla
anahtar teslim fiyata
Citroën kredisi

Xantia 2.0i-16V. *135 HP - 16 sübap teknolojisi, 0-100km/saat : 10.0 sn, 203 km st hız. hidropnömatik süspansiyon, polen filtreli klima, ayarlanabilir hidrolik direksiyon, elektrikli camlar, otomatik yönlenen arka süspansiyon, 1 yıl km sınırsız garanti - 5 yıl kaporta garantisi.*

EGEBANK kredisi kapsamındaki diğer modellerimiz:

Harmonie



ZX Harmonie 1.4i
1.079.000.000.- TL
(Coupé-Anahtar Teslim Fiyatı)

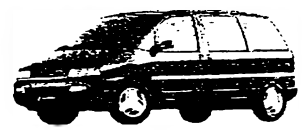
ZX

ZX Aura 1.8i
1.568.000.000.-TL
(Anahtar Teslim Fiyatı)

Xm

XM 2.0i Turbo VSX
3.990.000.000.-TL
(Anahtar Teslim Fiyatı)

Evasion



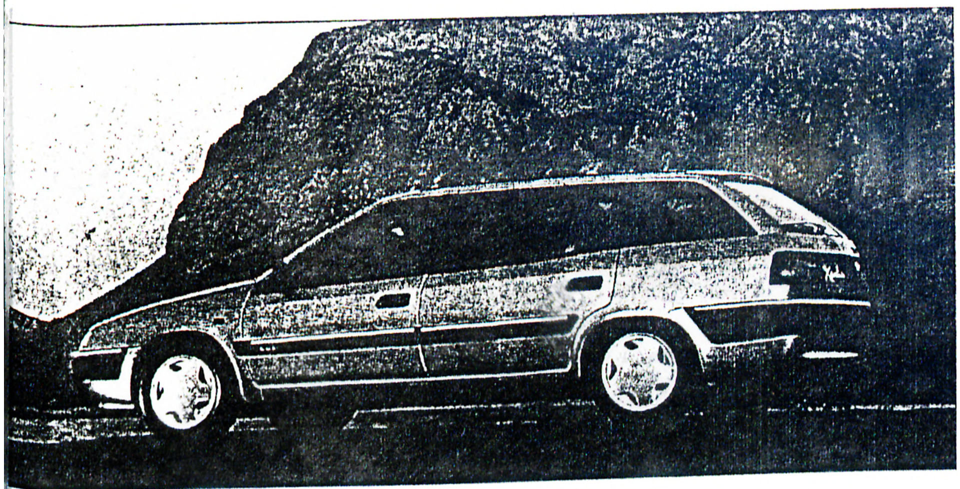
Evasion 2.0i Turbo VSX
3.979.000.000.-TL
(Anahtar Teslim Fiyatı)

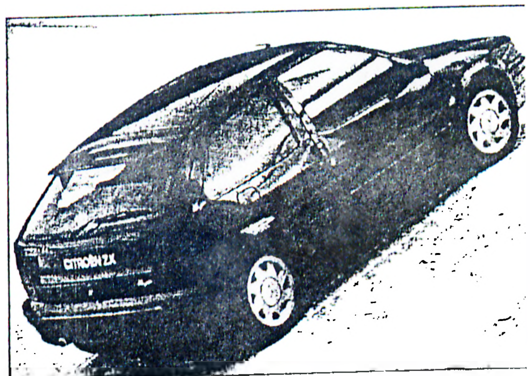
CITROËN YETKİLİ SATICILARI:

__ADANA Orijinal Otomotiv San. ve Tic.Ltd.Şti.__ Tel: (0322) 457 10 74 / 453 53 62 Fax: 457 29 06 __ANKARA Otosay Otomotiv San. Ltd. Şti.__ Tel: (0312) 278 27 71-72 Fax: 278 23 87 __Oto Paris Sat. Ser.Yd. Par.Tic.__ Tel: (0312) 342 12 70-71 Fax: 341 24 44 __BALIKESİR Hafak Nakl. Tic. A.Ş.__ Tel: (0266) 241 26 86 / 241 13 75 Fax: 243 15 65 __İSTANBUL Ersanlı Sınai Zırai Cih.Tic.San.__ Tel: (0212) 266 30 73-74 Fax: 267 08 03 __İZMİR Çamkıran Otomotiv San. Tic.__ Tel: (0232) 464 53 53 Fax: 463 83 83 __İZMİT H. Hakkı Cesur__ Tel: (0262) 321 40 64 / 321 56 36 Fax: 321 50 01 __ORDU Ünallar Otomotiv__ Tel: (0452) 225 31 11 Fax: 214 85 00 __SAKARYA Çobanoğlu Otomotiv__ Tel: (0264) 277 65 12 Fax: 274 45 68 __SAMSUN Karsam İnş. Turizm Tic. A.Ş.__ Tel: (0362) 437 65 51 Fax: 437 84 79

TÜRKİYE GENEL DİSTRİBÜTÖRÜ:
Baylas OTOMOTİV A.Ş.
Büyükdere Cad. Oyal İş Merkezi No: 108/1 80280 Esentepe - İSTANBUL TEL: (0212) 211 78 99 - 211 79 44 FAX: (0212) 211 24 51
Baylas Otomotiv bir H. Bayraktar Holding kuruluşudur.

CITROËN





Xantia Break, kasım ayında Motor Show'da sergilenecek (solda). 1.8 litre 16 supalı ZX 1996 yılında Türkiye'de olacak (üstte).

Citroen imaj tazeliyo

Ülkemizdeki distribütörü son üç yılda üç kez değişen ve it-latı kesintiye uğrayan Fransız Cit-en imaj tazeliyor. Citroen Türkiye stribütörü Baylas'ın Genel Müdür ırdımcısı Koray Batur "Citroen'in ırkiye'de son yıllarda zedelenen ıajını eskiden olduğu gibi güçlü ımak için gerekli tüm yatırımları pıyoruz. Baylas olarak son yıllar- ithalatı sık sık kesintiye uğrayan troen için kısa vadeli değil, uzun deli düşünüyoruz" dedi.

Bilindiği gibi Citroen Türkiye'de ın 3 yılda 3 kez distribütör değiş-di. 1993 yılına kadar Ersanlı şirke-tarafından ülkemize ithal edilen troen'in distribütörlüğü aynı yıl las Holding kuruluşu olan İhlas otor'a geçti. Ancak geçen yıl ya-nan ekonomik kriz sırasında Cit-en'in ithalatı bir süre durduruldu. u yılın ilk aylarında Citroen Türki- Distribütörlüğü İhlas Motor'dan las Holding ve Bayraktar Gru-u'nun ortaklığıyla kurulan Baylas rafından yürütülmeye başlandı. ncak bu ortaklık da çok uzun sür-edi ve Bayraktar Grubu geçtiği-ıiz günlerde Baylas'ın tamamına ıhip oldu.

Yeni bir yapılanma içinde olan aylas, Türkiye'deki yetkili satıcı ve ervis ağını genişletme çalışmalarıy-birlikte yeni modeller getirmeye aşladı. Baylas'ın Citroen modelleri rasındaki ilk yeniliği, daha önce 8 upaplı, 2.0 litre, 122 beygir gücün-eki motorla getirilen Xantia'nın 2.0 tre, 16 supaplı, 135 beygir gücün-eki motorla da ithal edilmesi. Xan-a'nın station modeli Xantia Break e 150 beygir gücündeki yeni turbo otorlu versiyonu kasım ayında erçekleştirilecek Motor Show'da ergilenecek. Halen 1.8 litrelik, 8 upaplı, 103 HP'lik motorla ithal dilen ZX modelinin 1.4 litre enjek-iyonlu ve 1.8 litre 16V versiyonları 996 yılında satışa sunulacak.

Citroen'in tepeden tırnağa yeni-enen küçük otomobil sınıfındaki emsilcisi AX de 1996 yılının ilk ay-larında ithal edilecek. Koray Batur, AX'in küçük otomobil müşterileri-nin tüm ihtiyaçlarını eksiksiz karşı-layabilecek kalitede bir otomobil olduğunu ve fiyatının bu pazardaki diğer otomobillerin fiyatlarına göre belirleneceğini söyledi.

Şu anda Türkiye çapında 10 adet yetkili satıcı ve 20 kadar yetkili ser-visin bulunduğunu söyleyen Batur, kısa vadeli hedeflerinin 1996 yılı başına kadar İzmir, Bursa, Samsun, Trabzon, Eskişehir, Antalya, Konya gibi büyük illerde yetkili satıcı ve servis açmak olduğunu açıkladı. Potansiyelin büyük olduğu illerde satış ve satış sonrası hizmetlerin ay-nı çatı altında verilmesini arzuladık-larını belirten Batur, yetkili satıcının olmadığı illerde bile servis açacak-larını söyledi.

İkinci elde sorun yaşayan en sahipleri için de çalışmala duğunu söyleyen Batur, yetkil cıların takas konusunda bilinçl rildiklerini; yakın bir zamand marka araçla takas yöntemini layacağını açıkladı. Batur, ayrıc şitli kredi ve leasing olanakla ratılacağını sözlerine ekledi.

APPENDIX 3

PRICES

PRICES

CITROEN XANTIA	2.0 İ 16V	2.384.368.000
CITROEN XANTIA (FULL)	2.0 İ 16 V	2.900.000.000
CITROEN XANTIA AUTOMATIC	2.0 İ	3.020.000.000
CITROEN XANTIA BREAK		3.007.763.000

MACROENVIRONMENT

* Current Economic Situation

FOR	AUGUST 1995	YEAR 1995
INFLATION	4.8 (%)	47.5(%)
DEVALUATION	5.4(%)	37.8(%)
MONTHLY INTEREST (KOC FINANS)	4.7(%)	

* The politically unstable environment
* High taxes to automotive industry
* New consumer protection laws are in effect
* Growing number of families having more than 1 automobiles

APPENDIX 4

POINT OF SALES

POINT OF SALES FOR CITROEN

1- BAYLAS OTOMOTİV - İSTANBUL

2- ERSANLI OTOMOTİV - İSTANBUL

3- ORİJİNAL OTOMOTİV - ADANA (NEW 01.07.96)

4- OTOSAY OTOMOTİV - ANKARA

5- OTOPARİS OTOMOTİV - ANKARA

6- HAFAK NAKLİYAT - BALIKESİR

7- ÇAMKIRAN OTOMOTİV - İZMİR (NEW 01.06.1996)

8- HAKKI CESUR - İZMİT

9- ÜNALLAR OTOMOTİV - ORDU

10- ÇOBANOĞLU OTOMOTİV - SAKARYA

11- KARSAM İNŞAAT TURİZM - SAMSUN (NEW 01.06.1996)

APPENDIX 5

M2 CARS - COMPETITORS

Citroen : The company states that their main competitor is Renault Laguna , Peugeot 406 and Ford Mondeo

The potential competitors concerning M2 Product Category are as follows:

- Alfa Romeo 155

More sporty looking. Italian . More powerful (150 hp).2000cc
Price:From 2.907.160.440

- Audi A4

New design. New entrance to the market. German . 125 hp .1800cc
Price :From 3.144.889.049

- BMW Series 3

Popular in the market . German .140 hp. 1800cc
Price : From 3.541.919.671

- Chrysler Neon

Not commercialized Turkey-wide.American. Sporty.132 hp 2000cc
Price : From 33.850 $

-Ford Mondeo

Imported by one of the assembler firms Otosan. Have powerful sales and service network. 115 hp
Price : From 35.000 DM

- Mercedes Series C

Very popular in Turkey .German. New design .122 hp. 1800cc
Price : From 70.970 DM

- Opel Vectra

Assembled in Turkey. Very popular. New design had been introduced at February 1996. Wide variety of choices. 136 hp. 2000cc

Price beginning from 2.064.000.000

- Peugeot 406

New entrant. First shown in Istanbul trade-show. French. 136 hp.

Price : From 2.800.000.000

-Renault Laguna

Also new. Very popular.Only one choice. French. 115 hp . 2000cc

Price : 2.315.447.048

- Renault 21

Canceled production in Turkey . Old looking. Not so popular.

- Rover Series 600

Becoming popular. English made. Modern looking .131 hp 2000cc

Price : From 3.124.485.000

- Seat Toledo

No import

- Wolkswagen Passat

Not very well known. Very few examples .German. 115 hp.2000cc

Price : 2.662.278.900

- Volvo Series T4

Not yet commercialized

- Honda Accord

Not many examples .Modern .Japan made . 135 hp .

Price : 30.000 $

- Hyundai Elantra

Very popular. Cheap .Modern design .Korean 113hp.1800 cc

Price : From 1.618.000.000

- Mazda 626

Modern Looking. Was very popular. Japan. 115 hp. 2000cc

Price : From 2.123.472.000

- Subaru Legacy

Not very well known .Few examples .Japan . 115 hp. 2000cc

Price : From 1.911.218.902

- Toyota Corona

Not imported

APPENDIX 6

IMPORT CAR SALES

IMPORT CAR SALES 1995

Brand /Model	1994 November	1995 November	1994 Jan--Nov	1995 Jan--Nov
OPEL	135	579	2633	1622
SKODA	244	470	3677	1987
RENAULT	23	346	585	1093
HYUNDAI	35	337	2057	2217
HONDA	52	330	994	1048
LADA	283	264	3314	1768
BMW	135	245	857	982
MAZDA	94	242	1235	952
VW		238		1154
DAEWOO		147		147
MERCEDES	80	101	304	639
FORD	12	88	572	204
ROVER	22	84	236	601
NISSAN	52	70	425	681
SUZUKI	88	65	731	562
VOLVO	11	65	11	395
PEUGEOT	23	50	409	288
FIAT	3	42	2023	42
ALFA ROMEO	17	41	202	328
KIA		26	1099	95
AUDI		23		198
SAAB	6	19	54	105
JAGUAR	4	10	4	51
SUBARU	9	10	151	51
CITROEN		5	813	88
GM	1	5	5	28
DAİHATSU	18	5	92	106
TOYOTA	127	3	1681	3
MASERATI	2	2	22	19
LAMBORGHINI		1		1
CHRYSLER	6		111	199
LOTUS			1	4
SEAT	8		1111	
TOTAL	1617	3913	25702	17658

APPENDIX 7

DEMOGRAPHICS FOR CAR SALES

DEMOGRAPHICS IN TURKEY

AUTOS FOR REGIONS OF TURKEY

İÇ ANADOLU	659,000
EGE	466,000
GÜNEYDOĞU	95,000
DOĞU ANADOLU	93,000
AKDENİZ	349,000
KARADENİZ	256,000
MARMARA	1,000,000

USAGE OF CARS PER CİTİES(UPPER10)

İSTANBUL	760000
ANKARA	422000
İZMİR	226000
BURSA	109000
ADANA	100000
ANTALYA	94000
KONYA	65000
İÇEL	55000
BALİKESİR	54000
MANİSA	49000

** Source DİE

DISTRIBUTION OF SOCIO-ECONOMIC STATUS GROUPS

Status Group	% Share in Total Families	# of Families	Income Share
A	4.7	567 470	19.17
B	10.3	1 235 066	18.47
C1	16.9	2 029 326	22.22
C2	13.8	1 655 926	12.4
D	36.5	4 395 747	22.41
E	17.8	2 142 306	5.33
TOTAL	100	12 025 841	100

** Zet-Nielsen

APPENDIX 8

BUYING BEHAVIOR

BUYING BEHAVIOR

POSITION OF THE CAR

FIRST CAR		
	1991	30.9%
	1992	30.8%
	1993	28.4%
REPLACED THE OLD		
	1991	51.4%
	1992	49.6%
	1993	49.6%
MORE THAN ONE CAR		
	1991	17.7%
	1992	19.6%
	1993	22.4%

USAGE TIME OF PREVIOUS CAR

0-1 YEARS		
	1991	21.3%
	1992	20.1%
	1993	20.7%
1-3 YEARS		
	1991	42.3%
	1992	44.6%
	1993	50.1%
MORE THAN 3		
	1991	36.4%
	1992	35.4%
	1993	29.2%

MOST IMPORTANY ATTRIBUTES IN TURKISH MARKET

	1991	1992	1993
PRICE	1	1	1
ECOMOMY	2	4	2
FUEL CONSUMPTION	3	2	3
2ND HAND MARKET	4	5	4
COMFORT	5	3	5

USAGE OF THE CAR

IN THE CITY

1991	73.2%
1992	73.3%
1993	78.9%

OUT OF CITY

1991	3.7%
1992	5.2%
1993	4.4%

EQUAL

1991	23.1%
1992	21.5%
1993	15.6%

PAYMENT CHOICES

CASH

1991	60.5%
1992	63.2%
1993	58.1%

INSTALLMENT

1991	26.3%
1992	28 %
1993	28.4%

BANK CREDITS

1991	9.2%
1992	5.1%
1993	9.8%

TEST OF THE CAR BEFORE BUYİNG(1993)

YES 39.4 NO 60.6

** TAKEN FROM A MARKET RESEARCH BY ONE OF THE LARGEST CAR PRODUCERS İN TURKEY

APPENDIX 9

QUESTIONNAIRE

QUESTIONNAIRE

- Evinizde mevcut araba sayısı kaçtır ?

  a) 0 b) 1 c) 2 d) 3 ve daha fazla

Otomobil / ler inizin markası :

____
____
____

- Otomobilinizi nasıl aldınız ?

  a) 0 km b) İkinci el

  Daha önce arabanız varmıydı

  a) Evet b) Hayır

  Önceki arabanızı kaç yıl kullandınız

  ____

  Önceki arabanızın markası ?

  ____

- Şu anda otomobil alsanız hangi markayı tercih edersiniz ?

  ____

- Yeni otomobil alırken **nasıl karar verirsiniz** ?

(Bir veya birkaç seçeneği işaretleyebilirsiniz)

☐ Otomobil dergilerini incelerim

☐ Bayileri dolaşırım

☐ Reklamlardan fikir alırım

☐ Arkadaş veya yakın tavsiyelerini alırım

☐ Önceki marka / araba deneyimlerime dayanarak

☐ Deneme kullanımı (Test Drive) yaparım

☐ Otomobil fuarlarına giderim

- Otomobil satın alma kararını :

a) Ailemle birlikte veririm

b) Tek başıma veririm

c) Diğer ____
____
____
____
____

- Fransız arabaları size ne ifade ediyor ?

- Alman arabaları size ne ifade ediyor ?

- Türk arabaları size ne ifade ediyor ?

CITROEN *XANTIA*

- Bu modeli biliyormusunuz ?

  a) Evet b) Hayır

  Cevabınız **evet** ise devam ediniz

- Bilginizin kaynağı hangisidir :
  (bir veya birkaç seçenek işaretleyebilirsiniz)

☐ Reklamlar

☐ Dergiler

☐ Tanıdık ve arkadaşlardan

☐ Yolda gördüm

☐ Fuarlarda gördüm

☐ Diğer ______________________

- Bu arabayı alırmıydınız :

  a) Evet b) Hayır

Evet ise

Aşağıdakilerden hangisi yada hangileri **XANTIA** seçiminizde etkendir :

☐ Fiyat	☐ Servis yedek parça
☐ Prestij	☐ Rahatlık
☐ Performans	☐ Donanım
☐ Dizayn	☐ Yabancı olması
☐ Az bulunması	☐ Markaya sempati
☐ Güvenlik	☐ Diğer __________________

Hayır ise

Aşağıdakilerden hangisi yada hangileri XANTIA seçmemenizde etkendir

- [ ] Fiyat
- [ ] Yakıt tüketimi
- [ ] Yabancı olması
- [ ] İmaj
- [ ] Performans
- [ ] Dizayn
- [ ] Servis yedek parça sorunları
- [ ] Güvenlik
- [ ] Diğer____________________

- Citroen **XANTIA** bir insan olsa sizce nasıl bir tipte olurdu ?

____
____
____
____
____
____
____
____

KİŞİSEL BİLGİLER

Adınız ____________________ Soyadınız ____________________

Kadın ☐ Erkek ☐ Mesleğiniz ____________________

Evli ☐ Bekar ☐ Eğitim Durumu____________________

- Hangi sosyal aktivitelere katılırsınız ?

☐ Spor ☐ Kitap okuma

☐ Sinema ☐ Seyahat

☐ Tiyatro ☐ Konser

☐ Diğer____________________

- Aktivitelerinizi yapış şekliniz hangisidir ?

☐ Yalnız ☐ Grup ile

- Aylık geliriniz ne kadardır ? (Ailece)

☐ 30 - 50 milyon

☐ 50 - 70 milyon

☐ 70 - 90 milyon

☐ 90 milyondan fazla

- Okuduğunuz dergileri yazarmısınız ?

____

____

APPENDIX 10

QUESTIONNAIRE RESULTS

ANKET SONUÇLARI

1 ARABASI OLAN	42	% 66.6
0 ARABASI OLAN	6	% 9.6
2 ARABASI OLAN	12	% 19
3 ARABASI OLAN	3	% 4.8

ORTALAMA KULLANMA SÜRESİ 2.41 YIL

İSTENEN ARABA	18 RENAULT 19	% 28.5
	19 TOYOTA COROLLA	% 30.1
	2 FORD MONDEO	% 3.17
	2 BMW 3	% 3.17
	4 MAZDA LANTIS	% 6.34
	2 ROVER	% 3.17
	1 RENAULT SAFRANE	% 1.58
	6 RENAULT LAGUNA	% 9.52
	8 FORD ESCORT	% 14.28
	1 MAZDA	% 1.58
	6 OPEL-VECTRA	% 9.52
	2 CITROEN XANTIA	% 3.17
	1 MERCEDES	% 1.28

DİKKAT EDİLEN ÖZELLİKLER

5 EN ÇOK 1 EN AZ

FİYAT	4.71
TASARIM	3.76
PERFORMANS	3.75
SERVİS YEDEK PARÇA	4.64
AKSESUAR	2.30
GÜVENLİK	4. 41
İMAJ	2.45
SATILABİLİR	3.91
ÖDEME	3.77
YAKIT TÜKETİMİ	4.21
KONFOR	3.73
DİSTRİBÜTÖR	4.15
YERLİ	3.25
YABANCI	3
DİĞER:RENK	3

KARAR VERME :

BAYİ GEZEN	19	% 30.15
DERGİ	25	% 39.6
ARKADAŞ YAKIN TAVSİYESİ	49	% 77.7
REKLAMLARDAN	10	% 15.8
ÖNCEKİ DENEYİM	41	% 65.07
DENEME SÜRÜŞÜ	13	% 20.6
OTOMOBİL FUARI	22	% 34.9
AILE	24	% 38
TEK BASINA	39	% 61.9

FRANSIZ ARABALARI HAKKINDA GENEL KANILAR

KALITE
GUVENILIR
ZARİF
KONFOR
PAHALI YEDEK PARÇA
ESTETİK

ALMAN ARABALARI HAKKINDA GENEL KANILAR

GÜVEN
SAĞLAMLIK
MÜKEMMELLİK
KALİTE
TEKNOLOJİK
PERFORMANS
PAHALI

TÜRK ARABALARI HAKKINDA GENEL KANILAR

KALİTESİZ
GERİ TEKNOLOJİ
KONFORSUZ
EL DEĞİŞTİRME KOLAYLIĞI
UCUZ
İKİNCİ SINIF

XANTIA

BİLEN 22 % 34.9 BİLMEYEN 41 % 65.1

İNSAN OLSA: ERKEK, YAKIŞIKLI, ORTA YAŞLI VE ALTI, ŞIK, TUTUCU, MAĞRUR, NAZİK,AĞIR BAŞLI, RESMİ, ASİL, EMNİYET İSTEYEN, CİDDİ, TUTARLI, SABİT FİKİRLİ, ZENGİN, KÜLTÜRLÜ, ZARİF, KALIBINI DOLDURAN,BAKIMLI

BİLGİ KAYNAĞI

TANIDIK	11	% 50
REKLAM	5	% 22.7
DERGİLER	9	% 14.3
YOLDA GÖREN	6	% 27.2
FUAR	5	% 22.7
KULLANMA	3	% 13.6

ALIRMIYDINIZ

EVET 12 HAYIR 10

SEÇME NEDENLERİ

FİYAT	6	% 50
PRESTİJ	5	% 41.6
PERFORMANS	8	% 36.36
MARKAYA SEMPATİ	3	% 25
GÜVENLİK	8	% 66.6
TASARIM	8	% 66.6
SERVİS YEDEK PARÇA	5	% 41.6
KONFOR	7	% 58.33
DONANIM	4	% 33.33
YABANCI	1	% 8.33

SEÇMEME NEDENLERİ

FİYAT	6	% 60
YAKIT YÜKETİMİ	4	% 40
SERVİS YEDEK PARÇA	7	% 70
GÜVENLİK	4	% 40

XANTIA EVET DİYENLER

GELİR GRUBU

50 MİLYON ALTI	1
50-70	2
90-110	4
110 ÜSTÜ	5

10 ÜNİVERSİTE % 83.33

2 ORTAOKUL % 16.66

4 YALNIZ AKTİVİTE % 33.33

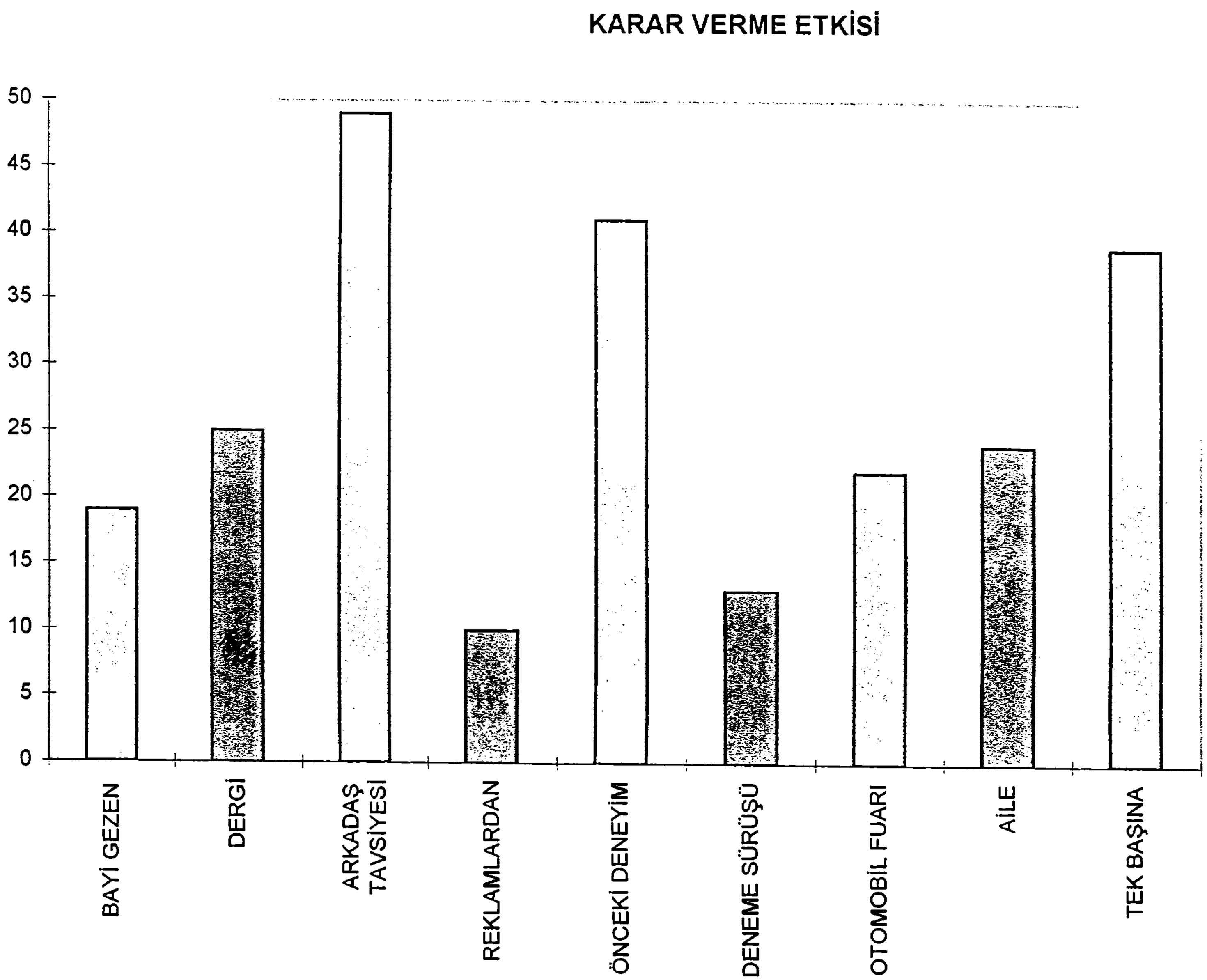
8 GRUP AKTİVİTE % 66.66

7 KİTAP OKUYAN	% 58.33
6 SPOR	% 50
3 SİNEMA	% 25
8 SEYAHAT	% 75
3 KLASİK MÜZİK	% 25
3 TÜRK HALK MÜZİĞİ	% 25

EN ÇOK OKUNAN DERGİLER

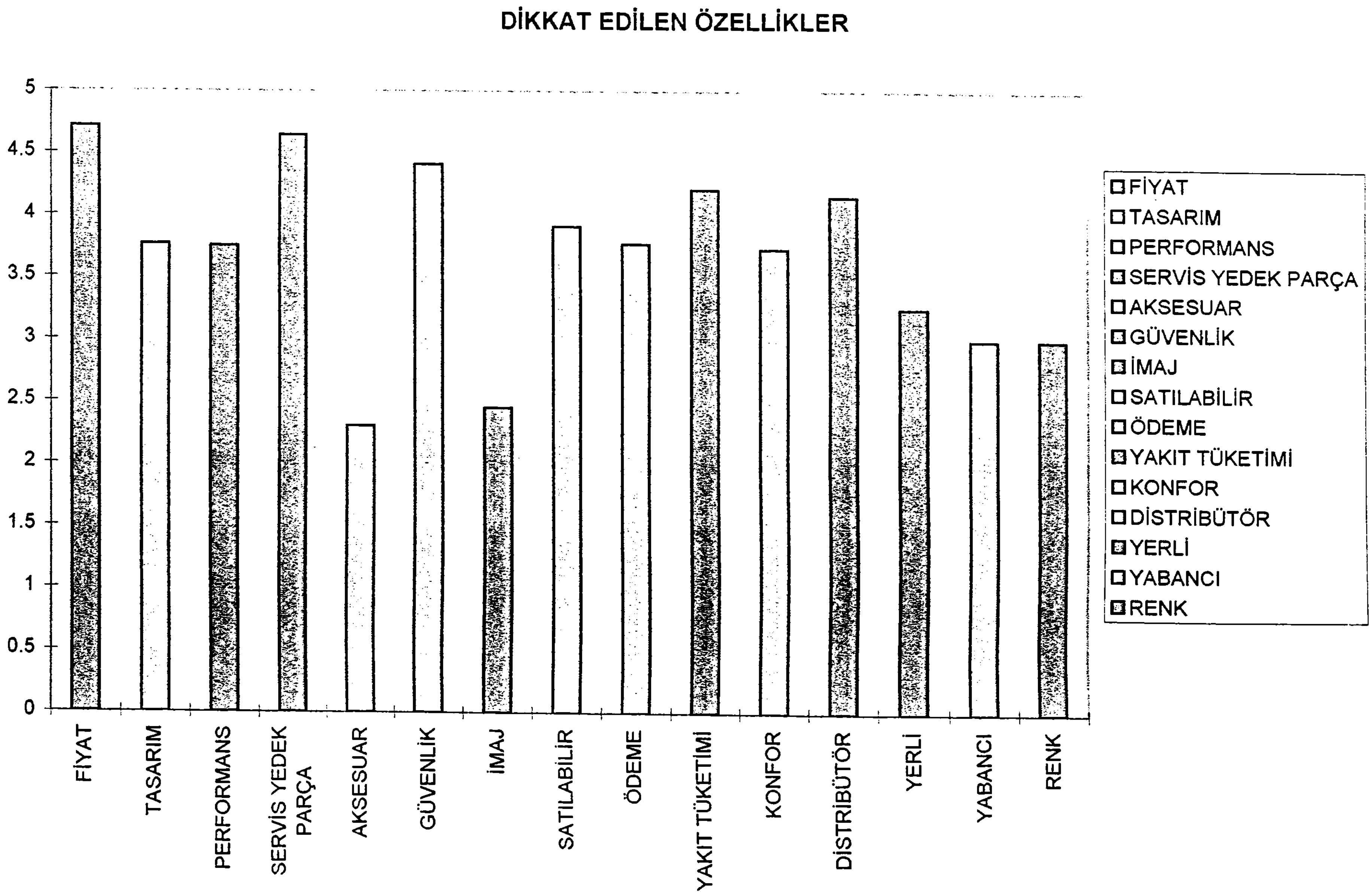
EKONOMİST AKTÜEL NOKTA GLOBAL TEMPO

Chart1

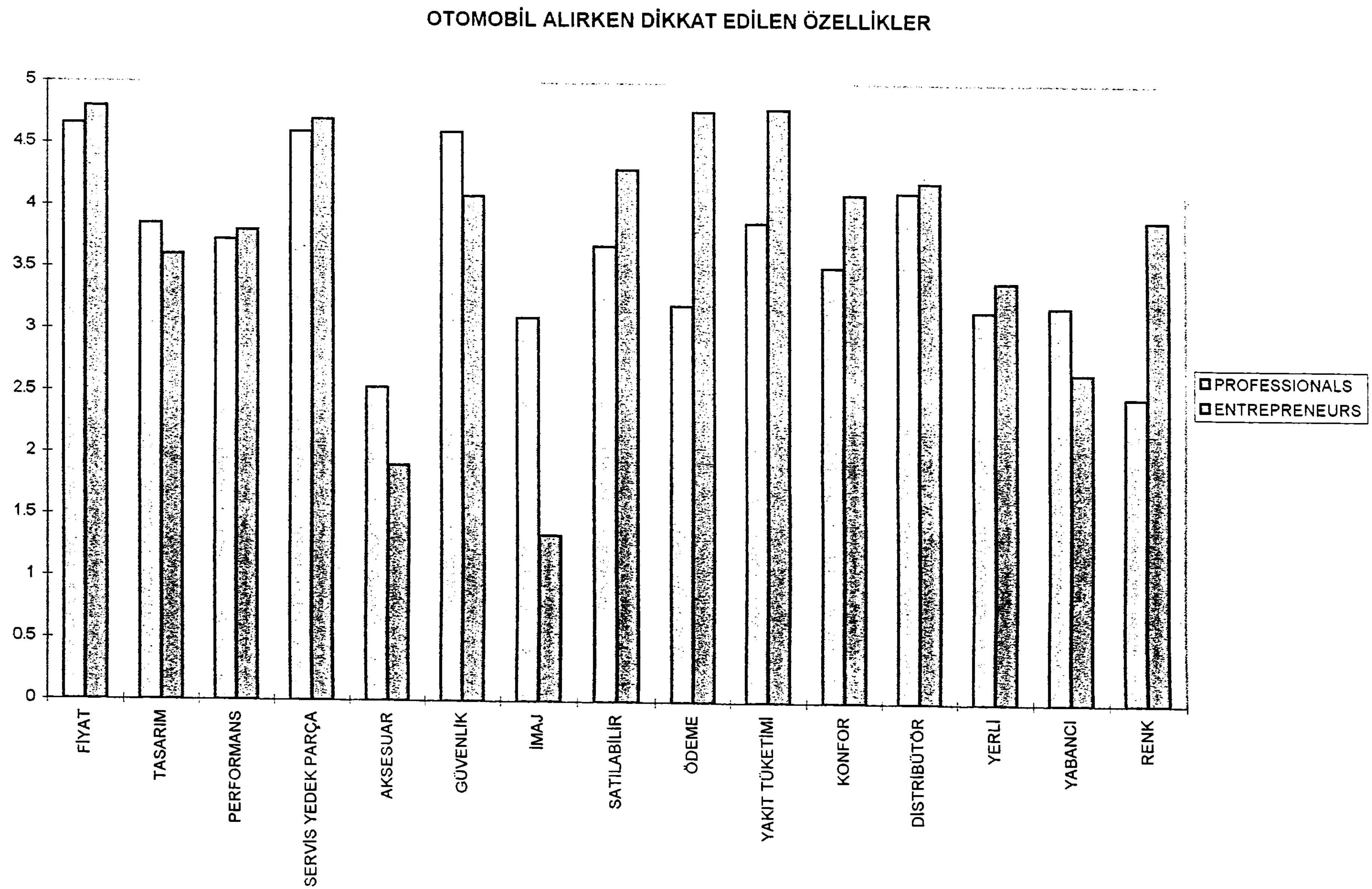


KARAR VERME ETKİSİ
50
45
40
35
30
25
20
15
10
5
0
BAYİ GEZEN
DERGİ
ARKADAŞ TAVSİYESİ
REKLAMLARDAN
ÖNCEKİ DENEYİM
DENEME SÜRÜŞÜ
OTOMOBİL FUARI
AİLE
TEK BAŞINA

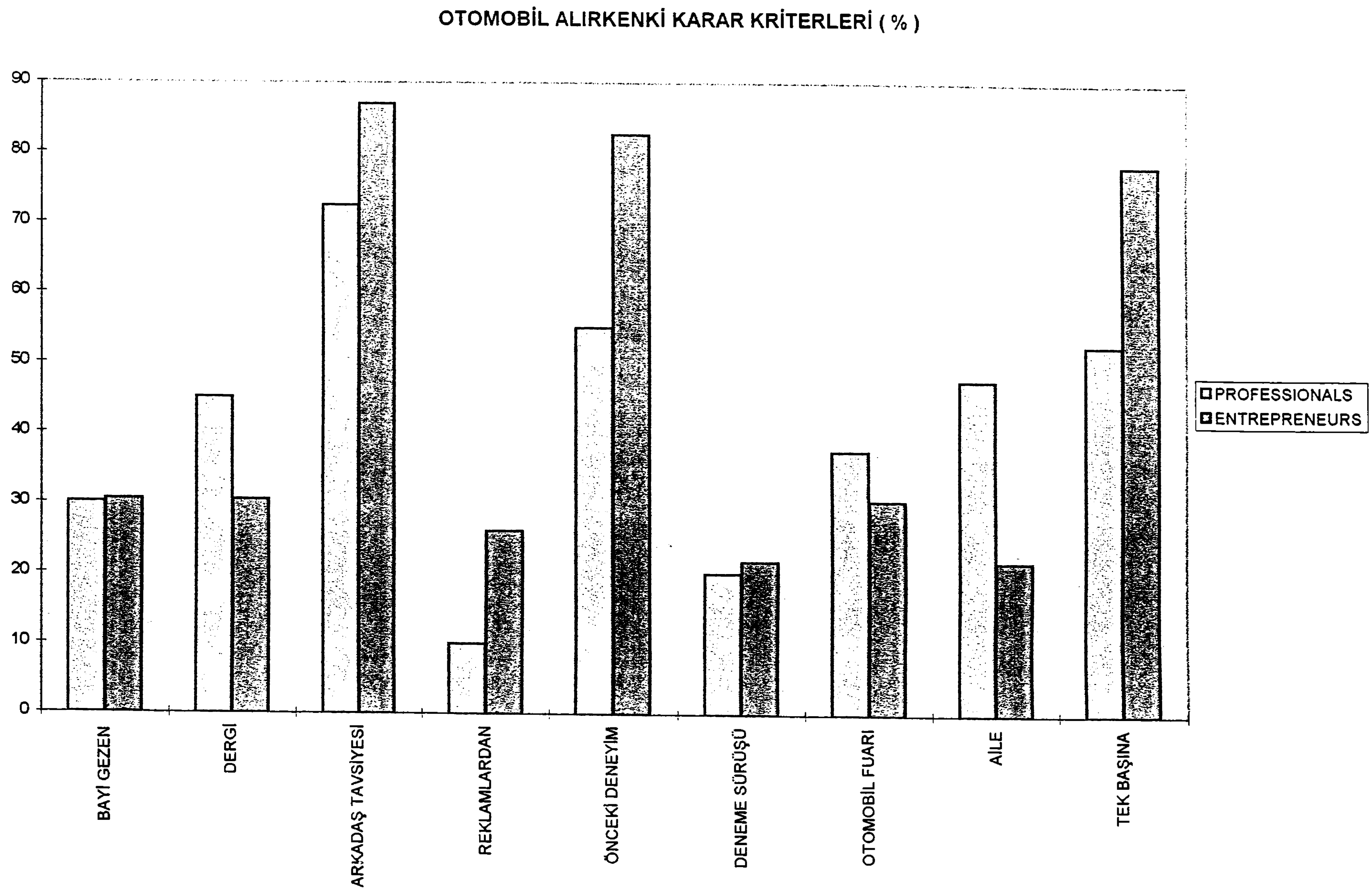
Chart1



DİKKAT EDİLEN ÖZELLİKLER
5
4.5
4
3.5
3
2.5
2
1.5
1
0.5
0
FİYAT
TASARIM
PERFORMANS
SERVİS YEDEK PARÇA
AKSESUAR
GÜVENLİK
İMAJ
SATILABİLİR
ÖDEME
YAKIT TÜKETİMİ
KONFOR
DİSTRİBÜTÖR
YERLİ
YABANCI
RENK



OTOMOBİL ALIRKEN DİKKAT EDİLEN ÖZELLİKLER
5
4.5
4
3.5
3
2.5
2
1.5
1
0.5
0
FİYAT
TASARIM
PERFORMANS
SERVİS YEDEK PARÇA
AKSESUAR
GÜVENLİK
İMAJ
SATILABİLİR
ÖDEME
YAKIT TÜKETİMİ
KONFOR
DİSTRİBÜTÖR
YERLİ
YABANCI
RENK
PROFESSIONALS
ENTREPRENEURS


OTOMOBİL ALIRKENKİ KARAR KRİTERLERİ (%)
90
80
70
60
50
40
30
20
10
0
BAYİ GEZEN
DERGİ
ARKADAŞ TAVSİYESİ
REKLAMLARDAN
ÖNCEKİ DENEYİM
DENEME SÜRÜŞÜ
OTOMOBİL FUARI
AİLE
TEK BAŞINA
PROFESSIONALS
ENTREPRENEURS

APPENDIX 11

OTHER RESEARCH FINDINGS

CITROEN DEALER INTERVIEWS

Questions

What are the characteristics of people having Citroen?
What are the similarities of the consumers?
What are their opinions about repurchase?
What are their complaints?

INFORMATION FROM BAYLAS AUTOMOTIVE

Technical information is taken
Reports for advertisement campaigns and BBDO group report is also taken. The company officials did not give permission to show the reports in the thesis.The identification of the 4 segments presented in the study is mostly taken from these reports.

17 PERSONAL INTERVIEWS

Questions

What is the criteria for decision making?
What is a car for them?
What are the important attributes of a car?
How do they purchase?
How do they gather information?
What are the important factors while buying a car?
Education and social activities?
What do they thing for point of production?
What type of car they are using and what do they prefer?

CITROEN DEALER NETWORK MEETING

Questions Asked :

What type of people buy Citroen?

What are the advantages and disadvantages of Citroen Xantia?

Are the consumers satisfied?

What type of people use Citroen?

Is there a second hand market for Citroen?

OBSERVATION

Places

Two observations from İstanbul and Ankara

Findings

Citroen is not known. No opinions about hydraulic system. Consumers are not familiar and do not show interest.

TEST DRIVE REQUESTS

Findings

22 Out of 30 test drive requests are for Citroen Xantia which shows the importance of the car for Citroen. 5 of the remaining is for Evasion and 3 is for ZX.