MARKETING PLAN FOR:

ASA AUTO

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1. EXECUTIVE SUMMARY

In the following marketing plan, we evaluated and carefully presented how the introduction of new car models by the company ASA, more accurately said ASA AUTO (car selling area) and how specific activities in the area of advertisement and promotion should affect its further sales. As mission of ASA says, innovation is one of the crucial goals that are necessary for its success. That is why ASA AUTO always introduces newest models of cars and follows modern trends.

Our marketing plan illustrates the marketing segments and marketing strategies that we analyzed in order to improve the sales of ASA AUTO, improve its image and in that way help to overall ASA GROUP on its way of becoming leader of Balkan. Our marketing plan is based on introduction of new car models for sale. Those models are Audi Q3, A6. We also explained the ways how to offer those cars to customers after their introduction and analyzed how successful our marketing plan will be by using SWOT analysis. According to our marketing plan, the target group of customers for newly introduced models will be middle to upper-income ordinary and business people, and middle to large size organizations. We have to position ourselves using product and service offer differentiation as leader in sales-service network, provision of safety and creating value for the customers.

In the year 2011, we aim to increase the sales of Audi brand for 3% by introducing the new Audi Q3 and A6 into the Bosnian market, but increase the sales of other vehicles as well. After that our goal will be promotion of safe driving programs and increase in awareness about its importance for Bosnian publicity. We will try to improve awareness of people about insecurity of using old cars and pollution that they are producing. One of important events in 2012 will be signing agreement with Toyota Company about becoming leading trader for Rav4 brand in Bosnian market.

When we talk about pricing of new models, we used market-penetration strategy and set that introducing price of Audi A6 for first six months will be 89 000 KM and for Audi Q3 100 900 KM. ASA sells about 5 000 cars every year, and this amount says a enough about how strong and big it actually is. The first year sale of Q3 is projected at 1 500 000, with an average wholesale price of 100.000 per unit and variable cost of 600.000 for unit sales volume of 150 cars. According to our calculations, selling the Audi Q3 will start being profitable when sales volume exceeds 90.

We will use all media available to advertise our new models such is web page, most viewed Televisions in the country, Radios, Magazines etc. Also, important step is using surveys to see how customers perceive our new products in order to adjust our strategy and make products more competitive.
2. SITUATION ANALYSIS

2.1. CURRENT MARKETING SITUATION

ASA AUTO is part of huge ASA Prevent Group as one of the largest private businesses in Bosnia and Herzegovina that strongly influences the development of the domestic economy. Initially the business in ASA Prevent started with the importing and selling of new cars, parts for cars, as well as the transportation services. The requirements of the modern market caused rapid development of ASA group and in response to this ASA expanded its consulting services in the fields of finance, information technology, real estate, and insurance. High and frequent investments and innovative ideas were the key for the leadership position in the market of Bosnia and Herzegovina.

ASA has received the title of most preferable business in the auto industry of B&H, and on the list of most profitable businesses in B&H for 2010 is on the second place with an annual profit of 610 millions. With its approach the ASA Group has become the driving force of the B&H society and a good example of a successful corporate society. With a clearly defined strategy and its vision, ASA group continues with growth on an everyday basis, and one of its most important parts are professionals. The position of ASA group in the market highly depends on dynamic, talented, ambitious and successful people working there and having the common goal to become the business leader of Balkan.

2.2. MARKET DESCRIPTION

The automotive industry has emerged from a time of turmoil with a renewed focus on cost and timing pressures and greater concentration on exciting consumers with innovative products. Today, the automotive industry is a very powerful part of the whole economy and customers are more demanding than ever before. The car is not a luxury rather a necessity of modern life, seeking safety, quality and professionalism. After the war in B&H the production of parts for the automotive industry is again one of the most important industries in Bosnia and Herzegovina. The domestic market is progressively growing and that growth from year to year is above 20%. Irrefutable fact is that cars everywhere else, and in B&H have become aspirations of everyone.

We gain the competitive advantage of being the leader in automotive industry in B&H. Through a close relationship with our clients we continuously build satisfaction, safety and trust of our clients, and in the same time we become a highly recognized brand in the market. By applying such kind of strategies we in the same time attain our business short and long term goals as well as goals of the society surrounding us. Our focus is on handling the quality and our long year existence confirm that we do it very well. The best confirmation of our success are multiple awards, but our greatest award is the trust of our clients and their believes that we can fulfill their dreams.
2.3. PRODUCT REVIEW

With the aim of being a leader ASA Group is committed to continuous innovation, developing new products and services, setting the market trends, creating business opportunities, and developing human resources in response to the challenges of modern times. Our business started with importing and selling of new cars, and parts, as well as with transportation services. After a while we have progressed and have expanded our services into different areas. Today we are the leader in importing and selling cars, and leader in providing transportation services, different consulting services in the fields of finance, information technology, real estate, and insurance. One of the keys for succes is to differentiate yourselves from others, and that is exactly what we do. In the area of car sales we offer car lines from those who are leaders in automotive industry, including Volkswagen, Audi, Seat, Skoda and Porsche.

High differentiation in products and services, good strategies, clearly defined vision and mission, good organized business unit, enable us to be the leader, and to have an annual profit of 610 millions. We are on the second position of most profitable companies in B&H, but we continue with growth, innovation, and successes in order to fulfill our vision, which is to be the leader of Balkan.

2.4. COMPETITION REVIEW

One of the most competitive markets in the world today is probably the auto industry with its many car brands competing fiercely against each other. So that one of the main focuses is how to gain the competitive advantage, this means how to differentiate yourself from other, in order to get the attention and recognition from customers. From day to day the number of companies engaged in automotive industry significantly increase. So that we can say that even the extremely large number of competitors surrounding us, does not prevent us to be the leader and to continue with growth. Key competitors include:

- **Berlijeta**- Berlijeta is the name of the authorized distributor, which actually represents and sells Opel cars. Berlijeta has its two showrooms, first located in Sarajevo and the other in Visoko. In Berlijeta you can find following Opel models: Antara, Astra, Corsa, Insignia, Meriva, Vivaro, and other.

- **Suzuki**- „ASD Viba“ a company from Tuzla, actually an authorized distributor of Japanese cars „Suzuki“ has opened an showroom in Sarajevo. Some Suzuki models available here are: Swift, SX4, Ignis, Jimny, Splash i Grand Vitara. The director of „ASD Viba“ said that the demand for Suzuki cars in B&H is high.

- **Ford**- With its models Focus, Fiesta, Kuga, Ka, Fusion, Mondeo, attract a large number of customers worldwide, and also in B&H. Ford follows trends in technology, is highly innovative, and has a long year tradition.

- **Bunjo**- the authorized distributor of Renault cars is located in Sarajevo, and offers a wide range of Renault cars, including Megane, Clio, Twingo, Kangoo, Laguna, Fluence, Espace. Renault attracts its customers with different offers like „Renaults green heart“ and other.
• **AUTOline**- it is a subsidiary of Croatia Euroliné which is engaged in selling the wide number of Mercedes cars models. It has been opened in Sarajevo, and attracts lovers of luxury cars.

• **Nissan**- With its slogan: „Nissan dare to be different“, is the main seller of small cars in B&H. With its models like Micra, Murano, Juke, and other Nissan attracts a huge number of small cars lovers.

• **Hyundai Auto BH**- is a Bosnian company which has the exclusive agreement with „Hyundai“ which gives it the right to sell Hyundai cars in B&H. Good results were attained with constant care and improving the quality of Hyundai line.

In order to offer the best products, the highest quality and outstanding service, we need to understand our customers better than our competitors do, and so far we have succeeded in it. Customers always can observe the difference. We are a performance-driven company committed to growing the value of our business and providing a significant return. Excellent and sustainable financial performance allows us to act more flexible than our competitors do. We are committed to leading ASA with an entrepreneurial spirit, which has been a strong characteristic since our foundation, and that is what ultimately makes the difference in the marketplace.

**2.5. DISTRIBUTION REVIEW**

Distribution provides a number of opportunities for the marketer that may normally be associated with other elements of the marketing mix. So that we pay a great attention to the distribution services, in order to satisfy our customers. The greatest value of ASA Prevent car delivery services is its experienced and professional personnel. Highly qualified drivers, knowledgeable customer services representatives, and result-oriented administration all work cohesively to achieve the same goal: to provide premium quality car delivery services to every client. With "Driven To Deliver" as the company's motto, ASA takes traditional concepts of car delivery services and polishes them with brand-new achievements in the logistics technology. The flexibility ASA offers as a car delivery services provider enables efficient and cost-effective delivery.

**2.6. SWOT ANALYSIS (Strengths and weaknesses, opportunities and threats)**

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<td>Reliant upon particular models of cars</td>
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<td>Free trade</td>
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2.6.1. **SWOT EXPLANATION**

**STRENGTHS**

**Brand strength** – ASA AUTO is part of the largest private business in Bosnia and Herzegovina, the activities of it have significant effect on development of the economy of the country. This company is well known as company that ensures satisfaction to clients who are its business priority. This fact makes it much easier to realize our marketing plan.

**Customer oriented strategy** - ASA PVA and PSS offers to its client’s vehicles, original parts and accessories from Volkswagen and Audi product lines. AS PVA’s Service Centre offers maintenance services for all Volkswagen and Audi models, and installs only original brand parts. All spare parts are installed in your vehicles within a maximum of 7 days. In today’s business world, especially in the area of car dealing, it is very important to provide to customers adequate services related to maintenance of bought cars. This means that introduction of new models according to our marketing plan will be already supported by PVA and PSS department.

**Strong distribution channels** – that means subsidies in bigger cities in Bosnia and Herzegovina. Distribution channel also include partner sales-and-service studios such are Nipex, Inter Auto, Audi Center. In the capital city of Bosnia and Herzegovina, new models will be distributed through the ASA PVA department. Organization of demonstration and trial days for new models is also very important for effectiveness of ASA’s distribution channels.

**WEAKNESSES**

**Reliant upon upper-income level customers** – ASA deals mostly with cars that are affordable only for people with middle and upper-level of income. Its primary business target represents middle to large size organizations. So, we have to bear in mind that there is risk for decline in business in a case of economic crisis that can affect middle to large size organizations.

**Reliant upon particular models of cars** – in our marketing plan, we mentioned that we want to introduce Audi A6, A3 and Q3 and give much attention to sale of those products in best possible way. This means that ASA mustn’t forget the selling programs for other models of cars and still have to keep good profitable customer relationships. One more risk is reliance upon brand-name of car manufacturers. If brands such are Audi, Skoda etc start to decline in reputation, it will cause difficulties for ASA.

**OPPORTUNITIES**

**New products (more attractive offer)** – ASA follows latest trends in car industry and offer high quality cars, characterized by the latest features, performance and design, equipped with high quality features. Also, ASA pays huge attention to way of offering products to the publicity and it follows newest trends related to safety of driver in the car, long-term warranty periods, services for car maintenance but modern ways of distribution programs as well.

**Preparation for going international** – important goal of ASA is to become the first one, the leader not only in Bosnia and Herzegovina, but in whole Balkan. In order to realize this goal, they have to focus on providing newest car models and being up to date with models offered for sale. ASA is located in very good geographical area for going abroad with its business, because Sarajevo is well known city as multicultural and multinational that is being visited by many tourists.
THREATS

**Competition** – auto industry, especially the retailing sector is one of the most competitive markets nowadays. There are many car brands with very similar features, high quality, great features and equipment and that make it very difficult to differentiate them. Those brands are competing against each other and that is being done mostly through retailers who are responsible to convince buyers about their quality and to prove them that they are different from others. Bosnia and Herzegovina is small market with lots of companies that sell cars such are: Berlijeta; Suzuki; Ford; Bunjo; AUToline; Nissan; Hyundai Auto BH etc.

**Potential crisis** – Bosnia and Herzegovina was in a war 20 years ago, and there is still certain level of nationalism. Country is still divided in two areas on national basis and in a case of political destabilization of the country, economic crisis will be likely to occur and negatively affect the Bosnian businesses.

**Potential product issues** – ASA is relying much on brands of the car manufacturers, and that means that potential issues related to car brands will lead to problem for ASA as their retailer. Well known event related to Toyota Company says enough about this. Toyota company called off from the market around 335 000 of Lexus models at the beginning of the 2011 because of error in the machine of those cars. Such negative experience of the producer negatively affects its retailers’ image as well.

**Free trade** – we live in the globalization age, age in which world is becoming huge village, age of international companies. That fact results in threat for ASA in a sense that there is possibility of overtaking the market by some strong foreign company if they decide to establish business in Bosnia and Herzegovina.

3. OBJECTIVES AND ISSUES

From the beginning of its existence Asa Auto has been set clear and distinguishable objectives which are the main path by which the company is led through years, from its foundation in 1995 till present. For the following two years it has sharp but achievable objectives.

**First-year objectives**

During the Asa Auto golden period of existence as well as having the insight from year 2008 (when we were a leader in sales of Audi and Škoda brand names), a company is continually struggling to keep the record. Hence, in the first year we are aiming to increase our sales of Audi brand for 3 %, by introducing the new Audi Q3 and A6 to the Bosnian market. Another objective for this year is to increase the sale of new passenger vehicles, which will gain the higher market share and make us absolute leader in the market.

**Second year objectives**

Our second year objective is to promote the campaign of safe driving to the Bosnian population. We will do that through encouraging drivers to continually update the safety of their cars, to check the correctness of their function and performance. We will raise the awareness of insecurity of old cars, as well as air pollution that they are producing. Our second goal is to sign the trade and representation agreement with Toyota Company and to become the leading trader for Rav4 brand in Bosnia market.
Issues

In order to achieve our goals we have to work hardly on marketing promotion and customer relations. Our brand managers have to work continuously to promote and distinguish our offerings from competitors one. We have to prove that once we gained the position of leader, we have not reached all what we can.

4. MARKETING STRATEGY

Asa Auto’s marketing strategy is based on a market positioning and promotion and differentiation as well. Our primary consumer is middle to upper-income ordinary and business people who are willing to follow the latest trends in car industry, who are interested in safety of driving and best service for their vehicles. This segment can be described demographically by age (30-50) and income status. Our primary business target represents middle to large size organizations, rent-a-car companies as well as international representatives in Bosnia such as embassies. Our secondary customers are Bosnian travelling agencies as well as state and European military forces. This segment consists of companies which are having around $5 million in annual sales and more than 25 employees.

4.1 Positioning

Using product and service offered differentiation; we are positioning Asa Auto as a leader in sales-service network, safety oriented customer focused, convenient and value creating organization. The marketing strategy is focused on improving working performance of Asa PSS (service salon for brands Škoda and Seat) as well as Asa PSA (authorized trader for brands Audi and Volkswagen). It is also very important to mention that ASA pays huge attention to positioning itself as company that is very responsible and that care about its environment. That will be done through programs on awareness of customers about the importance of safety within the car, but outside of it as well. So, ASA do not care just about the driver, but about the environment as well. Prevention of car accidents caused by old and damaged cars, prevention of CO2 emission also caused by damaged and old cars, but also prevention of accidents by new cars that can be achieved through ASA’s programs of maintenance are also important part of its positioning process.
4.2. Product Strategy

Asa Auto’s cars will include the latest features, performance and design quality, and they will be sold with 6 years warranty period. We will introduce the new, high quality and great latest features car, Audi A6, which will be completely equipped with well known Quattro system (four-wheel drive). Introducing the latest brands is the basic idea of our product strategy. New brands will be presented in introductory product campaign, for which will mainly be in charge PSA and PSS marketing executives.

Product life cycle after introduction

4.3. Pricing Strategy

We will introduce two new Audi models with two different strategies. Related to that new Audi A6 will be sold by market-penetration strategy, which will make it sportiest, well designed and great performance features car affordable to the Bosnian community. The introducing price for the first 6 months will be 89,900 km. Another model, Audi Q3, will be sold by setting the higher initial price of 100,900, in order to reflect its luxury design, configuration and driving capabilities. Thus, we will introduce it with the price of km, which makes this car affordable only to our higher income, and higher market share (businesses) customers.

4.4. Distribution Strategy

Our distribution channel strategy will be implemented through our subsidies in bigger Bosnian cities. Our customers will be able to reach products through our partner sales-and-service studios such as Nipex, Inter Auto, Audi Center. For the Sarajevo region new models will be distributed through the Asa PVA department. In order to support our channel partners and distributors Asa will organize demonstration and trial days for the new models, which will raise the awareness of society about their
latest facilities. All our partners will make teams of educated and informed employees who will work closely with customers on their distribution needs.

4.5. Marketing Communication Strategy

We will leverage all media, including the social one and word of mouth for the vast majority of our marketing using platforms such as our web page, Facebook page, ASA Holding Group page, Sarajevo X, and related. These platforms are widely used by customers in our market. We will communicate new products through TV and billboards advertising as well. First we will prepare “teasing” ads in order to make our customers interested in new models. We have to be aware that our customers are mainly Generation X consumers, which are characterized by favoring face-to-face communication and easy to understand presentations. However, we will not rely mainly on any communication channel, we will use marketing-mix promotion in order to reach vast majority of our customers.

4.6. Media Selection

<table>
<thead>
<tr>
<th>OUTPUT</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Television</td>
<td>TV1, BH1, FTV, RS, TVSA</td>
</tr>
<tr>
<td>Radio</td>
<td>90.9 RSG radio, 102.7 Kameleon, 92.6 BH radio 1</td>
</tr>
<tr>
<td>Magazines</td>
<td>Dnevni Avaz, Auto Magazin, Auto Shop Magazine</td>
</tr>
<tr>
<td>Internet</td>
<td><a href="http://www.asa-auto.ba">www.asa-auto.ba</a> ; <a href="http://www.audi.ba">www.audi.ba</a> ; <a href="http://www.sarajevo-x.com">www.sarajevo-x.com</a> ; official promotion page <a href="http://www.audinew.ba">www.audinew.ba</a></td>
</tr>
<tr>
<td>Outdoors</td>
<td>Billboards and prints in selected areas:</td>
</tr>
<tr>
<td></td>
<td>◆ Campuses, transportation (bus, metro, stations)</td>
</tr>
<tr>
<td></td>
<td>◆ Tourist areas in high seasonal periods</td>
</tr>
<tr>
<td></td>
<td>◆ Outskirts of key cities in geographical reach</td>
</tr>
<tr>
<td>Others</td>
<td>Not relevant (can be included)</td>
</tr>
<tr>
<td>Personal selling</td>
<td>Direct contact with retailers sell-and-service outlets, direct contact with customers</td>
</tr>
<tr>
<td>Public relations</td>
<td>Introduction shows, presentations, trial events, sponsorship activities, call-for-information number</td>
</tr>
<tr>
<td>Publicity</td>
<td>Conferences, press releases (print and online), buzz marketing through TV coverage</td>
</tr>
</tbody>
</table>
5. MARKETING RESEARCH

Using certain researches, questionnaires and surveys we are planning to get an insight of the customer’s perception of new products as well as company in all. We are planning to increase the interest for participation in certain surveys and poll by providing special gifts for selected participants. We will also measure the customer expectations as well as attitudes that our company have built through marketing and communication strategy. Finally, customer satisfaction as one of our main goals will be measured through overall market.

6. MARKETING ORGANIZATION

Asa Auto’s chief marketing officer, Sanela Halilović has an overall responsibility for the all marketing action that are about to be implemented. Each Department at Asa has its own marketing manager who is responsible for activities related to certain brand or model. However, Asa is cooperating with Studio Moderna for additional marketing services. In the following figure will be represented the marketing structure at Asa Auto.

![Marketing Structure Diagram]

7. ACTION PROGRAMS

Asa Auto will introduce new Q3 in August 2011. In the following 4 months steps that are to be taken are described below.

July We will initiate 100,000 trade sales promotion campaigns in which we will educate, train and empower dealers to generate the introduction of new Q3 in Bosnian market. We will exhibit preparation for presentation shows, test driving and in meanwhile do a lot on media promotion. Our stuff will work closely with customers, increasing their awareness and attitude toward new model.
August  We will start with presentation shows, through campaign which will represent the basic characteristics, features and specialities of a new model. We will show our customers why it is worthy to invest in this car, by creating high perceived value. There will be first test driving events organized.

September  As the campaign continues our dealers and sell-and-service channels in country will introduce the new model as well. We will try to reach our high income and high share customers by providing long warranty period, full equipped and differentiated model. Our media campaign will continue as well.

October  We will organize Open Doors of Asa for You event, where we will invite our customers to get more involved in our organization, make closer to them our models, deal with their expectations, advice them about payment assessment and vast other activities necessary for increased satisfaction of our customers.

November  We will sign an agreement with BBI bank for credit-buying of our new Q3 model in order to increase the interest for it. On the other side for customer who are paying in cash we will ensure 3% of allowance. However, we will ensure a free-of-charge phone call number for all complaints, suggestions and questions about our models.

December  We will arrange a reward game with Auto Magazine, where we will make a questionnaire about our Q3 model, and for selected group of applicants we will provide 3 hours rent-and-drive of new model. Our official promotion page will be updated by latest trends and innovations related to Audi market. We will analyse customer satisfaction at the end.

7.1. IMPLEMENTATION PLAN

IMPLEMENTATION PLAN

August- introduction of new Q3

September- dealers and high valued customers

October- Open Doors of Asa For You event

November- Ease the asses to the new model

December- Media cooperation

13
BUDGET

From the very beginning, our business is growing and developing fast, which is both great news for us and B&H economy. What we actually do, is that we are able to meet and predict customer needs and wants. Therefore we have gained trust and believe of our customers, which last for more than 15 years. We achieve a turnover of around 700 million annually from the beginning. The main secret of having such a high turnover is that we reinvest about 150 million every year. We sell about 5 000 cars every year, and this amount says a lot about how strong and big we actually are. The first year sale of Q3 is projected at 15 000 000, with an average wholesale price of 100,000 per unit and variable cost of 600,000 for unit sales volume of 150 cars. Break-event analysis indicates that Q3 will become profitable after the sales volume exceeds 90 cars.

According to graph, we can conclude that the Break Even Point of selling the Audi Q3 model will occur at selling the 90th car. In that point, sales of 9 081 000 KM is place where total revenue earned by selling Audi Q3 is equal to total cost. After that point, sales will result in profit.

CONTROLS

With its approach of organizing and controlling the ASA Group has become the driving force of the B&H society, and strongly influences the B&H economy. Organization within ASA is a good example of how to control such a big business in a small country like B&H. Our good organization within the business will enable us to react quickly in correcting any problems that may occur. We build a strong relationship with the environment, and at the first place we put needs and wants of customers. Such a good organization helps us to be the leader in the market. We will do a lot to ensure tight control and closiness to customer reactions on the product. Related to the profit share control, we will monthly revision of our sales, checks and balances.
REFERENCES:

“Principles of Marketing” by Philip Kotler and Gary Armstrong

www.asa-auto-ba

www.asa.ba