

Volkswagen Brand Audit



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Marketing 475 (branding)

Spring 2017

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Executive Summary

The following report is an in-depth analysis of the automobile brand, Volkswagen. This report includes a brand inventory to analyze Volkswagen's position in the marketplace, a brand exploratory that identifies consumer-level brand issues, a brand descriptive to measure specific consumer beliefs and associations for Volkswagen, an analysis of our findings, and our strategic recommendations for Volkswagen.

In the Volkswagen brand inventory, it was found that Volkswagen has drifted away from its previous image of hippie culture, and is focusing on its German design and affordable pricing. In the brand exploratory, it was found that participants in the conducted focus group did not have strong associations with Volkswagen, and largely associated the Volkswagen brand with classic beetle and bus models. In the brand descriptive, it was found that participants scored the Volkswagen brand the highest as attractive and unique. The report continues with an analysis of Volkswagen's history, starting in 1904 from its beginnings with the Nazis and World War II, up to present day. Lastly, based on the information and data we collected in this project, we came up with strategic recommendations for Volkswagen to improve consumer's perceptions of their brand. These recommendations include launching a brand extension, and capturing the intended meaning behind the Volkswagen brand in a way that strongly resonates with consumers.

Brand Inventory

Visuals

Brand Portfolio

Sedans

| |  |  |  |  |
|--------------|---|--|---|--|
| Model | | Jetta | Passat | CC |
| Product | | High tech. Rearview camera, marketed as "fun", many colors, 28 mpg city/ 40 mpg highway, 150 horsepower, many safety features, 3 different styles ranging from simple to sporty. | Muted colors, carplay, fender audio system, rearview camera, blind spot monitor, app to locate car/lock car, front assist, safety cage, high-strength steel, 23 mpg city, 34 mpg highway, 170 horsepower, models ranging from simple to sporty. | Sporty, sleek colors, LED tail lights, 18" alloy wheels, 4 doors, R-line design, Power-tilt sunroof, leather seats, Carplay, GPS, App to find/lock car, Cruise control, Sport mode, 22 mpg city, 31 mpg highway, 200 horsepower. |
| Price | | \$17,895 | \$22,440 | \$34,475 |
| Distribution | | Mostly purchased new at Volkswagen dealerships* | Mostly purchased new at Volkswagen dealerships* | Mostly purchased new at Volkswagen dealerships* |
| Promotion | | T.V. commercials, Ads on website, most focused on comfort, sportiness, and high tech capabilities. | T.V. commercials, Ads on website, many family focused and humorous ads. | T.V. commercials, Ads on website, focus on sleek, glamorous, and stylish. |
| Other | | First model introduced in 1980. | First model introduced in 1974 (under first-generation Dasher name). | First model introduced in 2008. |

*Not including second hand market sales

Station Wagons

| |  |  |  |
|--------------|---|---|--|
| Model | | Golf Alltrack | Golf SportWagen |
| Product | | Multiple colors, all-wheel drive, off-road mode, spacious trunk, many outdoors features (e.g. hill descent mode, off-road mode, etc...), 22 mpg city, 32 mpg highway, 170 horsepower, active and interactive. | All wheel drive, sport mode, turbocharged engine, 25 mpg city, 35 mpg highway, 170 horsepower, 60/40 split rear-folding seat, 66.5 cubic feet of cargo space, power tilting/sliding sunroof, roof rails, Car-net, fender audio system, GPS, front assist, rearview camera, safety cage, high-strength steel. |
| Price | | \$25,850 | \$21,580 |
| Distribution | | Mostly purchased new at Volkswagen dealerships* | Mostly purchased new at Volkswagen dealerships* |
| Promotion | | T.V. Commercials and ads on website. Most promotions focused on outdoors. | T.V. Commercials and ads on website. Most focus on adventure/romance/spontaneity. |
| Other | | First model introduced in 2016. | First model introduced in 2016. |

*Not including second hand sales

Compacts

| |  |  |  |
|--------------|---|--|--|
| Model | | Beetle (and beetle convertible) | Golf (including: GTI, e-golf (electric), golf R) |
| Product | | Stylish, mix between traditional beetle and sports car, 18" alloy wheels, leather seats, fun colors (e.g. pink), 24 mpg city, 33 mpg highway, 170 horsepower, high tech (gps, bluetooth, dashboard, car play etc...), quiet engine, blind spot monitor, one model is convertible (more expensive). | VW car-net, Carplay, Keyless access, push start, bluetooth, rearview camera, sport mode, 25 mpg city, 36 mpg highway, 170 horsepower, hatchback, rear spoiler, panoramic sunroof, 60/40 split rear folding seats, 52.7 cubic feet cargo space, Intelligent crash response system (ICRS). |
| Price | | \$19,995 | \$19,895- \$39,375 |
| Distribution | | Mostly purchased new at Volkswagen dealerships* | Mostly purchased new at Volkswagen dealerships* |
| Promotion | | T.V. commercials and ads on website, focus on taking tradition and improving it to make it more "trendy". | T.V. commercials and ads on website. The ads focus on "deceptively sporty" view of the model. |
| Other | | First model introduced in 1938. | First model introduced in 1974. |

*Not including second hand sales

SUVs

| |  |  |  |  |
|--------------|---|--|---|---|
| Model | | Touareg | Tiguan | Atlas |
| Product | | Muted colors, panoramic sunroof, heated steering wheel, heated seats, 64 cubic ft cargo space, hands free trunk, GPS, rearview camera, 4 wheel drive, 17 mpg city, 23 mpg highway, 280 horsepower. | Versatile, simple/muted colors (blue, grey, white, black), 4-wheel drive, VW car-net, CarPlay, Fender audio, bluetooth, GPS, rearview camera, turbocharged engine, sport mode, 20 mpg city, 24 mpg highway, 200 horsepower, leather interior, Keyless access, panoramic sunroof, heated seats, 40/20/40 split folding rear seats, roof rails, 19" alloy wheels. | 3 rows of seats, panoramic sunroof, 20" alloy wheels, hand free trunk, 96.8 cubic feet of cargo space, 17 cup holders, USB ports, color touchscreen sound system, fender audio system, VW Car-net, remote start, 3 zone climate control, pedestrian monitoring, 5,000 lb towing capability, 4motion with active control mode. |
| Price | | \$49,495 | \$24,995 | \$33,500 |
| Distribution | | Mostly purchased new at Volkswagen dealerships* | Mostly purchased new at Volkswagen dealerships* | Mostly purchased new at Volkswagen dealerships* |
| Promotion | | T.V. commercials and ads on website, focus on space for anything (pets, family, etc...). | T.V. commercials and ads on website. Use a lot of humor. | T.V. commercials and ads on website. Focused on family (humor). |
| Other | | First model introduced in 2002. | First model introduced in 2007. | First model introduced in 2017. |

*Not Including Second Hand Sales

Product & Positioning Matrix

Sedans

| | | | |
|---|--|--|--|
|  |  |  |  |
| Model | Jetta | Passat | CC |
| Primary Target Market | Young drivers interested in a compact, safe and versatile car. The fuel efficient sedan attracts consumers who are searching for a quality car for a reasonable price. | VW promotes the next Passat as 'New Business Class'. The upgraded technology and sleek model of the Passat attracted wealthier consumers looking for a sleek car that will satisfy both their personal and business needs- these consumers are most likely middle class working men and women. | Young affluent consumers who are interested in a coupe car, but still desire the functionality of a sedan. The four seat sedan is likely to attract young couples who are still interested in the spacious design of the car, but have no need for the fifth seat. |
| Secondary Target Market | Small families who value a safe, reliable car | Wealthy consumers looking for a sleek, relatively inexpensive car | Empty nesters desiring a safe and sleek, spacious 4 seat sedan |
| Usage/ Occasions | Family car/safe driving/everyday driving | Family vacations/ everyday driving | Fast driving/first car/everyday driving |

Station Wagons

| | | |
|---|---|---|
|  |  |  |
| Model | Golf Alltrack | Golf Sportwagen |
| Primary Target Market | Middle aged consumers (likely with families) who desire a station wagon that has a sleeker model than competing vehicles. | Middle aged consumers (likely with families) who desire a station wagon that has a sportier model than competing vehicles. |
| Secondary Target Market | New parents who want space for a child but do not feel the need for a larger car such as an SUV or van. | New parents who want space for a child but do not feel the need for a larger car such as an SUV or van who also want to have a sporty, stylish car. |
| Usage/ Occasions | Off road driving/daily driving. | Vacations/moving/daily driving. |

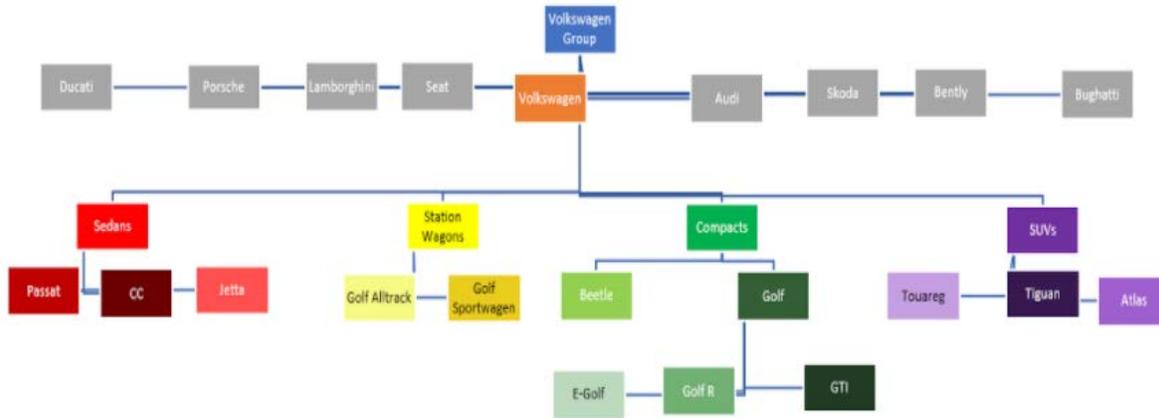
Compacts

| | | |
|--|---|--|
|  |  |  |
| Model | Beetle (and beetle convertible). | Golf (including: GTI, e-golf (electric), golf R). |
| Primary Target Market | Young adults who do not need much space but still want a stylish, sleek, and practical car. | Young adults, wide variety of income ranges, people who want a sporty car but can't afford an expensive one. |
| Secondary Target Market | Baby boomers who feel nostalgic for the previous models of the VW beetle. | Young parents who only need limited space (1 child) |
| Usage/ Occasions | First driving/daily driving. | Fast driving/daily driving. |

SUVs

| | | | |
|--|---|---|--|
|  |  |  |  |
| Model | Touareg | Tiguan | Atlas |
| Primary Target Market | Adventurers, 25-60 year olds, high income, transitioning from a smaller VW model | Parents & Adventurers who want the most value for their dollar with the quality of a VW SUV | Parents of large families/ families who travel a lot who want the biggest vehicle VW has to offer. |
| Secondary Target Market | New parents upgrading to a larger car | New parents upgrading to a larger car | New parents upgrading to a larger car |
| Usage/ Occasions | Family/moving/daily driving. | Safe driving/ daily driving. | Large family/daily driving. |

Brand Hierarchy



Competitive Positioning Matrix

| | | | | | |
|----------------------|---|---|--|---|--|
| Product Brands |  Volkswagen |  Toyota |  Honda |  Subaru |  BMW |
| Corporate Brands | Volkswagen Group | Toyota Motor Corporation | Honda Motor Co. Ltd. | Subaru Corporation | Bayerische Motoren Werke AG |
| Points of Parity | Foreign, long-lasting quality, mid to upper-mid class, mass-market vehicles | Foreign, long-lasting quality, mid to upper-mid class, mass-market vehicles | Foreign, long-lasting quality, mid to upper-mid class, mass-market vehicles | Foreign, long-lasting quality, mid to upper-mid class, mass-market vehicles | Foreign, long-lasting quality, mid to upper-mid class, mass-market vehicles |
| Points of Difference | Commitment to functional, German design "affordable premium quality"(POP?), sporty | Highest investment in R&D, Most fuel efficient, safest in class, boring/not sporty | Highest % of revenue invested in R&D, large product range including motorcycles, highest priority is engineering | Secure all-wheel drive, adventure, | Luxury, high reputation, higher perceived/actual quality |
| Target Market | Family-oriented 30 year old | Urban gender neutral, 25-35 | Urban, gender neutral, 25-35 | Gender neutral, Outdoorsy 30 year old | High income, professionals 35+ old |

Summary

Volkswagen, a company formally known for its ties to hippie culture, seems to have drifted away from that image. The company now manufactures sedans, station wagons, compacts, and SUVs. Each of the cars within these groups seems to be targeting a different group of people; some are focused on family, some are focused on sporty, etc... These cars are very similar in design to what many other companies such as Toyota, Honda, Subaru, and BMW are putting out. In fact, all of these companies seem to focus on foreign made, quality, mass market vehicles that appeal to the middle and upper class. Volkswagen's main point of difference within this group of competitors is its commitment to functional German design at a relatively affordable price. Even so, this association may have been lost as many consumers do not seem to associate Volkswagen very strongly with Germany at all. Additionally, following the 2015 emissions scandal the offerings dramatically decreases as Volkswagen was forced to remove all of their diesel offerings from the market as their emissions were 40 times the legal limit.



Brand Exploratory

Questions

Focus Group:**Date and Time:**

Wednesday, 4/26/2017, 6:00pm-7:00pm

Attendees:

Adam Powelson

Amanda Ghigleri

Tori Reyes

Alexis Erwin

Questions:

1. We're going to be talking about the automobile industry, so what are some things/ trends you have noticed happening in the automobile industry?
2. When choosing an automobile what are the three most important features/attributes?
3. When I say automobile what is the first brand that comes to mind?
4. If you were looking to buy a new car what brand would you purchase?
5. What brand of car would you use to go to the grocery store?
6. What brand of car would you use to race?
7. What brand of car would you use to go camping?
8. What brand of car would you use to go off roading?
9. What brand of car would do you think is the most environmentally friendly?
10. What brand of car is a good family car?
11. If Toyota was a person what would they be like?
12. If Ferrari was a person what would they be like?
13. If Volkswagen was a person what would they be like?
14. If Volkswagen were an activity what activity would it be?
15. What are three adjectives someone might use to describe Volkswagen?
16. What are three adjectives someone might use to describe BMW?
17. What are three adjectives someone might use to describe Subaru?
18. Why do you think someone would buy Volkswagen?
19. Why wouldn't someone want to own a Volkswagen?
20. What is different about a Volkswagen than other cars?
21. Please rank the following five brands from best to worst: Subaru, Toyota, Volkswagen, BMW, and Honda.
22. Is the price for Volkswagen greater/worse/equal to the quality received?

Summary

To dig deeper into consumer associations and brand image of Volkswagen, we conducted a focus group of five respondents based on a convenience sample. Overall, we discovered: 1) No one had strong associations with Volkswagen and 2) Participants largely associated Volkswagen with the classic beetle and bus models.

When participants were asked “If Volkswagen was a person what would they be like?”, they responded with vague answers such as the brand being “easily forgettable” and “not special”. One respondent even mentioned that she didn’t really think about the brand a lot. When the participants were asked why they considered Volkswagen a “forgotten brand”, they replied that it was not culturally relevant and was absent in their consideration set. We prompted and asked what the brand could do to become more culturally relevant and one participant suggested that the brand needed to “improve to make the world a better place” [Regarding the Volkswagen emission scandal in 2015]. Another participant volunteered that Volkswagen might be a forgotten brand due to so much competition in the German car market since German engineering is “well done”. Although the associations were weak, participants didn’t seem to have a negative view of the brand as some described the newer Volkswagen cars as “pretty nice”. Few had favorable associations of the brand and Volkswagen received a 4.2 / 5 average ranking (1 being the most favorable brand, 5 being the least). Participants seemed to have strong associations with Subaru and the brand being outdoorsy, green, and being a practical car.

Nearly every participant mentioned the nostalgia of Volkswagen’s famous beetle and bus at some point during the focus group. When asked “why do you think someone would buy a Volkswagen?” several participants agreed that the Volkswagen beetle was colorful, customizable, and personable. The findings from the focus group showed that participants thought Volkswagen was different from other brands primary because of it’s signature slug bug and the diversity the brand offers (utility, sporty, safe, and hippie). On the contrary, another participant argued that the same could be true of most brands, besides the history with traditional ‘60’s “hippie” cars.

Brand Descriptive

Summary of Survey and Results

The focus group conducted uncovered a likely issue within the Volkswagen brand: a lack of strong, favorable, unique associations. So, the survey conducted asked respondents a variety of questions regarding associations that they had with different car brands (for a comprehensive list of questions see appendix). The survey focused on Volkswagen in particular.

One of the questions on the survey asked respondents to rate how important the following attributes were to them

when purchasing a car:

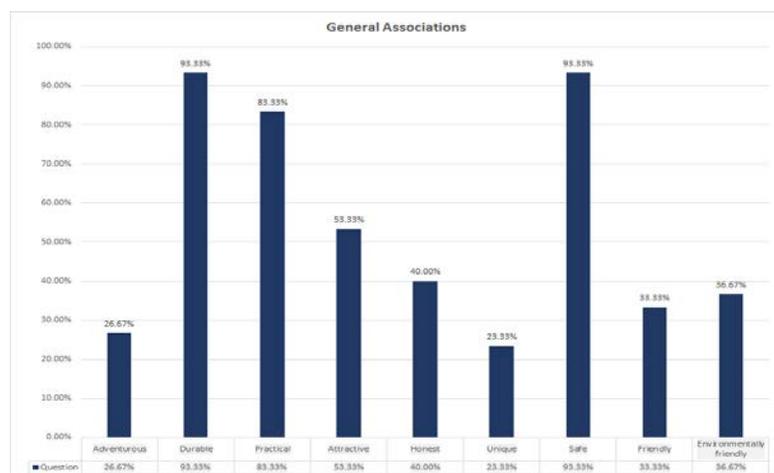
adventurous, durable, practical,

attractive, honest, unique, safe,

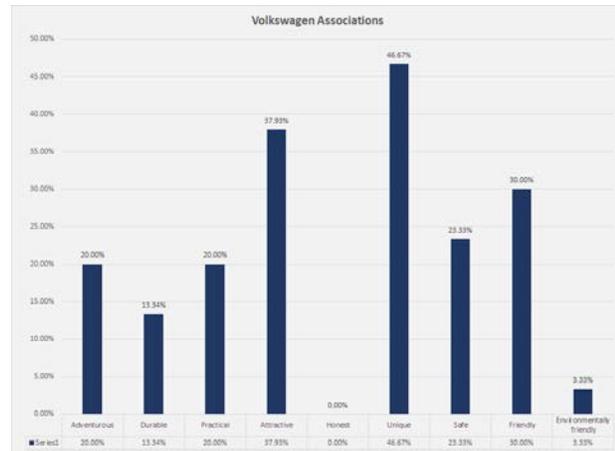
friendly, and environmentally

friendly. The three that were rated

the highest were durability, safety, and practicality.

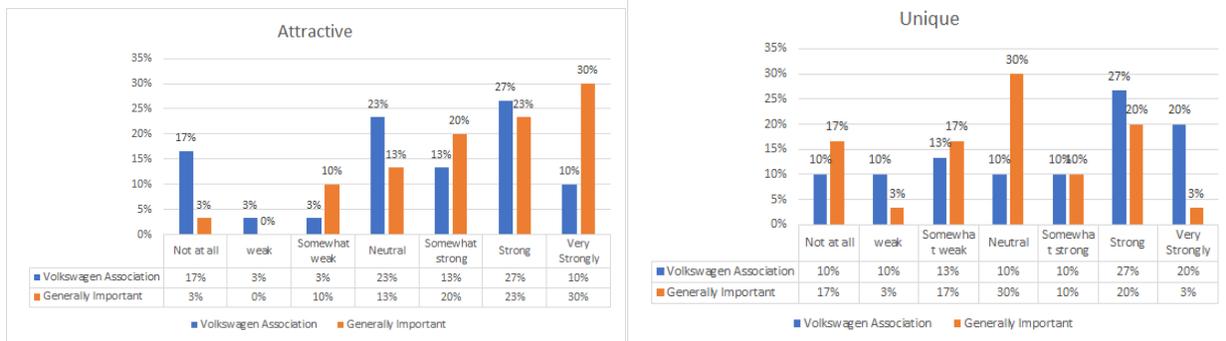


The respondents were also asked to rate Volkswagen's association with those same attributes. Volkswagen scored relatively low on all of the attributes that respondents indicated were important in making purchase decisions. Only a total of approximately 14% of respondents associated durability with the Volkswagen brand, 20% associated it with practicality, and 23% associated it with safety.

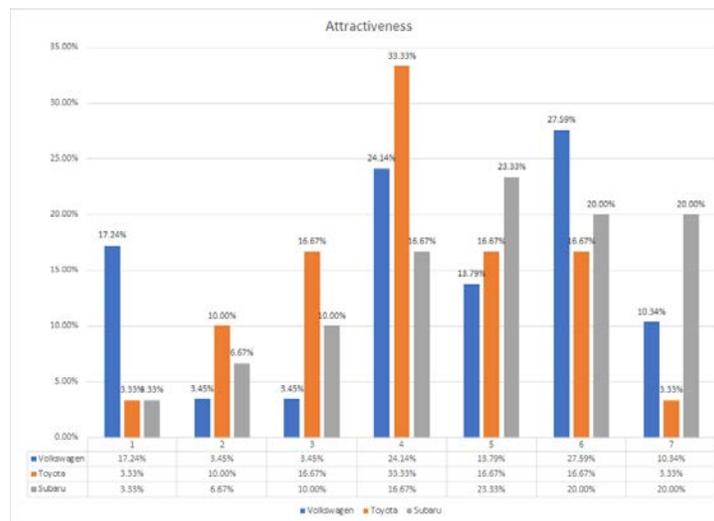


Volkswagen was not rated particularly high on any of the attributes, this implies a possible problem within the brand. Consumers do not associate them with anything in particular which could mean that the company either does not have a very strong brand image or that the brand image is confusing to consumers. The categories that Volkswagen scored highest in were attractive (with a combined total of 37% from strongly and very strongly associating it with Volkswagen), and Unique (with a combined total of 47%). Attractiveness of the cars was something that respondents generally considered a relatively important factor when purchasing a car (with a combined total of 53%), so Volkswagen being associated with this attribute is potentially beneficial for the brand. Uniqueness, however, was something that respondents generally did not consider to be a particularly important factor when making a purchase decision

(with a combined total of only 23%), the fact that Volkswagen is associated with this attribute may not be helping the brand very much although it likely is not hurting the brand either.



Attractiveness seems to be the strongest attribute (from the options provided) that respondents associated with the Volkswagen brand that respondents also valued when purchasing a car. However, this association is not unique to Volkswagen. Subaru, arguably one of Volkswagen’s biggest competitors, had a combined total of 40% of respondents who associated attractiveness with the Subaru brand. This means that Volkswagen does not really have any unique and strong associations that are important to consumers when making purchase decisions.



Other associations that respondents had with the Volkswagen brand are: slug bug/beetle, hippies, cute, and world war II related concepts. This is particularly interesting because only 22% of the respondents said that Volkswagen's involvement in WWII changed their opinion of the brand. One respondent made an interesting point, writing, "For something CEO's did 70 years ago? But that didn't make the following leadership generation, all Nazis! What about Werner von Braun? He was one of the brains behind the V2, that killed innocent people in London. But then, he helped us to land on the moon." This, along with other similar responses, implies that even though people do associate Volkswagen with WWII the association does not have any lasting effect on their opinion of the brand itself.

Prototypical Knowledge

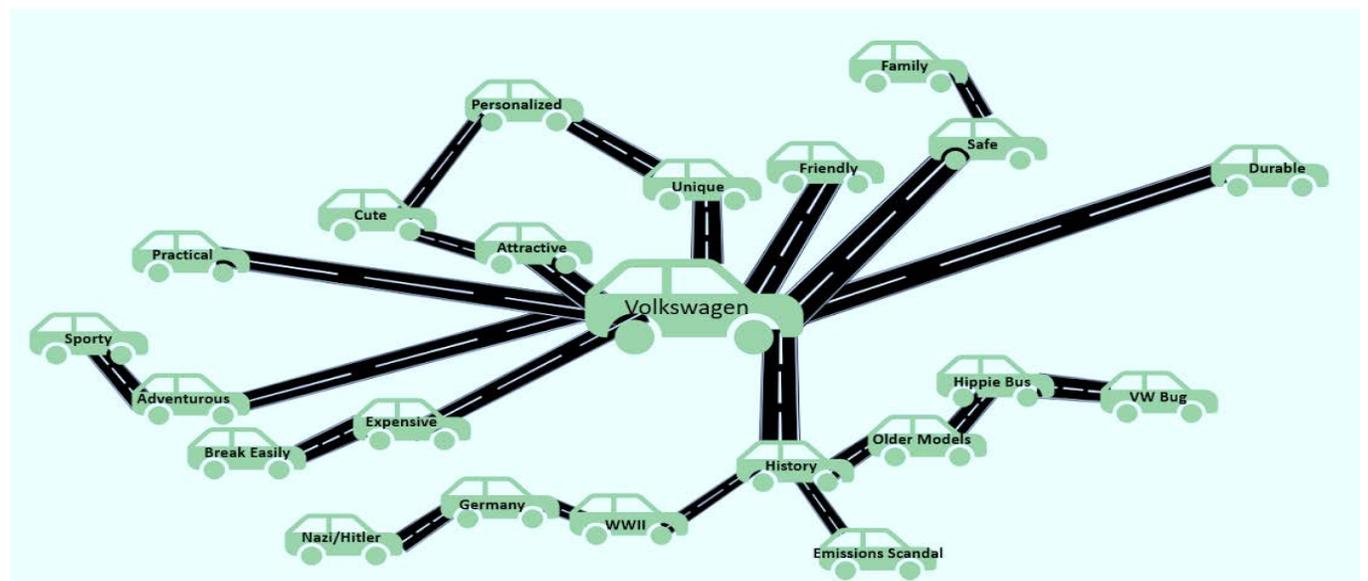
The prototypical knowledge association structure for Volkswagen is based on the conducted survey (see Appendix for questions asked). It was found that the three highest rated attributes for purchasing a car were durability, safety, and practicality. When asked to rate the same associations with Volkswagen, only about 14% of respondents associated durability, 20% associated practicality, and 23% associated safety with the Volkswagen brand. Additionally, it was found that the categories that Volkswagen was associated with the highest was attractiveness (strongly and very strongly scores combined to 37%), and uniqueness (combined to 47%).

The knowledge structure shown, displays that the closest associated attributes for Volkswagen are attractiveness, and uniqueness. Associations that weren't highly rated for Volkswagen include durability, safety, and practicality, so these attributes are placed at a distance from Volkswagen on the structure. These associations were rated to be important when

purchasing a car, which suggests that Volkswagen has a significant performance problem in these categories.

Another category featured on the structure is history. Associations like the Volkswagen hippie bus, slug bug, and emissions scandal are placed closer to the center of the structure, while the Volkswagen associations with World War II and Nazism are placed farther away. This implies that people have a stronger association with Volkswagen's cute, hippie cars and the emissions scandal rather than its history with World War II.

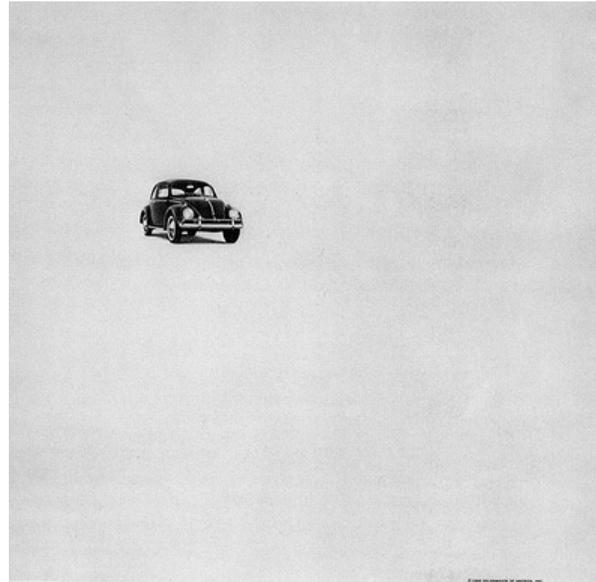
Additionally, attributes that ranked of low importance on the list of qualities people look for when purchasing a car that include friendliness and adventurousness. These attributes are placed farther than attractiveness, but closer than durability on the association structure. This implicates that people associate some of the least important attributes for purchasing a car with Volkswagen, further implying that consumers view the Volkswagen brand as irrelevant to their car purchasing process.



Analysis of findings

Volkswagen was born in Germany in 1904. During the early decades of the 20th century, Germany was facing economic disparity and a car for the everyman was a seemingly unlikely dream. For Volkswagen, which translates to “people’s car,” this dream became realized with the rise of the National Socialism and Nazi support for the company. While it may be true that VW success came to be because of Nazi rise to power, it is also true that much of the company's success comes in spite of the Nazi association. At the end of the war, VW factories had been nearly bombed out and served only as fair-weather shelters for the operation. While most industries involved in the war were liquidated or transferred to the Allies under the Potsdam

Agreement, a British Officer fought for the preservation of VW. The revitalization of VW became an important symbol of post-war Germany (Bowler, 2015; Carwerk). After the war, the VW Beetle, became widely popular as a genuine “everyman’s car” and would eventually become the highest selling single model of a car in world history. During the late 50s, VW launched the advertising campaign, “Think Small,” with the Doyle Dane Bernbach agency. This campaign, which Ad Age would go on to call the best campaign of the 20th century, was launched at a time when car advertisements were typically focused on functional benefits and descriptives (Garfield, 1999). The “Think Small” campaign focused on high impact, discrete messages that



Think small.

Our little car isn't so much of a novelty any more.
A couple of dozen college kids don't try to squeeze inside it.
The guy at the gas station doesn't ask where the gas goes.
Nobody even stares at our shape.
In fact, some people who drive our little

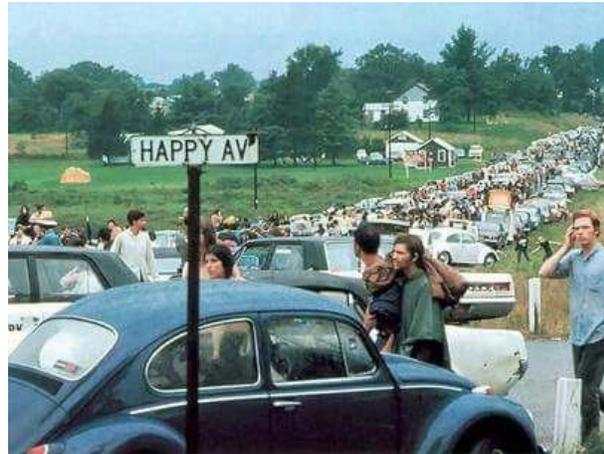
silver don't even think 32 miles to the gallon is going any great guns.
Or using five pints of oil instead of five quarts.
Or never needing anti-freeze.
Or racking up 40,000 miles on a set of tires.
That's because once you get used to

some of our expenses, you don't even think about them any more.
Except when you squeeze into a small parking spot. Or renew your small insurance. Or pay a small repair bill. Or trade in your old VW for a new one.
Think it over.



amplified the simplicity of the car and its abstract appeal. This tactic helped shift American consumers away from radical, negative associations and onto a small, family car perfect for the parents of the Baby Boom. This shift allowed for Americans to embrace the German brand and create new associations of humor, art, minimalism, and the common American. Due to the wide popularity, quintessential images of

American life in the 60s and 70s often contain Volkswagen. In particular, VW Beetle and Buses are a common part of the scenery of Woodstock and other counterculture movements of the time. The hippie



counterculture represented the youth of the civil rights era challenging norms and tradition to promote equality and peace. Volkswagen's presence in the culture at this time adds to its association with youth, common people, and equality (Bowler, 2015; Carwerk).

By 2014, Volkswagen was one of the largest companies in the world (Bowler, 2015). However, in 2015, Volkswagen would admit to installing a "defeat device" in the software of its diesel vehicles, which had been heavily promoted for their low environmental impact. This device would allow automobiles to pass emissions testing when under specific conditions but the car would emit much more when in everyday use. The amount of pollutants emitted by the vehicle was 40 times greater than the legal limit set by the EPA. Volkswagen responded by pulling all effected diesel vehicles and has lost billions in penalties and settlements (Hotten, 2015). However, the full ramifications of losing the customers trust have yet to be realized. Volkswagen executives believe in the brand's ability to pull through this time of crisis. The

company became the largest automaker in the world in 2016, after being neck and neck with Toyota (Schmitt, 2017). This current period in the brand's history will test the positive associations and meanings the brand has cultivated in the last century with consumers.

As is evidenced by the primary and secondary conducted in this report, consumers do not have strong, positive and unique associations with Volkswagen. Competitors, including Subaru and Toyota, among others, have populated a similar frame of reference and hold stronger positions in the market than Volkswagen. This is an issue that extends beyond the marketing plan and is rooted in the products themselves. In a focus group conducted for this study, we have seen a noticeable decrease in potential consumers' trust for the brand since the emissions scandal of 2015. Corporate disgrace on the multinational level in addition to numerous negative experiences, which were also outlined in a focus group and survey, create an uphill battle for Volkswagen to create resonance in the minds of American automobile consumers.

The recommendation for Volkswagen is twofold: launching a brand extension in the form of a flanker brand, and better capture the intended meaning of Volkswagen in order to strengthen the flagship brand.

First, Volkswagen should launch a flanker brand focused on the classic vehicles that are still beloved in America today. As a placeholder, let us refer to this brand as VW Retro. Extending the brand into a 'blue ocean' market with products that carry strong positive associations for the consumer base is potential that Volkswagen has as a competitive advantage. For decades, Volkswagen sold two automobile models at extraordinary rates. These are commonly referred to as the "Beetle" and the "Bus." Consumers consistently associated these two products with Volkswagen and had favorable associations with them. Both the Beetle and the Bus have cultural

resonance. However, Volkswagen has yet to capitalize on the success both financially and culturally of these vehicles. Volkswagen has attempted to “bring back” both of these vehicles, albeit with not much success because the vehicles had a “sprinkling a few retro touches on an otherwise modern car,” according to Kerry Deutsch, product planner for the 2015 re-release of the Beetle. By staying more true to the original designs of both the Beetle and the Bus, with a hint of modernism for performance sake, consumers will no doubt be intrigued by the VW Retro. Nostalgia and differentiation from other brands will clearly set the new flanker brand apart from the rest of the automotive market.

With the decision to launch VW Retro, the Volkswagen brand has been squeezed of the few positive associations consumers had with their products. However, products do not define brand meaning and Volkswagen needs to recapture their roots. Volkswagen has roots as a massively manufactured car for the public as a whole that are easily attainable due to its ubiquity and cost. While Volkswagen’s distribution and pricing strategy are not perfect, the greater issue is the lack of marketing this greater idea. Volkswagen literally translates from German to “People’s Car” yet this meaning is not conveyed in advertisements. The brand needs to identify an image that resonates with consumers and stick to it. Volkswagen briefly had a campaign that was touted by many including Portland Business Journal as one of the top advertising campaigns of the century, in “Think Small.” By promoting the miniscule stature of the Beetle in contrast with other manufacturers’ larger automobiles they created a strong and unique association with consumers that many found positive. Currently, Volkswagen is focusing their marketing efforts on the Atlas, a large crossover-class hatchback which seats seven people. This is the wrong direction to take. Volkswagen should instead stick to their most powerful brand identity: as a

compact, durable, and reliable car for the everyday person. The personality conveyed through the think small campaign was one of humor and humility, which is another association that Volkswagen could use to its advantage.

These two strategic maneuvers could help revive the Volkswagen brand by creating a point of difference with the flanker brand of classic models and by buckling down on the roots of Volkswagen.

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What is one word or phrase that you associate with Volkswagen?

Has Volkswagen's "emissions scandal" of 2016 changed your opinion of Volkswagen?

- Yes
- No
- I do not know what the emissions scandal was

Why/How so?

Does Volkswagen's involvement in World War II effect your opinion of the brand?

- Yes
- No
- I do not know about Volkswagen's involvement in WWII

Why/How so?

Which of the following do you associate with Volkswagen? (Select all that apply)

- Sporty
- Family
- Hippies
- German
- World War II
- Expensive
- Inexpensive
- Cute
- Personalizable
- Environmentally friendly
- Secretive

Please select your age.

- 13 or younger
 - 14-15
 - 18-24
 - 25-34
 - 35-44
 - 45-54
 - 55-64
 - 65 or older
-

Please select your gender.

- Male
- Female
- Other