

Strategic Management

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**COMPANY:
General Motors**



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DEDICATION

When the person does something there must be an inspiration behind for doing work. Especially we dedicate our work to our great Sir. Tasawar Javed from whom we have received a Great inspiration and boost for doing this important work, they guide us and show their confidence on us and realizes us that we are very capable of doing this work. We dedicate our work to all group members, who really help us to perform this work. May ALLAH bless all of them.....



**GENERAL MOTORS** 

GENERAL MOTORS

People in motion

History

The company was founded on September 16, 1908, in Flint, Michigan, as a holding company for Buick, and then controlled by William C. Durant. At the turn of the 20th century there were fewer than 8,000 automobiles in America and Durant had become a leading manufacturer of horse-drawn vehicles in Flint, MI, before making his foray into the automotive industry. GM's co-founder was Charles Stewart Mott, whose carriage company was merged into Buick prior to GM's creation. Over the years Mott became the largest single stockholder in GM and spent his life with his Mott Foundation which has benefited the city of Flint. In 1909, GM acquired the Reliance Motor Truck Company of Owosso, Michigan, and the Rapid Motor Vehicle Company of Pontiac, Michigan, the predecessors of GMC Truck (*Ukessays.com*). GM's market share peaked in the 1960s where they held 48.3% of the overall US market share. This total began to decline in the 1970s and continued to present day, due to greater international competition, mainly coming from the Japanese companies of Toyota and Honda. They strayed from the traditional American muscle cars, which were bulky and had poor gas mileage, to sleeker designs with better quality and efficiency ("General Motors Corporation" *NYT*).

Introduction

General Motors Corporation (GM) is the world's largest automaker and has been the global industry leader in sales for 76 years (*General Motors, 2008a*). The United States is GM's largest national market, followed by China, Canada, the United Kingdom, and Germany. Today, the company employs about 284,000 people worldwide. With its global headquarters located in Detroit, GM manufactures cars and trucks in 33 countries. In 2006, GM sold 9.1 million cars and trucks globally under the brands Buick, Cadillac, Chevrolet, GMC, GM Daewoo, Holden, Hummer, Opel, Pontiac, Saab, Saturn, and Vauxhall (*General Motors, 2008a*).

GM has fostered partnerships with many automobile manufacturers around the world. The company is currently the majority shareholder in GM Daewoo Auto & Technology Co. of South Korea (*General Motors, 2008a*). The company currently sells its genuine parts and accessories under the GM, GM Performance Parts, GM Good wrench, and ACDelco brands through GM Service and Parts Operations, which supplies GM dealerships and distributors worldwide (*General Motors, 2008a*).

Business Industry - Automotive

The general business activity and principal products or commercial enterprise of General Motors are categorized as being part of the Automotive Industry.



General Motors Slogan

A slogan is a short, memorable catch phrase, tagline or motto used to identify a product or company in advertisements. The advertising slogan, or business slogan most associated with General Motors, is:

"People in motion"

PRODUCTS

- Diesel Engines
- Marine Equipment
- Stationary and Industrial

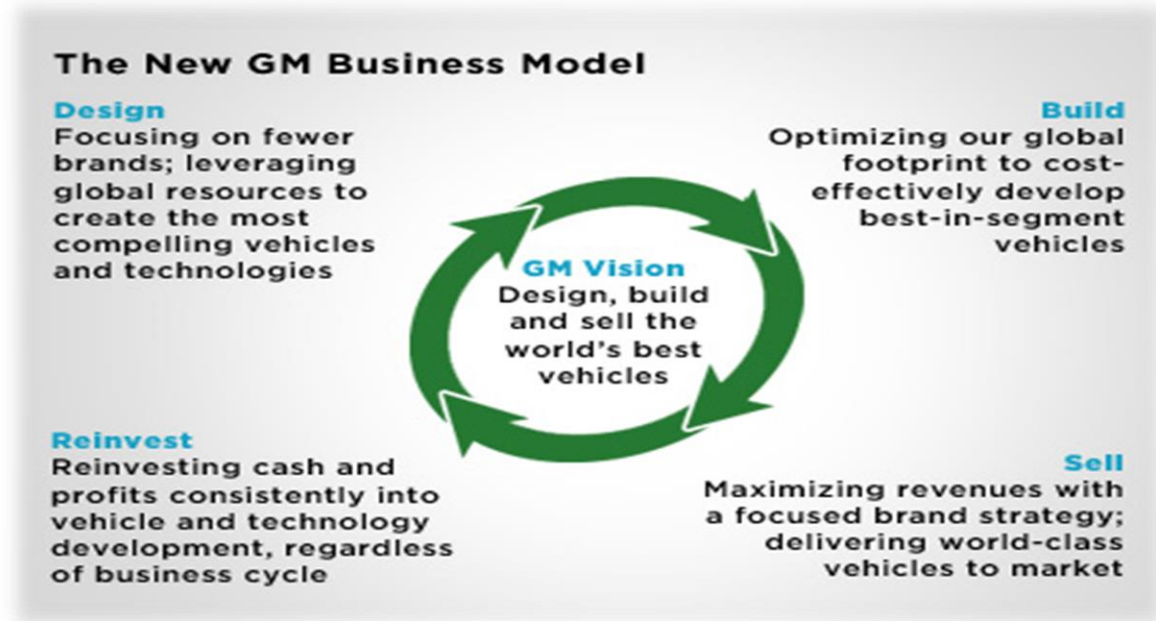
SERVICES

- Locomotive Maintenance,
- Locomotive Management,
- Leasing,
- Training,
- Welding

VISION STATEMENT

"General motor's vision is to be the world leader in transportation products and related services. We aim to earn our customer's enthusiasm through continuous improvement driven by the integrity, teamwork and innovation of general motor people"

Where GM focus



MISSION STATEMENT

"General motor is a multinational corporation engaged in socially responsible operation, worldwide. It is dedicated to provide product and services of such quality that our customer will receive superior value while our employee and business partner will share in our success and our share holder will receive a sustained superior return on their investment".



Analysis of mission statement under nine components of mission statement

COMPONENT	Y/N	DESCRIPTION BY MISSION STATEMENT OF GM
Customer	Yes	A multinational corporation worldwide people are its customers.
Product or Services	No	-----
Market	Yes	Multinational corporation ,Worldwide
Technology	No	-----
Concern for Survival, Growth and Profitability	Yes	Sustained return on the investment. Share in our success
Philosophy	Yes	Product and services high quality
Self-concept	Yes	Superior quality products and services
Concern for public image	Yes	Multinational corporation engaged in socially responsible
Concern for employees	Yes	Our employee and business partner will share in our success

Objectives

- Safety and Quality First
- Create Lifelong Customer
- Deliver Long-Term Investment Value
- Innovate
- Make a Positive Difference

GM Goals

In order to achieve our goals, GM has remained committed to the following formula for success:

- Move faster and take risks to achieve sustained success, not just short-term results
- Lead in advanced technologies and quality in creating the world's best vehicles
- Give employees more responsibility and authority and then hold them accountable
- Create positive, lasting relations with customers, dealers, communities, union partners and suppliers to drive our operating success.

Company Values of GM

GM has six core values in which employees are to use in conducting daily business practices (General Motors, 2008c). These core values consist of

- Continuous improvement,
- Customer enthusiasm,
- Innovation,
- Teamwork,
- Individual respect,
- And responsibility.

With this GM should add customer value and thinking green to its core values. Thinking green will show the company is concerned with doing right by the environment (*Mateja, James, 1977*).



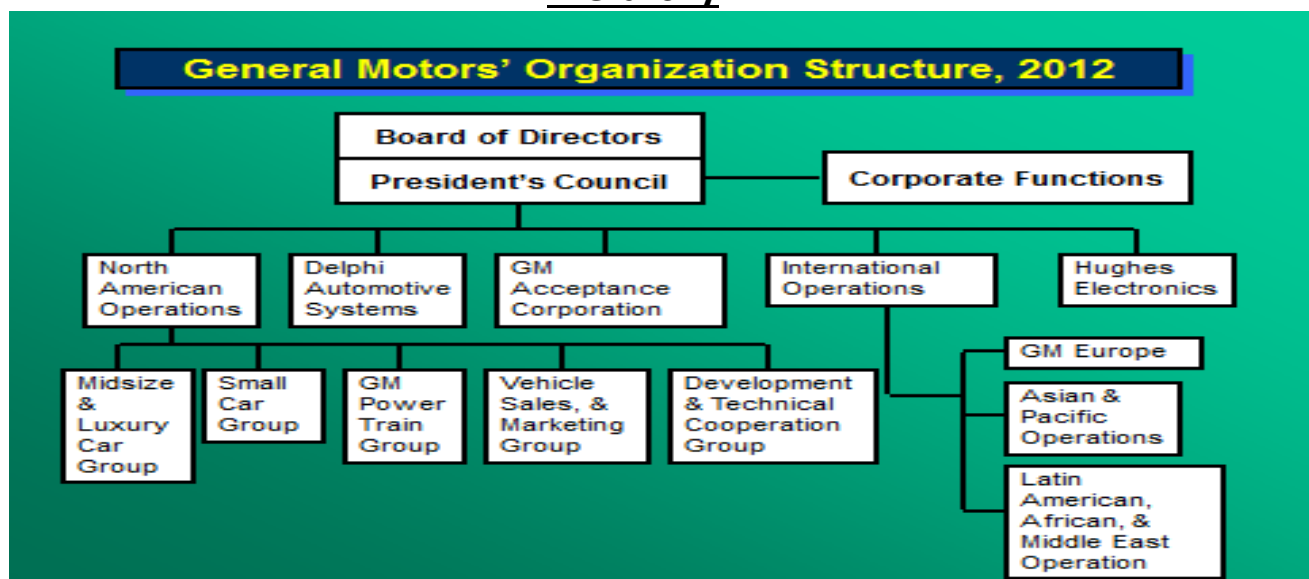
Commitments of GM

- We are committed to restoring and preserving the environment.
- We are committed to reducing waste and pollutants, conserving resources and recycling materials at every stage of the product life cycle.
- We will actively participate in educating the public about environmental conservation.
- We will vigorously pursue the development and implementation of technologies to minimize pollutant emission.
- We will work with all government entities for the development of technically sound and financially responsible environmental laws and regulation.
- We will continually assess the impact of our facilities and products on the environment and the communities where we live and operate with a goal of continuous improvement.

Management of GM

Daniel Akerson – Chief Executive Officer & Chairman of the Board of Directors
Daniel Ammann – Chief Financial Officer
Stephen J. Girsky – GM Vice Chairman, Corporate Strategy, Business Development,
Mark Reuss – President, GM North America
Karl-Thomas Neumann – President, GM Europe; CEO, Adam Opel AG
Timothy E. Lee – President, GM International Operations
Mary Barra – Senior Vice President of Global Product Development
Melissa Howell – Vice President, Global Human Resources
Selim Bingol – Vice President, Global Communications
Edward T. Welburn – Vice President of Global Design for GM

Hierarchy



Source: A.P. Sloan, *My Years with General Motors*, Orbit Publishing, 2012, p. 57.



THE EXTERNAL ASSESSMENT



Competitor's Analysis

The major competitors of General Motors are domestic companies like Daimler Chrysler & Ford Motor and foreign companies like Toyota Motor & Honda Motor.

GM SWOT analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Global presence 2. New vision and strategy 3. Strong brand portfolio 4. Strong presence in China 5. Knowledge of home market 6. Well performing brands 	<ol style="list-style-type: none"> 1. High cost structure 2. Brand dilution 3. Bureaucratic culture 4. Car recalls
Opportunities	Threats
<ol style="list-style-type: none"> 1. Positive attitude towards "green" vehicles 2. Increasing fuel prices 3. Changing customer needs 4. Growth through acquisitions 	<ol style="list-style-type: none"> 1. Fluctuating fuel prices 2. New emission standards 3. Rising raw material prices 4. Intense competition 5. Exchange rates

Daimler Chrysler

As the number two auto manufacturer in total revenues Daimler Chrysler has positioned itself as an industry leader, with this come many strengths. The DaimlerChrysler umbrella covers many well-known brands such as Dodge, Chrysler, Mercedes Benz, and Jeep. This means DaimlerChrysler has strong brands that are recognizable in almost every part of the world.

Daimler Chrysler Objectives

- The objectives of the Daimler-Chrysler merger their intentions were essentially to extend their size and scope as well as to combine their strengths.
- One of the main objectives of this merger was the conquest of new markets (World/Welt AG).
- Companies complement each other perfectly in terms of product lines, geographic markets and capabilities.
- Chrysler was good in designing & product development, whereas Daimler was good in engineering & technology.
- Their products do not target the same customer.



SWOT Analysis

Strengths

1. Merger combined two strong companies.
2. Savings resulting from economies of scale.
3. Company does more than just autos.
4. Daimler has outstanding reputation.
5. Chrysler was a very cost-effective company.
6. A leader in innovation.
7. Record revenues and increasing market share.
8. Lack of capital constraints.
9. Strong existing product brands.
10. \$47 billion allocated for research and development.
11. A wide array of corporate holdings. Leader in Fortune Global 500.

Weaknesses

1. Merger combined two different company cultures (European and American).
2. Harder to inspire vision and direction for this large global company.
3. Employees have been leaving at a high rate.
4. DaimlerChrysler brand is unknown and difficult to define.
5. Image campaign could distract from strong product brands.
6. DaimlerChrysler products do not bear the company name.
7. Company's broad holdings are still seen as separate entities, not as parts of DaimlerChrysler.

Opportunities

1. Merged company should be able to expand markets, particularly into Asia.
2. Safety failures at Ford should open door for DaimlerChrysler.
3. Innovation will lead to new products on the market.
4. A hybrid car, which is very environmentally friendly, will be launched soon.
5. Creating a DaimlerChrysler corporate brand identity.
6. Over 68 percent of the company's profits come from automotive brands.
7. Can reach opinion leaders and existing customers with similar communication plans.
8. Innovative car ideas.

Threats

1. Has been an extended period of time without corporate communications.
2. Globally, the general population knows little about this corporate merger.
3. DaimlerChrysler does not yet have a corporate brand identity.
4. Over 68 percent of the company's profits come from automotive brands; this is a threat if the market takes a downturn.
5. Behind in the research and marketing of hybrid autos.
6. Size of company will demand a varied marketing program; a cookie-cutter approach will not work.



Ford Motor Company

Ford Motor Company is a global company with two core businesses: Automotive and Financial Services. The Automotive business consists of the design, development, manufacture, sale and service of cars, trucks and service parts. Ford has been focusing on cutting costs to increase margins more than its competitors. It has used reverse engineering in the development of their products. Thus Ford has been an innovator in the auto industry.

SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Strong position in US market 2. Economic initiative 3. Sound financial performance 4. 'One Ford' approach 5. Significant growth in China 	<ol style="list-style-type: none"> 1. Poor environmental record 2. High cost structure 3. Unprofitable Europe operations
Opportunities	Threats
<ol style="list-style-type: none"> 1. Positive attitude towards "green" vehicles 2. Increasing fuel prices 3. New emission standards 4. Growth through acquisitions 	<ol style="list-style-type: none"> 1. Decreasing fuel prices 2. Rising raw material prices 3. Intense competition 4. Fluctuating exchange rates

Ford Company Objective:

- To sell vehicles and make a profit for stockholders,
- Providing jobs for thousands of workers.

Toyota Motor Corporation

The Toyota Motor Corporation was incorporated in 1937 and has many strengths being one of the industry leaders in the automotive industry. Toyota has three major brands underneath the company umbrella; Toyota, Lexus, and Scion. By having these three distinct brands, it lets the company reach many sectors of the globe in a choice of vehicle for customers. Toyota has traditionally also been the leader in Total Quality Management or TQM. By using the Kaizen theory of continuous improvement, Japan caught up the U.S. auto makers during the 1980s.



SWOT analyses

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Innovative culture 2. Brand reputation valued at \$30 billion 3. Industry leader in production and sales 4. Strong brand portfolio 5. The leader in “green” cars development 	<ol style="list-style-type: none"> 1. Large recalls 2. Weak presence in the emerging markets
Opportunities	Threats
<ol style="list-style-type: none"> 1. Positive attitude towards “green” vehicles 2. Increasing fuel prices 3. Changing customer needs 4. Growth through acquisitions 	<ol style="list-style-type: none"> 1. Fluctuating fuel prices 2. New emission standards 3. Rising raw material prices 4. Intense competition 5. Natural disasters 6. Appreciating yen exchange rate

Toyota Company Objective

- To enhance customer satisfaction by providing high quality service and value for money.
- An aggressive customer satisfaction programmer from showroom to parts and to workshop to foster customer relationships.
- To maintain the market share of Toyota in Yemeni market.
- To service the Nation and the up liftmen of society.
- Ethical approach towards customers and foster the need of the customers.



Competitors in 2012

Direct Competitor Comparison

	GM	PVT1	F	TM	Industry
Market Cap:	49.68B	N/A	69.06B	205.20B	1.21T
Employees:	213,000	65,535 ¹	171,000	333,498	62.72K
Qtrly Rev Growth (yoy):	0.04	N/A	0.15	0.14	0.42
Revenue (ttm):	152.84B	65.78B ¹	142.50B	289.95B	34.32B
Gross Margin (ttm):	0.09	N/A	0.14	0.17	0.25
EBITDA (ttm):	7.90B	N/A	11.99B	36.35B	3.96B
Operating Margin (ttm):	0.01	N/A	0.05	0.08	0.11
Net Income (ttm):	4.53B	1.67B ¹	6.07B	15.68B	N/A
EPS (ttm):	2.79	N/A	1.52	9.90	2.90
P/E (ttm):	12.85	N/A	11.55	13.09	12.32
PEG (5 yr expected):	0.62	N/A	0.76	0.34	N/A
P/S (ttm):	0.32	N/A	0.48	0.71	35.20

Pvt1 = Chrysler Group LLC (privately held)

F = Ford Motor Co.



PORTER'S FIVE-FORCES ANALYSIS

The competitive structure of an industry is another important component of identifying factors that are a threat to diminish profitability. One of the most efficient ways to assess competitive issues is to consider Michael Porter's five-force analysis. Porter (1980, 1985) has highlighted five such factors: (1) rivalry between existing competitors, (2) threat of entry by new competitors, (3) price pressure from substitute or complementary products, (4) bargaining power of buyers, and (5) bargaining power of suppliers.

1. Rivalry between existing competitors

With the rise of foreign competitors like Toyota, Honda and Nissan in the 1970's and 80's, rivalry in the auto industry has become much more intense. Firms compete on both prices and non-price dimensions. The price competition erodes profits by drawing down price-cost margins while non-price competition (e.g., new car rebates and interest free loans) drives up fixed cost (new product development) and marginal cost (adding product features). One of the other reasons there is such high rivalry is that there is a lack of differentiation opportunities. All the companies make cars, trucks or SUVs. The competitors are compared to one another constantly. In recent years there has been significant market share variation, another indication of rivalry and its very strong threat to profits.

2. Threat of entry by new competitors

The presence of new firms in an industry may force prices down and put pressure on profits. There are, however, **barriers to entry** that tend to protect established firms. One would expect the production of automobiles to require significant economies of scale, an important barrier to entry. The new entrant would have to achieve substantial market share to reach minimum efficient scale, and if it does not, it may be at a significant cost disadvantage. While the evidence suggests that economies of scale in the auto industry are substantial, there are also indications that large size may not be as important as commonly assumed. Nevertheless, entry would represent a large capital investment to any new firm and the body of research still indicates that economies of scale represent a substantial barrier to entry. Consequently, entry is currently a weak threat to profitability.

3. Price pressure from substitute or complementary products

While five-forces do not directly consider demand, it does consider two factors that influences demand — substitutes and complements. Although new cars generally are slightly price elastic, suggesting few real substitutes (e.g., bus and rapid transit), the demand for a particular model is highly sensitive to price because of the availability of close substitutes for a given model. A change in the price of a complementary product (e.g., gasoline, batteries, and tires) could have a significant impact on the demand for automobiles. The rising price of gas, an important complementary product, is likely to affect some firms more than others depending upon the vehicle composition. Recent rising fuel prices are likely to have a greater impact on the big



three (GM, Ford Motor and Daimler-Chrysler) whose most profitable models are energy inefficient pick-up trucks and sports utility vehicles. On balance, the overall impact on "industry" profitability from substitutes and complements is weak to moderate.

4. Bargaining Power of Buyers

Buyer power refers to the ability of individual customers to negotiate prices that extract profit from the seller. Individual consumers have some influence over price within a given dealership, but little power over manufacturers. Customers can easily, and with little cost, switch to other auto dealers. Furthermore, customers now have access to market information (prices and costs) from the Internet that enhances their negotiating power. But when you have many individual customers, each representing a small proportion of total sales, they will have little bargaining power with manufacturers and therefore pose a weak threat to industry profit.

5. Bargaining Power of Suppliers

Auto manufacturers require inputs-labor, parts, raw materials and services. The cost of these inputs can have a significant effect on profitability. Whether the strength of suppliers is weak, moderate or strong depends on how much bargaining power they can exert. The auto manufacturers have large supplier networks that appear to exert little bargaining power. Nevertheless, the United Auto Workers (UAW), the only supplier of labor, has historically exerted a great deal of leverage over the benefits and wages provided by the big three. Because of this historical dominance by the UAW and the uncertain results of their current negotiations with the big three, one has to characterize supplier power, at least in this segment of the American market, as a strong threat to profits. The following table summarizes the results of a five-force analysis of the automobile industry.

FIVE-FORCE ANALYSIS

Internal rivalry	Strong
Entry	Weak
Substitute	Moderate weak
Buying power	Weak
Supply power	Strong



EXTERNAL FACTOR EVALUATION (EFE) MATRIX

<i>Opportunities</i>			
Key external factors	Weight	Rating	Weighted score
Increasing demand for hybrid electric vehicles	0.09	3	0.27
Opportunities in emerging markets	0.07	3	0.21
Growing economy of car market	0.07	2	0.14
Alternative Energy Movement	0.08	4	0.32
Continuing to Expand Globally	0.07	3	0.21
Low Interest Rates	0.06	2	0.12
Develop New Vehicle Styles and Models	0.09	3	0.27
<i>Threats</i>			
Declining demand for light vehicles in US	0.08	3	0.24
Rising raw material prices	0.05	3	0.15
Stringent emission standards	0.04	2	0.08
Competitive offerings from foreign manufacturers	0.06	3	0.18
Rising Fuel Prices	0.05	3	0.15
Growth of Competitors	0.07	4	0.28
Increased Health Care Costs	0.05	2	0.10
Rising Supply Costs, i.e. Steel	0.07	3	0.21
Total	1.00		2.93

General motors strategies for its External factors are good.



COMPETITIVE PROFILE MATRIX (CPM)

INDUSTRY INFORMATION		GENERAL MOTORS		FORD		DAIMLER CHRYSLER		TOYOTA	
Critical success factor	Weights	Rating	Weighted score	Rating	Weighted score	Rating	Weighted score	Rating	Weighted score
Global expansion	0.11	3	0.33	2	0.22	2	0.22	3	0.33
Financial position	0.09	4	0.36	3	0.27	3	0.27	3	0.27
Growth	0.13	3	0.39	2	0.26	1	0.13	4	0.52
US market share	0.15	4	0.6	3	0.45	2	0.3	2	0.30
Product quality	0.11	3	0.33	4	0.44	3	0.33	3	0.33
Customer loyalty	0.12	3	0.36	4	0.48	4	0.48	3	0.36
Model/Styles	0.09	4	0.36	3	0.27	3	0.27	3	0.27
Hybrid/ fuel efficient vehicles	0.14	2	0.28	3	0.42	2	0.28	2	0.28
Management experience	0.06	4	0.24	3	0.18	3	0.18	3	0.18
Total	1		3.25		2.99		2.46		2.84

General motors strategies for its competitive industrial factors are good.



THE INTERNAL ASSESSMENT



COMPETING ACTIVITIES OF GENERAL MOTORS

GM TEAM

The GM team shares a passion for customers and a competitive spirit that drives us to excellence. Our culture one which represents diversity, inclusion, mutual respect, and responsibility and understanding welcomes fresh perspectives and varied experiences. Our 212,000 plus employees work in 396 facilities touching six continents, they speak more than 50 languages and touch 23 time zones. Serving as the face of the new GM in communities around the world, our 21,000 dealers are also important members of our team, and are integral to our success.

GM BRAND

From electric and mini-cars to heavy-duty full-size trucks, monocabs and convertibles, General Motors' dynamic brands offer a comprehensive range of vehicles in more than 120 countries around the world. We have significant equity stakes in major joint ventures in China including SAIC-GM, SAIC-GM-Wuling, and our vehicles, through the following brands: FAW-GM and GM Korea. Whether in Detroit, Frankfurt, Sao Paulo or Shanghai, our brands make an emotional connection to our customers from the very first time they get behind the wheel in any corner of the world.

GM TECHNOLOGIES

General Motors continues to develop innovative technologies to shape the future of the automotive industry. We are expanding our leadership in vehicle electrification with advancements in batteries, electric motors and power controls. The GM team is also working on a range of high-volume, fuel-saving technologies including direct injection, variable valve timing, turbo-charging, six-speed transmissions, diesel engines, and improved aerodynamic designs.

GM MANAGEMENT

Many companies hold fast to the belief that a firm's internal strength can be indicated by the distinctive competency of strong general management. Over the years business headlines have chronicled the various movements of chief executives from one corporation to the next. We hear of general managers rising from the ranks to lead corporations to their next competitive triumph in the market place. In these cases we recognize that financial ruin is not only due to a lack of cash flow, the message is being sent that the general management competency is also deficient. Management is not the sole source of strength or weakness but it does play a role. Many other internal forces are lent towards a company's success but having the right leadership is a good starting point. Possible strength (or weakness) for an organization, but they are not the only organizational strengths or weaknesses. An exclusive emphasis on general managers as a source of competitive advantage ignores a wide variety of other firm attributes that may be important for understanding firm performance.



GM PEOPLE

We value employees who become totally involved in the automotive R&D process. Research is the brainpower of General Motors, and the focus is on innovation.

- A strong desire to apply your knowledge and technical expertise to vehicles and to technologies and systems that benefit the automotive industry
- A combination of intelligence, perseverance, creativity, courage, and good humor
- Strong communication and leadership skills
- A master's or Ph.D. in Chemistry, Physics, Mathematics, Computer Science or Engineering

GM CULTURE

We think big and move fast. We value simplicity, agility and believe in action. We believe in accountability from every member of our team and we demand results from everyone. In short, the GM culture is all about creating excellence and providing our team members what they need in order to contribute to that success. We have focused leadership in every area of the company, and with fewer brands, we can put more resources into our core brands, resulting in quicker production and, ultimately, better products. GM is a place where you have the opportunity to grow personally and professionally through collaborating with team members worldwide. And, your career can take you to work on different brands, in different lands, on different global teams. At GM, we're moving forward, and we're taking you with us.

GM PRODUCTION

GM quantified throughput performance and focused improvement efforts in the design and operations of its manufacturing systems through coordinated activities in three areas: (1) it developed algorithms for estimating throughput performance, identifying bottlenecks, and optimizing buffer allocation, (2) it installed real-time plant-floor data-collection systems to support the algorithms, and (3) it established common processes for identifying opportunities and implementing performance improvements. Through these activities, GM has increased revenue and saved over \$2.1 billion in over 30 vehicle plants and 10 countries.

GM MANAGEMENT INFORMATION SYSTEM

GM utilizes its information systems resources to fully complement wider organizational strategic objectives by assessing the extent to which functional integration of value chain activities are successfully realized. Following are the arguments which justify that are best for GM's MIS.

1. Functional integration of core business areas.
2. How Sales & Marketing is aligned with Manufacturing through MIS.
3. How GM's engineering capabilities are maximized.
4. CAD technology (computer-aided design).
5. The vital role of strategic partnerships.
6. Routing and tracking system.
7. Company news.
8. Events and facilitation.



GM RESEARCH AND DEVELOPMENT

GM is focusing on five key areas, Lauckner said

- **Automotive clean-tech**, including batteries, motors, power electronics, emissions control devices, things related to propulsion
- **The connected vehicle**, including information and entertainment, new approaches for HMI, cloud computing.
- **Advanced materials**, including lightweight materials, eco-friendly materials, phase-change materials, forming technology.
- **Sensors, processors and memory**. "This is a huge new category because there are a lot of capabilities that we can give vehicles, but we need more capable sensors.
- **Manufacturing technology**. An area that will always be core.

R&D LABS

- Chemical Sciences & Materials Systems Lab
- Electrical & Controls Integration Lab
- Operations Research
- Propulsion Systems Research Lab
- Vehicle Development Research Lab
- Manufacturing Systems Research Lab
- Electrochemical Energy Research Lab
- GM Advanced Technology Silicon Valley Office

GM VENTURES

Formed by Lauckner in 2010 as a GM subsidiary, GM Ventures has invested in a number of companies, some of which are nano-structured steel company NanoSteel advanced Li-ion materials company Envia Systems; battery-electric bus company Proterra battery startup Sakti3; peer-to-peer car sharing company RelayRides; and solar power company Sunlogics. GM Ventures also had a stake in Bright Automotive, which shut down earlier this year.

GM MARKETING STRATEGY

Marketing strategy plays one of the most important role to achieve company goal and objectives. GM is one of the automobile company in the world for manufacturing cars and trucks in international market. GM segmentation aimed with target of various groups and GM thinks whole market is single market. GM design cars with different range of cost and design its strategy according to income, age, family and occupation.

Marketing strategy development:

Modify the company's U.S product portfolio towards more fuel efficient cars and crossovers. Reduction in brands name plates and retail outlets to focus available resources and growth strategies on the company's profitable operations.



Marketing Mix

PRODUCT: <ul style="list-style-type: none"> • Buick • Cadillac • Gmc • Chevorlet • Hummer • Saturn • Opel • Isuzu • Daewoo 	PRICE: <ul style="list-style-type: none"> • Middle to luxury class automobiles between US \$ 10000----US \$100000. • Policy in 2006 model to reduce their prices in United States. • They believe that will courage their sale volume.
PLACE: <ul style="list-style-type: none"> • GM north America • GM Europe • GM Latin America/Africa/Mideast • GM Asia Pacific 	PROMOTION: <ul style="list-style-type: none"> • Auto shows • GM magazine • GM high tech performance • Employee discount for everyone

MAJOR STRENGTH OF GENERAL MOTORS

1- Variety of Brand Names

GM as I mentioned has been the automotive leader for the majority of the last century. A large reason for that is the wide variety of quality brand names that appeal to all target markets. The current GM brands include: Chevrolet, GMC, Cadillac, Buick, Pontiac, Saturn, Hummer, Saab, Daewoo, Opel, and Holden.

2- OnStar Satellite Technology

Developed in 1996 OnStar currently has over 3 million subscribers and is standard on all GM vehicles. This technology allows the vehicles to be tracked in the event of an emergency or theft. It also allows the driver and or passengers the ability to communicate with OnStar personnel at the click of a button. This is also a factor of success for General Motors, which gives an edge on its competitors.

3- Safety and security

Safety is also important to General Motors. GM surpasses most automotive manufacturers whose focus on safety including seat belts, air bags, and crash tests, by offering OnStar exclusively in its vehicles. OnStar's features include tracking stolen vehicles and automatically alerting the authorities after a crash. This option is the source for competitive advantage due to consumer's interest in safety. Keith Lang, vice president of Tennyson Chevrolet, says "We have customers who come in and specifically buy vehicles because of *OnStar*. It's a huge safety feature" (LaReau).



4- GMAC

GMAC Financial Services offers automotive and commercial financing. This arm of General Motors provided close to 80% of GM's total earnings in 2004. GMAC is vital to the success of General Motors due to their financing capabilities in regards to the leasing arrangements provided by the local dealerships. GMAC is among the largest non-bank finance companies in the world, and their experience within the field of auto financing easily gives GM a competitive edge over their rivals.

5- Marketing Strategy/Consolidation

GM has decided to limit its product portfolio and focus on (Chevrolet, Cadillac) as its "full-line marquis." "Saturn, Hummer and Saab would be positioned as smaller niche brands, and Pontiac, GMC and Buick would be combined into a complementary distribution channel that could account for at least 1.2 million cars and trucks annually" (Howes). This move is a drastic shift from their previous marketing strategy which included offering an assortment of vehicles for every brand. This strategy was formulated in order to prevent the opportunity for overlapping products. Instead of producing too many average vehicles, GM will be able to focus on a line of great vehicles which will make the brand stand out. The Detroit News also stated that all three brands (Pontiac, Buick, and GMC) will be offered under a single dealership. This change was instituted to increase productivity and branding within each dealership.

6- Innovation is the core competency of GM

- The core competence of General Motors is innovation.
- In 1911, it conceptualized engineered and commercialized the self-starter engine for the first time.
- In 1926, its product Cadillac was the pioneer in devising a nationwide service strategy.
- In 1996 General Motors introduced On Star satellite technology.
- Other new car concepts include mini cars such as Chevy Aveo.
- However in the case of hybrid vehicles, General Motors was unable to keep up to the pace of the market demand

7- Global Expansion

General motors are consisting expanding globally by properly using the markets of India and China, and it can increase its market share as well as profitability in this region. General motors global presence is the major factor in its success



INTERNAL FACTOR EVALUATION (IFE) MATRIX

Strengths			
Key external factors	Weight	Rating	Weighted score
Global presence	0.09	4	0.36
New vision and strategy	0.05	3	0.15
Largest manufacture in the market	0.06	3	0.18
Strong management team	0.07	4	0.28
Strong brand portfolio	0.05	4	0.2
Strong presence in China	0.04	4	0.16
Knowledge of home market	0.05	3	0.15
Well performing brands	0.05	4	0.2
Large employee base with highly educated engineers and good R&D department	0.06	4	0.24
Huge increase in total equity	0.05	3	0.15
Minimal service complains	0.04	3	0.12
Weaknesses			
High cost structure	0.05	1	0.05
Brand dilution	0.03	2	0.06
Sensitive to oil prices	0.04	1	0.04
Saturated market	0.05	2	0.10
Little diversification	0.04	2	0.08
Bureaucratic culture	0.03	1	0.03
Car recalls	0.04	2	0.08
Economic inventions	0.05	2	0.10
Green car development	0.06	1	0.06
Total	1.00		2.79

General motors strategies for its internal factors are good.



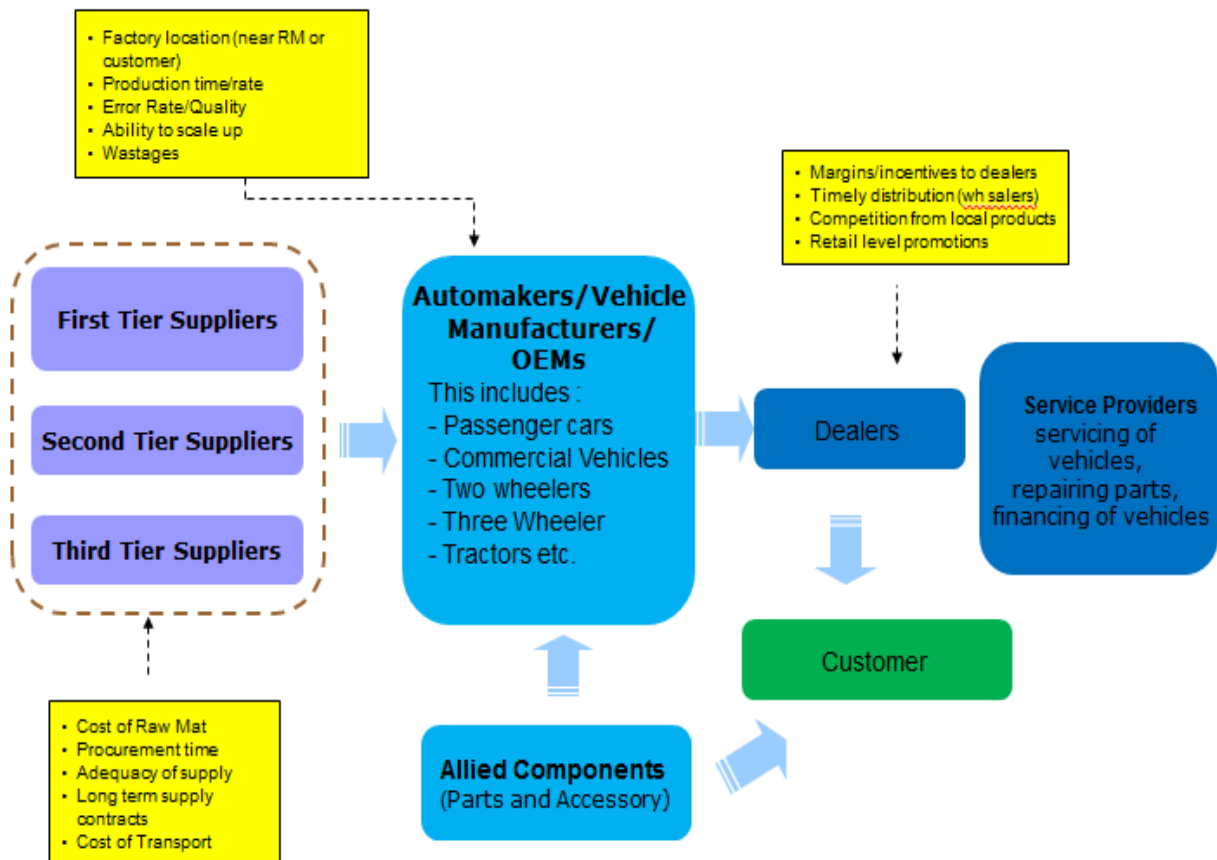
General Motor Value Chain

GM engineers closely monitor the trends of warranty parts repairs in order to make crucial decisions about parts requiring analysis. The logistics are challenging—GM receives parts from approximately 9,000 dealers in the United States and Canada as well as additional parts from other countries. Previously, GM dealers had to package the parts, address them to the designated supplier at one of more than 200 locations, take them to a post office and pay the shipping costs up-front. This process required GM to repeatedly call the dealers to determine if they had shipped the parts, and then contact the suppliers to verify the parts had been received.

UPS Supply Chain Solutions offered GM a total materials recovery solution—from door-to-door package delivery to inventory management, and the advanced technology needed to streamline and control the GM supply chain.

Our engineers worked closely with GM to establish a new Warranty Parts Center in Lake Orion, Michigan. This advanced process and analysis.

Value Chain Analysis





LOGISTICS

1. Have integrated into one globally based sourcing process from 27 different purchasing organizations in 1992. (*GM Case p.5*)
2. Highest industry-wide annual productivity improvement over past six years. (*GM Case p.6*)
3. Alliance formed with Logistics Company in 2000 to create Vector SCM, centralized company to manage entire GM logistics network and is optimizing the supply chain. (*"GM: Building a Digital Loyalty Network" p.14-15*)
4. BTO/BTS model successful in increasing distribution channel efficiency—successful BTO reduces \$3,600 of supply chain cost per vehicle. (*"GM: Building a Digital Loyalty Network" p.11*)
5. Centralization of US distribution of Buick, Pontiac and GMC into one channel allows for brand optimization and less overlap.
6. 2005 launch of Retail Inventory Management (RIM) system to dealers is web-based and connects centralized inventory management system with customer service. (*"Inventory Management Evolves at Dealerships"*)

GLOBAL PURCHASING & SUPPLY CHAIN

2011 Global Snapshot

# of Suppliers	➡ Approximately 3,200 Direct Suppliers
# of Creativity Teams	➡ 76 Global/30 Regional
# of Countries	➡ People Located in 35 Countries
# of Part Numbers	➡ Approximately 191,000 Direct Part Numbers
Vehicle Forecast	➡ 9.6M Vehicles (including JVs)
\$ Material Purchases	➡ \$77B Direct Material Purchases
Logistics/Indirect Spend	➡ \$7B Logistics/\$9B Indirect





PRODUCT DEVELOPMENT

1. Successful engineering overhaul from decentralized structure with 11 different engineering centers in US alone to one globally integrated product development organization. (*GM Case p.5*)
2. Continued development of OnStar—pioneering two new technologies in 2009 including a pilot program with Mapquest and the OnStar Stolen Vehicle Slowdown Service, while GM develops/adapts OnStar to be launched in China in 2009. (*“Challenges travel with OnStar to China”*)
3. Beginning of 2002, creation of one standardized computer-aided design system vs. more than 20. (*“GM: Building a Digital Loyalty Network” p.15*)
4. Creation of new engineering organization for development of electric vehicle, battery, and hybrid technologies. (2007 10-K Report, p.13)

MARKETING/BRAND PORTFOLIO

1. GM is repositioning some of its key brands, including dropping the base 2006 Chevy Malibu price to \$2,600 below the 2005 Toyota Camry. (*GM Case p.15*)
2. Prices of 30 of GM’s 76 models are being repositioned (*GM Case p.15*)
3. 2009 marketing strategy focus is on the four core brands that represent 83% of GM sales—Chevrolet, Cadillac, Buick, GMC. (*“GM Plays Brand Favorites”*)
4. In first 9 months of 2008, spent \$484 million on namesake brand to Toyota’s \$386 million—spent \$170 million on Chevrolet alone, and sales jumped 50%. (*“GM Plays Brand Favorites”*)
5. GM’s weaker brands getting less attention/cash than competitors’, with Pontiac Vibe receiving \$7 million for marketing in 2008—this is one-tenth of what is spent on the comparable Toyota Matrix. (*“GM Plays Brand Favorites”*)

DEALER SUPPORT AND CUSTOMER SERVICE

1. 2006 campaign to increase dealer customer service satisfaction.
2. GM receives 2 of top 3 spots in J.D. Power survey about customer satisfaction in relation to dealership work in 2008, with all 8 brands above industry average. (*“Customers Are Happier with Dealerships’ Service Work”*)



STRATEGY

IN

ACTION



Generic strategy

High Market Share with Cost Leadership Strategy

General motor's CEO Alfred Sloan who came out with the pioneering strategy of "a car for every purse and purpose." He rationalized GM's cars into five price-quality segments—from a Chevrolet, to a Pontiac, to an Oldsmobile, to a Buick, to a Cadillac. In order to differentiate GM brands from their competition, he positioned each car line at the top of the price scale in its price-quality segment (Datta, 1996; Sloan, 1972: 63, chap. 4).

For more than half a century GM dominated the U.S. auto industry like a colossus with a market share as high as 50% which made it a low-cost leader. So, it is ironic that even the most prestigious handiwork--Cadillac—of the man wrote the book on market segmentation and differentiation failed the threshold of a differentiated product in Porter's scheme of things.

We would like to point out here that while multiple brands might have been a good strategy for GM in the past it is not so in today's global competition in which the successful firms like Toyota and others concentrate only on a limited number of car lines (Womack, 2006).

Differentiation strategy

- No differentiation strategy but now trying to overcome Chevrolet on opal by differentiation.
- Must adopt differentiation it product for customer to get a sense to value-added.
- GM should increase product differentiation amongst brand and reduce inter brand competition.

Focus group

- Opel/Vauxhall to compete as GM's mainstream brands across Europe
- Chevrolet to focus on iconic products in Europe
- Cadillac to expand in Europe

Integrative strategies

There are two types of vertical merger (vertical integration):

- **Forward integration**
- **Backward integration**

Vertical integration

GM in October took a minority stake in Delphi Automotive LLP, its biggest parts supplier, and purchased four factories and Delphi's steering business as the supplier emerged from bankruptcy. GM, which spun off Delphi in 1999, wanted to assure uninterrupted supply. Perhaps the most dramatic reversal is taking place in the tech industry, where specialization and outsourcing had dominated for decades.



Horizontal integration

General Motors' leveraging of its Chinese partner Shanghai Automobile Industry Corporation (SAIC) across geographies to successfully compete in markets where it would struggle to do so alone. In China, like all foreign OEMs, GM is required to assemble and distribute product through partners. GM has taken this constraint and turned it to its advantage by leveraging the mutual strengths of not only its Chinese partner SAIC, but those of its Daewoo subsidiary as well. This has led to market-leading sales in China with 1.1 million unit sales in 2009 of a Wuling-branded minivan. By leveraging its partnership with Daewoo, GM has also been able to introduce lower-priced Chevrolet branded vehicles to China through its partnership with SAIC. At the beginning, General Motors designed automobiles for the Buick Motor Company, but in a short amount of time General Motors acquired more than 20 companies. These companies include Oldsmobile, Cadillac, and Pontiac, to name a few. GM acquired Oldsmobile later that year. In 1909, Durant brought in Cadillac, Elmore, Oakland and several others. Also in 1909, GM acquired the Reliance Motor Truck Company of Owosso, Michigan, and the Rapid Motor Vehicle Company of Pontiac, Michigan, the predecessors of GMC Truck.

Intensive Strategies

1) Market Penetration

Seeking increased market share for present products in present markets

Across the globe, we are the leader in market share and vehicle sales, led by a diverse portfolio of brands sharing core platform efficiencies and connected by GM's global reach.

Business model also creates a self-sustaining cycle of reinvestment that drives continuous improvement in vehicle design, manufacturing discipline, brand strength, competitive pricing and margins.

2) Market Development

Introducing present products in new geographic areas our total 2011 vehicle sales volume 72.3% was generated outside the U.S., including 43.4% from emerging markets, such as Brazil, Russia, India and China (collectively BRIC), which have recently experienced the industry's highest volume growth. Of our total 2011 vehicle sales volume, 72.3% was generated outside the U.S., including 43.4% from emerging markets, such as Brazil, Russia, India and China (collectively BRIC), which have recently experienced the industry's highest volume growth.

Presently, we have equity ownership stakes directly or indirectly in entities through various regional subsidiaries, including GM Korea Company (GM Korea), Shanghai General Motors Co., Ltd. (SGM), SAIC-GM-Wuling Automobile Co., Ltd. (SGMW), FAW-GM Light Duty Commercial Vehicle Co., Ltd. (FAW-GM) and SAIC GM Investment Limited (HKJV).



3) Product Development

Seeking increase sales by improving or modifying present product. GM production units design, manufacture and market vehicles under the following brands: Alpheon, Baojun, Buick, Cadillac, Chevrolet, Daewoo, Jiefang and Wuling. In North America, GM manufacturers and markets the following brands: Buick, Cadillac, Chevrolet and GMC. Outside North America, GM manufactures and markets the following brands: Buick, Cadillac, Chevrolet, GMC, Holden, Opel and Vauxhall.

Diversification

General Motors Diversification

Our business is diversified across products and geographic markets. We meet the local sales and service needs of our retail and fleet customers with a global network of independent dealers. Of our total 2011 vehicle sales volume, 72.3% was generated outside the U.S., including 43.4% from emerging markets, such as Brazil, Russia, India and China (collectively BRIC), which have recently experienced the industry's highest volume growth.

General Motor's first diversification took place when it added Chevrolet, Vauxhall, and Opel. General Motors used its philosophy and strategy for marketing by stating "A car for every purse and purpose"

		Products	
		Present	New
Markets	Present	Market penetration	Product development
	New	Market development	Diversification

Related Diversification:

Related diversification occurs when a firm moves into a new industry that has important similarities with the firm's existing industry or industries General Motor's first diversification took place when it added Chevrolet, Vauxhall, and Opel. General Motors used its philosophy and strategy for marketing by stating "A car for every purse and purpose" (General Motors, 2011).

Today General Motors is one of the largest automakers in the world. GM's global headquarters is in Detroit, Michigan, and General Motors employs 209,000 people across the world. General Motors does business in 120 countries also. General Motors produces vehicles in 31 countries, and sells and services vehicles through Buick, Cadillac, Chevrolet, GMC, Daewoo, Holden, Isuzu, Jiefang, Opel, Vauxhall, and Wuling. China is General Motors largest national market along with the United States, Brazil, Germany, Russia, Canada, and the United Kingdom (General Motors, 2011).

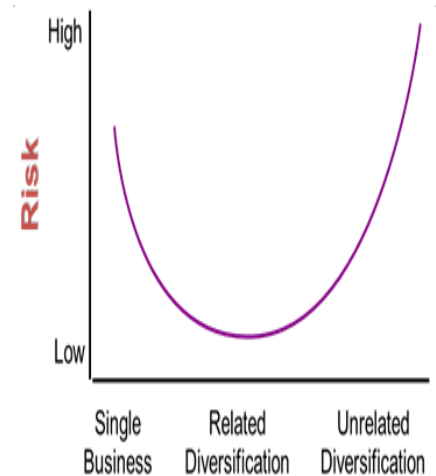


Unrelated Diversification

Unrelated diversification, which occurs when a firm enters an industry that lacks any important similarities with the firm's existing industry or industries

During the 1930s and 1940s, general motors also diversified into electric tram transit systems in forty five major American cities (including new York and alos Angeles).

To many observers the financing operation, General Motors Acceptance Corporation (GMAC), 51% of which GM had sold to Cerberus in 2006, represented an unrelated diversification that drained corporate attention. However, financing was an integral part of GM's operations



Defensive Strategies

The adage, "the best offense is a good defense" is often used in many endeavors. Unfortunately, in strategic planning many solely concentrate on using offensive competitive moves. They fail to utilize the strategic benefits of defensive strategies in achieving the goal. Defensive moves are part of competitive strategies. As in war, as in sport, as in the game of chess, business defensive strategies are critical. Along with offensive strategies, defensive strategies allow the organization to move in various directions (forward, backward, and sideways). Four critically important defensive strategies that Gm using at this time includes:


- ❖ **Signaling**— GM warning the enemy not to enter the market with the objective to obtain victory without a fight. This is simply by issuing new alerts of changing prices, which potential competitors feel that they would have difficulty to meet the challenge at a profit.
- ❖ **Entry (fixed and mobile) barriers**-GM is creating lot of obstacles to make it difficult to overcome, which discourages potential competitors from entering the market segment like McDonald's frequently introduce a range of new meals to protect its position, Gm is also on the same pattern by introducing new models in the market.
- ❖ **Pre-emptive strike**—GM is taking aggressive action before competitors realize what had happened. To protect its position in the auto Mobile industry ,e.g Gm has introduced Hybrid and Electric cars in Usa,Uk and EU.
- ❖ **Holding the ground**—Gm is allowing its competitors to enter, then actively competing with them in order to maintain market position, because Gm has SCA(Sustainable Competitive Advantage) and a promonent amount of market shares especially in EU market.



STRATEGY ANALYSIS AND CHOICE



SWOT MATRIX OF GENERAL MOTORS

	<p>STRENGTH</p> <ul style="list-style-type: none"> S1. Global presence S2. New vision and strategy S3. Largest manufacture in the market S4. Strong management team S5. Strong brand portfolio S6. Strong presence in China S7. Knowledge of home market S8. Well performing brands S9. Large employee base with highly educated engineers and good R&D department S10. Huge increase in total equity S11. Minimal service complains 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> w1. High cost structure w2. Brand dilution w3. Sensitive to oil prices w4. Little diversification w5. Bureaucratic culture w6. Product recalls w7. Economic inventions w8. Green car development
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> O1. Increasing demand for hybrid electric vehicles O2. Opportunities in emerging markets O3. Growing economy of car market O4. Alternative Energy Movement O5. Continuing to Expand Globally O6. Low Interest Rates O7. Develop New Vehicle Styles and Models 	<p>SO (S9,O1,O4)</p> <ul style="list-style-type: none"> 1. By R&D product development having new energy usage. <p>(S1,S5,S10,O2,O5)</p> <ul style="list-style-type: none"> 2. With global presence by huge brand portfolio and equity GM can market penetration in emerging markets and expand globally. <p>(S3,S9,S10,O3,O7)</p> <ul style="list-style-type: none"> 3. By largest manufacturing with the help of R&D and high increase in equity G.M should adopt concentric diversification by producing ne styles and model in growing car economy. 	<p>WO (W3, W7, W8, O3, O5)</p> <ul style="list-style-type: none"> 1. Relocate the production to cheaper country with lower taxes. <p>(W4,W5,W6,O3,O6)</p> <ul style="list-style-type: none"> 2. Strengthen sales force and export skills. Looks to saturated market. <p>(W7,W8,O3,O5)</p> <ul style="list-style-type: none"> 3. Develop Compatible Models for Different Price Levels.
<p>THREATS</p> <ul style="list-style-type: none"> T1. Declining demand for light vehicles in US T2. Rising raw material prices T3. Stringent emission standards T4. Competitive offerings from foreign manufacturers T5. Rising Fuel Prices T6. Growth of Competitors T7. Increased Health Care Costs T8. Rising Supply Costs, i.e. Steel 	<p>ST (S3, S4, S10, T2, T3, T5,T7,T8)</p> <ul style="list-style-type: none"> 1. Build eco-friendly products from alternative materials. <p>(S1, S3, S10,S11, T1, T4,T6)</p> <ul style="list-style-type: none"> 2. Produce more cars for foreign market. <p>(T4,T5,T6,S4,S9)</p> <ul style="list-style-type: none"> 3. Meet Competition with Advanced Design Technology. <p>(T5,S9)</p> <ul style="list-style-type: none"> 4. Improve Fuel Consumption Through Fuel Injection and Develop Fuel Efficient Diesel Engines. 	<p>WT (W1, W2, W5, T2, T3, T5)</p> <ul style="list-style-type: none"> 1. Alliance with competitors. <p>(W1, W2, T1, T2)</p> <ul style="list-style-type: none"> 2. Manufacture only parts for automobiles. <p>(T6,W8,W9)</p> <ul style="list-style-type: none"> 3. Reduce Threat of Competition by Developing Flexible Product Line.



SPACE MATRIX OF GENERAL MOTORS

Financial position	Rating
Return on investment: In 2012 its revenue was 150.3bn but now this year its increased to 152.484bn	04
Working capital: 18.6bn working capital overall 174.5bn capture by auto manufacture	02
Cash flow: Last year cash flow was 3.1\$bn and now the cash flow is 3.2\$bn	04
Earnings per share: Last year EPS was 2.79 and now it increase to 3.9\$ earnings per share	06
Total	16
Industry position	
Growth potential: Automobile industry growing globally and general motor operate in 157 countries	06
Profit potential: Profit increased day by day in GM and automatic company is also now growing	04
Financial stability Automobile industry is financially stable and financially growing industry globally.	05
Resource utilization: Strong management in GM has strong resources and it also uses resources effectively.	04
Ease of entry into market: Having strong capital structure entry into market globally is not easily possible	05
Total	24
Stability position	
Technological changes: Technology changes day by day fuel efficiency improving.	-05
Rate of inflation: Highly rate of inflation increase globally	-03
Price range of competing products: Price range increase by ford and Toyota motors products	-05
Competitive pressure: Competition increase due to globalization of Toyota and Honda	-04
Barriers to new entry: Having strong capital structure entry into market is easily not possible	-04
Total	-21
Competitive position	
Market share: 55.5% market share in automobile industry.	-06
Product quality: Standard quality because using high technology	-04



Technological knowhow: Having good engineers from market	-05
Customer loyalty: Having mission to retain customer by providing efficient services.	-03
Total	-18

Conclusion

FP/ number of variables = $16/4 = 4$

IP/ number of variables = $24/5 = 4.8$

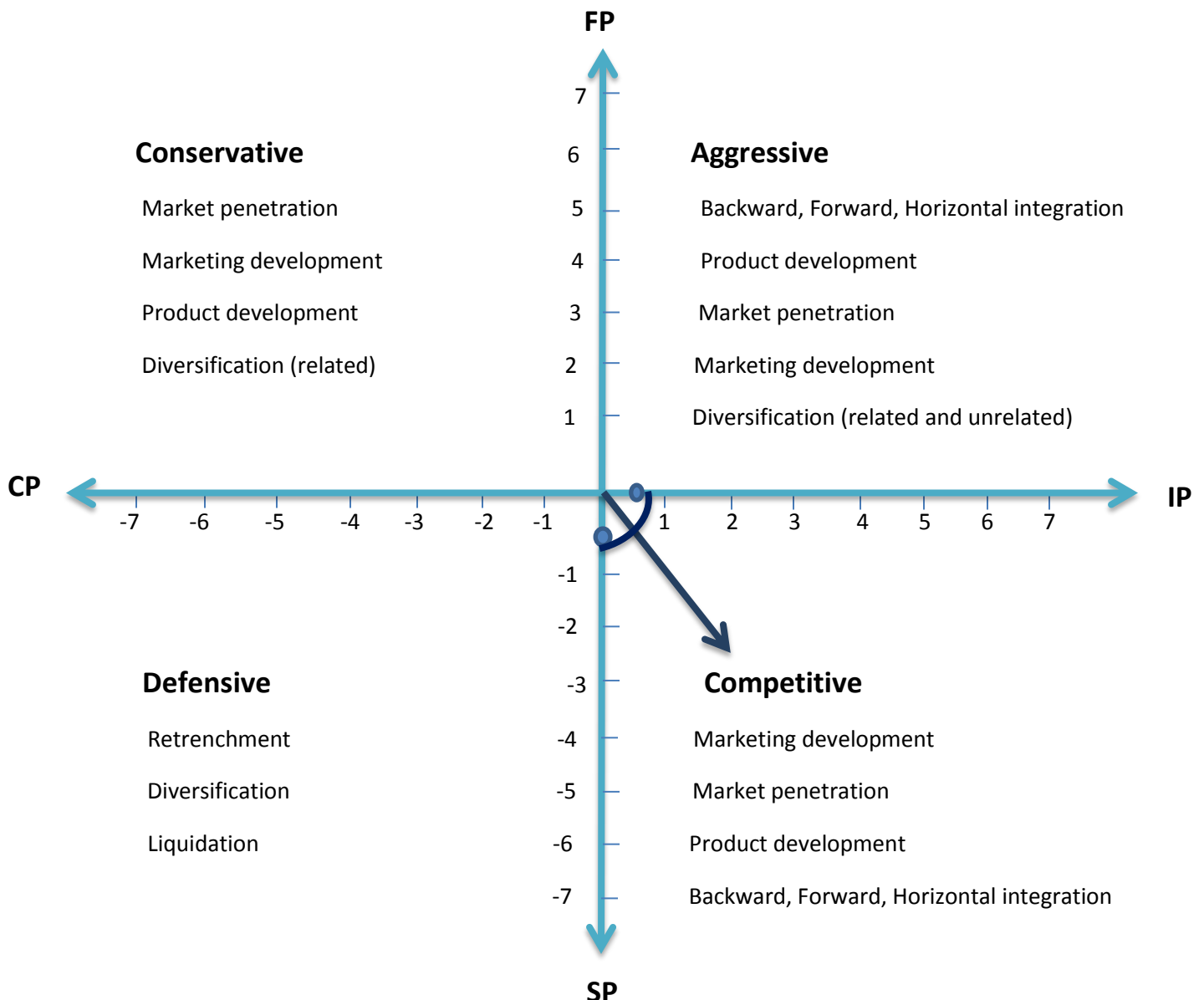
SP/ number of variables = $21/5 = -4.2$

CP/ number of variables = $18/4 = -4.5$

Y axis: $FP+SP = (4)+(-4.2) = -0.2$

X axis: $IP+CP = (4.8)+(-4.5) = 0.3$

General motors should pursue competitive strategy





BCG Matrix

As per competitive profile matrix, Ford motors are the large competitor of General motors.

Division	Revenue	% Revenue	Profit	%Profit	Relative Market Share	Industry Growth Rate
Hummer (H)	9406	7%	4061	0.9%	.2	-4
Opel/Vauxhall (O)	16207	12%	19304	4.5%	.4	+5
Buick (B)	25194	18%	137198	32%	.7	+8
Cadillac (C)	12909	9%	55218	13%	.6	6
Chevrolet (CH)	76229	54%	209919	49.6%	.9	+9
Total	139945	100	425700	100%		

Relative Market Share:

General motors=16.8%,

Ford motors=15.2%

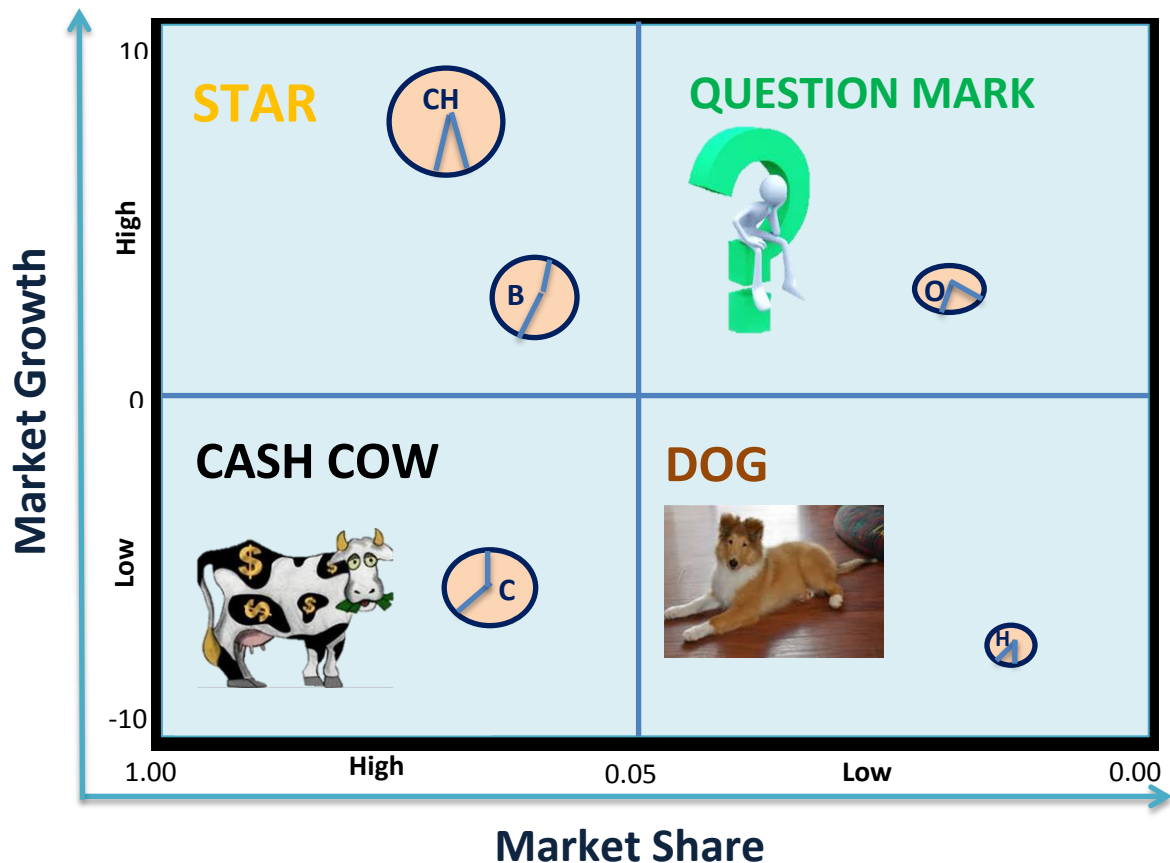
Industry Sales Growth:

General motors=13.6%,

Ford motors= 10.3%

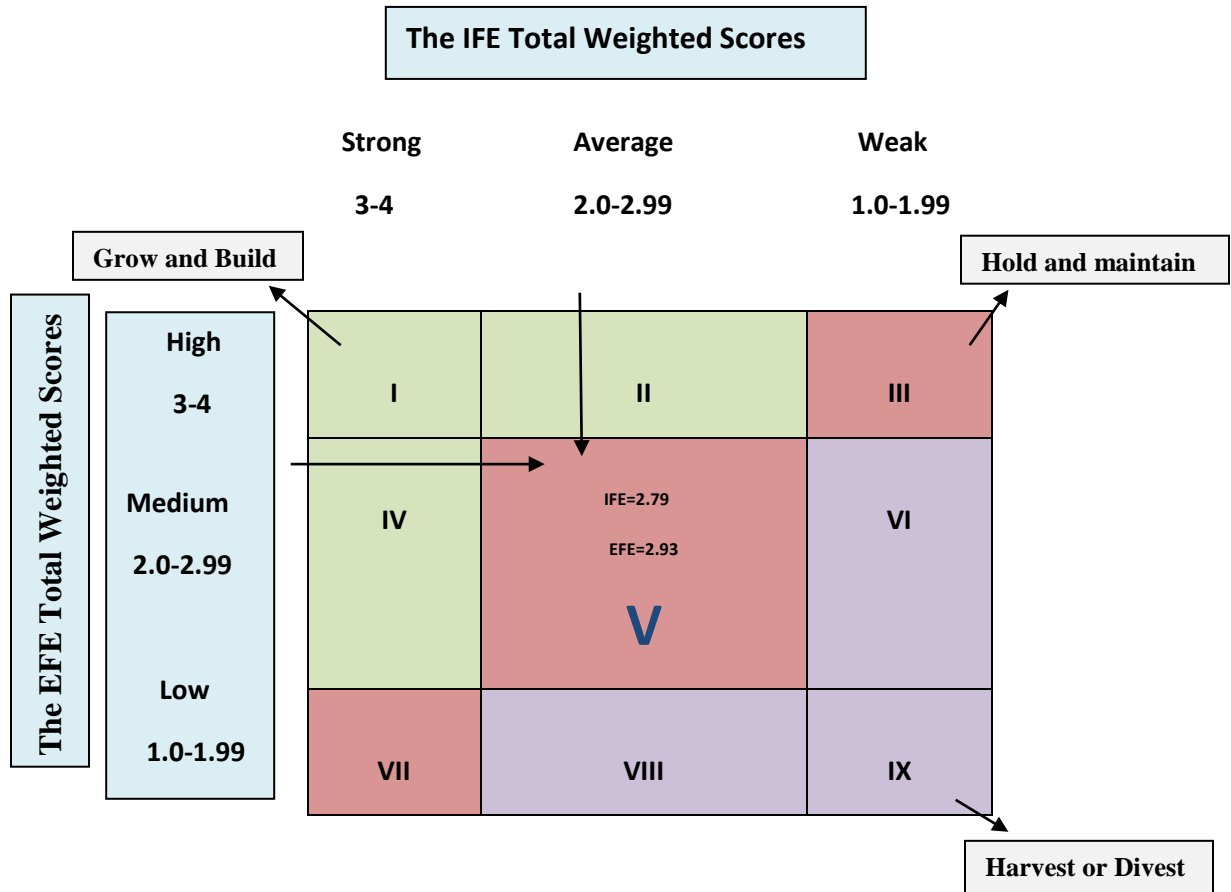
Profit margin of General motors= 2.25%

BCG Matrix





Internal-External Matrix (IE)



General Motors Internal-External Matrix (IE) shows that we are in hold and maintain strategy. Our IFE is 2.79 which lie in 5th box and EFE is 2.93 which also lie in the same box. This shows we are in hold and maintain strategy.

Hold and maintain strategies are

- Market development
- Product development
- Market penetration



QSPM Matrix

Key External Factors		Market development		Market penetration	
Internal Strengths	Weight	AS	TAS	AS	TAS
Global presence	0.09	4	0.36	4	0.36
New vision and strategy	0.05	2	0.10	3	0.15
Largest manufacture in the market	0.06	2	0.12	3	0.18
Strong management team	0.07	-	-	2	0.14
Strong brand portfolio	0.05	3	0.15	-	-
Strong presence in China	0.04	2	0.08	3	0.12
Knowledge of home market	0.04	-	-	2	0.08
Well performing brands	0.05	2	0.10	-	-
Large employee base with highly educated engineers and good R&D department	0.05	-	-	-	-
Huge increase in total equity	0.06	-	-	-	-
Minimal service complains	0.05	1	0.05	2	0.10
Internal Weaknesses					
High cost structure	0.05	3	0.15	2	0.10
Brand dilution	0.03	-	-	1	0.03
Sensitive to oil prices	0.04	3	0.12	3	0.12
Saturated market	0.05	2	0.10	2	0.10
Little diversification	0.04	2	0.08	-	-
Bureaucratic culture	0.03	-	-	-	-
Car recalls	0.04	-	-	-	-
Economic inventions	0.05	-	-	2	0.10
Green car development	0.06	3	0.18	3	0.18
	1.00				
Key external Opportunities					
Increasing demand for hybrid electric vehicles	0.09	4	0.36	4	0.36
Opportunities in emerging markets	0.07	4	0.28	-	-
Growing economy of car	0.07	3	0.21	3	0.14



market					
Alternative Energy Movement	0.08	-	-	2	0.16
Continuing to Expand Globally	0.07	3	0.21	2	0.14
Low Interest Rates	0.06	-	-	-	
Develop New Vehicle Styles and Models	0.09	-	-	2	0.18
Key external Threats					
Declining demand for light vehicles in US	0.08	2	0.16	3	0.24
Rising raw material prices	0.05	2	0.10	2	0.10
Stringent emission standards	0.04	1	0.04	2	0.08
Competitive offerings from foreign manufacturers	0.06	2	0.12	1	0.06
Rising Fuel Prices	0.05	3	0.15	2	0.10
Growth of Competitors	0.07	2	0.14	2	0.14
Increased Health Care Costs	0.05	2	0.10	3	0.15
Rising Supply Costs, i.e. Steel	0.07	3	0.21	2	0.14
	1.00		3.89		3.75

Note:

General motors should make interest and strategies for market development of its company.

Other information

Logos

Chevrolet



GMC



Buick



Cadillac



GM Korea





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