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| **ASSIGNMENT TITLE** | **THE ROLE OF HRM AND ORGANIZATIONAL DEVELOPMENT** |

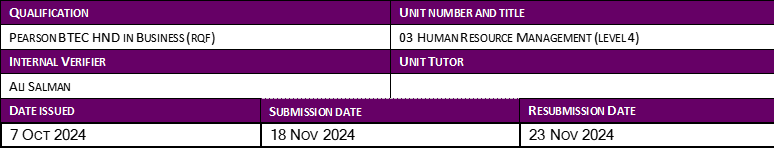


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# **Task 1: Report on HRM and Organizational Success: A Case Study of Changan Automobile's Entry into Pakistan**

# **Introduction**

## *Overview of HRM's Role in Organizational Success*

Human Resource Management (HRM) is an organizational pillar because it deals with matching people with organizational goals to enhance competitiveness for sustainable development (Piwowar-Sulej, 2020). Organizational talent management activities, including staffing, appraisal, communication, and training and development, offer organizations the ability to address new market conditions. Such functions guarantee not only the optimal use of the headcount resource but also the promotion of values that depict growth, adaptability, and productivity (Urme, 2023).

Thus, in a globally competitive environment, advanced HRM practices provide organizations with a competitive advantage because organizations that adopt HRM practices are in a better position to acquire and retain talents, improve production, and construct a culture of high performance (Agustian et al., 2023). When HRM is in synchronization with organizational strategy, it is advantageous for organizations to handle hundreds of issues that are associated with the firms’ evolving issues for instance, technological developments, changing demography, and globalization.

## *Contextual Background*

This research focuses on analyzing the Human Resource Management approaches used by a Chinese car manufacturer, Changan Automobile, in developing a viable market in Pakistan. Changan came to the country right after the government of Pakistan unleashed its Automobile Policy for the revival and enhancement of investment during the year 2021-2026.

Exploiting such policies, Changan has launched models like the Alsvin and the Oshan X7 that meet the increasing demand for good quality cars at affordable prices. The company has also opened a local manufacturing plant, which has provided huge Employment to the local people and has served a lot to the Pakistan economy (Ali, 2023). Using strong HRM practices, the firm has overcome various issues related to HRM, such as issues of recruiting and selecting talented employees and employee training along with the engagement of the workforce to give a strong stance in the competitive market of Pakistan's growing automotive industry.

# **HRM Areas and Contributions**

## *P1: Main Areas of HRM and Their Impact on Sustainable Performance*

Changan Automobile's HRM strategy is centered on four critical areas that contribute significantly to sustainable organizational performance:

### Talent Acquisition

Changan Automobile has ensured it searches diligently for the most skilled and capable workforce to accommodate local production demand in Pakistan. It actively works with technical training institutes and other reputed universities of the country to identify and hone talents (CHANGAN, 2023). Recruitment is done on digital platforms to avoid repetitive hiring exercises that would limit the number of a candidate pool.

### Performance Management

The PMS focuses on how employee targets and group objectives can be united with the more extensive organizational goals. Activity metrics, including production performance indicators and defect density, may be monitored frequently by management (Thusi, 2023). These goals can be attained; structured feedback, annual personal development reviews, and recognition programs geared towards high achievers should be encouraged among employees.

### Employee Engagement

Changan has in the past employed several strategies that it feels would help improve employee commitment. Some of them are team bonding exercises, a celebration of success and achievements, and uniform channels where employees can air their views (Paz, 2019). Annual employee satisfaction surveys are done with a view of rating our employees and knowing areas that need to be worked on.

### Learning and Development

Noting the continuous improvement of the technologies used in the automotive industry, Changan provides a lot of money for learning and development. Employees learn modern manufacturing systems and the production of electric vehicles (Roberto, Guo, and Jiang, 2011). In Changan's example, it is possible to learn how a car manufacturer prepares its employees to achieve increased results in the context of market saturation, using such methods as workshops, basic certifications, and practical experience.

## *M1: Comparison of HRM Areas for Sustainable Performance*

Changan’s HRM approach highlights how a balanced focus on multiple HRM areas contributes to sustainable organizational performance:

* Talent Acquisition: Talent acquisition guarantees that a firm has qualified staff in place; nonetheless, it is the cornerstone of the other areas in regard to HRM (Pavlou, 2017).
* Performance Management: This area turns the workforce’s possibility into performance by establishing objectives and reporting mechanisms.
* Employee Engagement: Retention approaches ensure that only the organization has an adequate number of employees with skills in their respective fields to enable it to offer its services effectively with minimal hitches (Bhakuni and Saxena, 2023).
* Learning and Development: It provides readiness among the employees to deal with disruptions from industries, such as the shift to the use of EV technology required for innovation.

# **Changing Organizational Dynamics**

## *P2: Effects of Changing Organizational Nature on HR Skills and Knowledge*

Changan Automobile has set foot into operation in the Pakistan market to address the changes in the organizational structure that should consequences for the competencies of HR professionals (Surraya, 2021). Several key factors influence the changing nature of HR responsibilities:

### Technological Advancements

The automobile industry continuously adapts to modern innovations such as the use of Robotics in assembling, the usage of modern mechanical processes like lightning robot assembly lines, and electric vehicle manufacturing (Wang, 2020). This is why HR teams have to put up with this transition by implanting tacky-proficient employees and training the rest.

### Workforce Demographics

Given that Pakistan's young and dynamic workforce is primarily composed of the millennial and the Gen Z generation, HR now has the obligation of adapting with regard to what they expect. All these generations also appreciate workplace flexibility, diversity, and innovation in terms of employment advancement (Racolța-Paina and Irini, 2021).

### Globalization

This case requires the HR staff of Changan to not only take into consideration legal regulations in their respective countries and economic realities and cultural factors but also the company requirements and standards of a multinational company.

## *M2: HRM Practices Responding to Changes*

Changan Automobile has implemented several HRM practices to address these dynamic challenges effectively:

### Technology Integration

Changan uses the latest human resource software in recruitment, remuneration, and performance exercises. These tools improve precision, minimize employees' burdens, and offer analytical information about workforce trends (Bingaman, 2024). The use of different automating technologies in the execution of traditional HR tasks would enable HR professionals to channel their efforts into higher-order work such as talent management and organizational planning.

### Diversity and Inclusion

Believing that gender diversity is an essential component of its management, Changan has now run various programs to address gender discrimination. Measures like diversity in mentorship and diversifying the hiring process improve the company’s gene pool and innovation (Quintana, 2024).

### Cross-Cultural Training

To conduct its business in a multicultural atmosphere, Changan offers meetings concerning multicultural sensitivity and international cooperation. Such training sessions prepare employees to handle matters to do with culture, and enhance working unity and togetherness of organizations (Christopher, 2023).

# **Recruitment and Retention**

## *P3: HRM Practices for Recruitment and Retention*

In the current HRM practices and skills demand of the Pakistan automobile industry, Changan Automobile has opted for professional and efficient approaches to HRM. Changan's strategic planning of human resources about the local market needs helps the company gain a constant supply of capable employees who are more likely to be loyal and have long-term career prospects with the company (Butt and Katuse, 2017).

### Recruitment Practices

Recruitment finds Changan sourcing talent in divine detail, starting with the development of strategic relationships with vocational training institutes and technical colleges. Such relationships provide a pipeline for linking human capital with the requirements of automotive production (Anika, 2024). For example, training partnerships between Changan and such institutions involve training on production line processes, product quality, and new trends in automobile technology.

Further, the employer branding coming from Changan includes issues such as competitive remunerations, progression, and work environment. By advertising these aspects through digital marketing campaigns as well as recruitment fairs, the company entices young top talent into the company seeking professional growth.

### Retention Practices

Another constraint is that Changan focuses on implementing the measures that would allow maintaining its employees. Key initiatives include:

* Career Development Opportunities: Mentee and mentee programs are available to the employees along with administration training & leadership development besides the automotive technical certifications (Okolie et al., 2020).
* Supportive Work Environment: New and positive workplace relations This has been hence done by encouraging the entry of new employees and ensuring that communication channels are always being opened to ensure that everyone count.
* Comprehensive Benefits: The compensation includes wages, salaries, healthcare benefits, and organizational incentives based on performance. The mentioned elements contribute to satisfaction and employee retention in different employment connections (Sorn et al., 2023).

## *M3: Impact of Labor Market Dynamics*

The automotive labor market in Pakistan presents unique challenges that influence HRM practices:

* High Unemployment Rates: While joblessness is present, the specialty is absent in the automotive sector, particularly in manufacturing (Anjum, 2020). To ensure adequate training of personnel, Changan has set up training centers and internships to ensure that practical experience is undertaken.
* Skill Shortages: In a way, the lack of specialized talent in such fields as electric car manufacturing is offset by Changan through its approach to employee training as well as its partnership with learning institutions.
* Regional Disparities: As already pointed out by the author, Changan's efforts to recruit talent from areas that have been excluded from such opportunities ensure that its employee pool is more diverse whilst also helping to spur the development of regional economies.

# **Internal and External Factors Influencing HRM**

## *P4: Key Factors*

A number of internal and external factors come into play in the formulation of HRM decisions of Changan while connecting with the strategic direction it has in the Pakistani market. They influence the strategic human resource management practice of the company towards its workforce for sustainability.

### Internal Factors

* Corporate Culture: Changan tries to blend business corporate culture with the local culture to bring the best out of every employee in the organization. This brings together the two cultures thus keeping the employees satisfied and in tune with the organizational culture hence optimizing cooperation and creativity (Tarver, 2024).
* Financial Resources: This has brought along with it employee development, training, and infrastructure that have shown a true bearing on Changan's long-term investment in its growth. Optimal amounts of monetary capital help to nurture contingency plans within the company's HR framework, thus involving the leadership course and enhancing technical skill programs (Gandrita, 2023).

### External Factors

* Government Policies: The liberal auto policy 2021-2026 has become a magnet for global investors in Pakistan's automotive industry (Engineering Development Board, 2021). Tax exemption and subsidies for local production are incentives thus positive as they enable the company such as Changan to fund talents in hiring and training.
* Economic Conditions: Fernando (2024) also underlined that such factors as inflation rates and fluctuations of currencies always influence compensation policies and procurement expenses, for instance. Changan also modifies its remuneration package and perks to ensure employee loyalty and maintain control of fixed costs in the face of these macro variables.
* Technological Advancements: Modern EV technology has development skills for and a shift towards electric vehicles for the global market (Achillas and Iosifidou, 2024). To address the competency gap, Changan has embarked on training its human resources in technical trade to meet the increasing need for EV human resource capabilities.
* Cultural Dynamics: HRM practices are affected by the diverse cultural values and traditions that are in practice in Pakistan. Changan's HR practices are culture-specific to create effective interpersonal, communication, and organizational interfaces as well as customer relations in line with developing a favorable corporate image (Ansari, 2021).

## *M4: Examples and Implications*

For example, the investment in EV training programs like those that involve Changan also meets international automotive trends while Pakistan's policy is inclined towards green technologies. Additionally, compliance with local labor laws and paying attention to cultural sensitivities will help Changan gain credibility and confidence of its employees hence higher productivity. Such internal and external factors help the company hence its HRM strategies to work and adapt to the competitive and dynamic environments.

# **Critical Evaluation**

## *D2: Evaluation of Key Factors Influencing HRM Decisions*

Most of the time, Changan has handled the internal resources and the challenges of competition nicely in the structure of HRM, which reveals a strong vision in the management of human resources. Compliance of the company's HR practices with business goals while managing to keep up with the new market trends possible through the integration of new changes as a driver of success in the Pakistan market has been effectively done by the company. Thus, the factors, that are considered by Changan in HRM decision-making, are called strategic fit, flexibility, and human-oriented.

### Strategic Alignment

HRM practices in Changan are still correlated with a more comprehensive business strategy. In particular, the strategies of talent acquisition, performance management, and employee development make it possible for Changan to apply necessary measures to achieve organizational objectives with the help of employees. Education initiatives like Courses for employee development, for example, improving technical capability for electric vehicle manufacturing, are germane to the firm's vision to leverage demand for environmentally sustainable automobiles (Wellbrock et al., 2020). In addition, constructive practices such as performance evaluations are also developed to guarantee that the main objectives of the employees and teams cover the strategic objectives of the firm's growth.

### Adaptability

Without a doubt, one of the best practices from the case of Changan's HRM strategy is the firm's capacity to decipher the changes in the external environment and the ability to incorporate the changes within its business context – technology and the economy in particular. Today, facing the challenges coming from the shift to automation and EV manufacturing, Changan also shifting its HRM practices, mainly concentrating on personnel development. Also, the company shows the capacity which embrace the possibility of changing compensation and recruitment policies depending on economic situations in the market.

### Employee-Centric Approach

Employee welfare and their learning are among the important pillars that Changan has placed much focus on. Such an employee-focused strategy creates a motivated and productive team of employees. Through its own check and development plan implementation, Changan provides the employees with the necessary tools to not only do their work but also become more capable members of the organization. Such concentration upon retention, due to employee-focused working environments, ensures lower turnover levels and increased loyalty (Babatunde and Onoja, 2023).

# **Roadmap for Strengthening Talent Management Strategies**

To further enhance its HRM capabilities, Changan can adopt the following roadmap:

1. **Step 1**: Conduct a labor market analysis to identify emerging skill requirements.
2. **Step 2**: Strengthen partnerships with educational institutions to bridge skill gaps.
3. **Step 3**: Develop digital recruitment campaigns highlighting Changan’s commitment to innovation and employee growth.
4. **Step 4**: Enhance employee engagement through flexible work policies and recognition programs.
5. **Step 5**: Implement robust metrics to measure HRM effectiveness, such as employee satisfaction and retention rates.

# **Conclusion**

This study has focused on the role of HRM in organizational success and used Changan Automobiles' case of entry into Pakistan. In general, the critical areas of HRM that can be identified as crucial in Changan's performance include talent acquisition, performance management, engagement, and learning and development, For Changan to successfully enter an emerging market which is characterized by immense competition the following points may be useful:

The examination also shows how the nature of organizations, the labor market, and other extraneous characteristics impact HRM practices. In Pakistan, flexibility and employee operations have been strategic to Changan Automobile's performance. The above plan brings out the best way that Changan can follow to fortify its talent management strategy and come up with the best strategies to face the dynamic industry. Accordingly, the sufficient correlation of Changan's HRM with the organizational objectives and market requirements can let the company gain long-term development in Pakistan's automotive industry.

# **Task 1: Speaker Notes**

# **Introduction**

## *Overview of HRM’s Role in Organizational Success*

HRM is calculated to influence matching human capital to an organization's strategic objectives. By covering areas including talent management, performance and reward, engagement, and learning/ development, HRM contributes to making an organization competitively relevant, flexible, and viable (Kareem and Hussein, 2019). Such HR functions assist organizations in realizing the maximum capability of employees and improving overall efficiency and effectiveness, leading to organizational development.

## *Contextual Background*

The Chinese carmaker – Changan Automobile signed with Pakistan after the approval of the new automobile policy 2021-2026 to increase commercial investment and competition, easy finance, and manufacturing of fuel-efficient and environmentally friendly automobiles in Pakistan (Aslam, 2024). By yielding these strategies, Changan brought models like the Alsvin and Oshan X7 to Pakistan and set up a manufacturing plant there. They also created numerous employment openings for the locals, asserting Changan's market commitment and labor force.

# **HRM Areas and Contributions**

## *Key HRM Areas*

* Talent Acquisition: Changan cooperates with vocational institutes and employs online workplaces to find skilled employees for its manufacturing center.
* Performance Management: The company similarly relates goals with appraisal scores through Key Performance Indicators such as productivity and customer satisfaction.
* Employee Engagement: Finally, Changan has developed employee engagement standards that focus on teamwork, motivation and recognition, and encouragement and feedback to improve employee satisfaction.
* Learning & Development: As part of training and education, the company provides more specific instruction in EV production and the latest manufacturing techniques and technologies.

## *Impact on Sustainable Performance*

With a coherent connection of these areas, HRM contributes to the establishment of qualified and motivated employees and to the improvement of organizational performance and sustainability (Arokiasamy et al., 2023). Such an approach generates a sustainable competitive advantage in a rapidly changing environment.

# **Comparison of HRM Areas for Sustainable Performance**

* Talent Acquisition: Instead, one has to mention that the skill-oriented selection of employees underlines Changan's ability to efficiently staff and maintain a strong and flexible workforce in the long term and be prepared for a competitive climate.
* Performance Management: Changan uses the performance management system to attach organizational goals to employee objectives, encouraging greater productivity and making every team member collectively responsible for organizational growth.
* Employee Engagement: It also led to increased motivation and employee loyalty amongst the engaged employees (Mariza, 2016). Changan creates and maintains an effective approach to engaging employees, both individually and in groups, using team-creation methods, incentive programs, and feedback systems to unlock more human capital.
* Learning & Development: Changan's training strategy, which involves specialized training, especially in the areas of EV production and new manufacturing technologies, is adequate to provide its human resources with the requisite skill up-gradation to meet the emerging new demands of the auto manufacturing industry and put the company into a competitive position in the ever-challenging and dynamic auto manufacturing industry.

# **Changing Organizational Dynamics**

* Technological Advancements: Changan has incorporated new automation and electric vehicle production techniques, which requires HR to work on training its employees in new manufacturing skills and information technology.
* Workforce Demographics: Due to the young generation of employees, mainly millennials and Gen Z, Changan adapts its HR policies concerning work-life balance options, demanding career advancement, and increasing the company’s diverse work environment to fit the younger generation’s needs (Waworuntu, Sandra and Mandagi, 2022).
* Globalization: Changan's HR team based in Pakistan has to operate in the context of national legislation and culture while simultaneously enforcing a set of corporate policies and procedures that are actually global. It cultivates a culturally and legally sensitive organizational culture.

# **HRM Practices Responding to Changes**

* Technology Integration: Changan improves its HR work by adopting the latest technologies in recruiting, paying, and evaluating employees. This digital transformation enhances efficiencies in processes and decision-making (Alkhaldi, 2024).
* Diversity and Inclusion: To ensure that Changan Cars has a diverse workplace, Changan has to establish policies that ensure workplace gender balance. These measures help the business source talent from a wider pool and enhance the possibility of ideation resulting from diversity (Lever, 2020).
* Cross-Cultural Training: Changan offers workshops to make its employees sensitive to cultural standards and produce a favorable working environment for multiculturalism. These efforts have helped reduce havoc between organizational departments and different geographical locations.

# **Recruitment and Retention**

Thus, the Recruitment strategy in Changan is very selective, and developing such policies helps the company attract the best employees in Pakistan. Together with vocational institutes, the company ensures that it can supply the manufacturing sector with skilled personnel. Such arrangements ensure that new company entrants have the technical skills needed for highly specialized production systems (Li, 2022). Further, Changan invests in improving career development opportunities for employers, work remunerations and employee training and development that appeal to the labor market employer.

Retention approaches are also sound as they regard the encouragement of commitment from employees (Mehta, Kurbetti, and Dhankhar, 2014). Through promotion, coaching, and training, Changan has standard procedures for career development to let the employees think of the enormous potential job opportunities in Changan. Employee engagement and retention are made even more sustainable by competitive benefits and a favorable working environment (Swift, 2024). Some of Pakistan's HRM issues include a shortage of skills and geopolitical regional imbalances in the market. Changan solves these problems by providing internships, creating training centers, and developing employment opportunities for its employees in different regions of the country.

# **Internal and External Factors Influencing HRM**

The content of Changan's HRM strategy results from internal and external conditions and factories of the internal and external conditions and factors. On the workforce side, the considerable focus of the worldwide corporate culture is adjusted to local cultures, which creates a coherent and welcoming company culture (Coleman, 2013). Financial resources are another internal environment factor, and Changan has dedicated ample financial resources towards employee training and new infrastructure to enable its sustainability. Such investments are indicators of the company's ability and the overall degree of compliance with high levels of productivity and innovation.

From the outside, some political and administrative factors like Automobile Policy 2021-2026 also contribute a lot. Forcing local production with the policy, it offers tax relief and subsidies to attract foreign investments. The business environment affects compensation policies as it does prices, inflation rates, and fluctuations in currency. Based on technological developments focusing on electric vehicle (EV) technology, workers are required to be educated, and trained workers are required to be educated and trained (Fitri, 2024). Further, compliance with local cultural practices minimizes employee conflict while improving customer and stakeholder interactions and organizational performance.

# **Critical Evaluation of HRM Decisions**

Changan is sitting right in the strategic dock through its HRM to ensure that talent and acquisition, performance management, engagement, and training and development align with business success. The company's adaptability to technological change, the economic environment, and aspects of economic change show that it has, over time, focused on skills development, particularly in the production of electric vehicles (Reeves and Deimler, 2011).

Changan has been implementing an HRM strategy focusing on the employee's well-being, career progression, and tenure. Things like mentorship opportunities or leadership development help build a good employee base as they stay with the company. Suggestions include developing new strategies and applying them systematically to respond to new market challenges, new technologies that influence HRM, and the characteristics of the latest generation of employees. Again, with evaluation activities, Changan will maintain its competitive position and address internal and external challenges in the automotive manufacturing industry.

# **Roadmap for Strengthening Talent Management**

* Step 1: Improve recruitment by widening cooperation with local vocational institutes and universities to become the employer of choice.
* Step 2: They must employ unique programs of reinforcement that will address organizational member behavior to boost their morale and make them more loyal to the organization.
* Step 3: Cultivate skills development, especially in areas of current ignorance, such as the all-essential electric-powered vehicles (EVs) technology.
* Step 4: Promote organizational commitment by focusing on employee development and training employees to achieve long-term career progression; the employees can have a long-term career with Changan.

# **Conclusion**

Hence, Changan's HRM strategy certainly dovetails well with the company's business goals by emphasizing the need for change. Areas of strategic importance to HRM include staff recruitment, performance appraisal, staff motivation, and training and development, which are relevant for the long-term stability of the company within its line of business in Pakistan. There is also a good management of external environmental factors such as government policies and innovation.

In view of current and future changes, it would be critical for Changan to conduct periodic reviews of its current HRM practices and respond swiftly to changes in the automotive industry. By constantly assessing and strategizing the field of HRM, the company will be adaptive for development.

# **Task 2: Marketing Plan for Changan Automobile in Pakistan**

# **Introduction**

New car manufacturing has seen rapid growth in the past year, specifically due to the new Automobile Policy of 2021-2026. The given policy is intended to increase the domestic production market while making it easier for international car makers such as Changan Automobile to establish operations within the country. With the help of government incentive packages, Changan built local production plants and launched models like Alsvin and Oshan X7, along with employment opportunities, placing Changan among the key contenders in the Pakistan automotive industry (Changan, 2018).

This created a sense of innovation, technology, affordability, and customer-centricity. Changan has aligned its vehicles to meet the changing demands of Pakistan automobile consumers, mainly middle-income earners and the youths in their early working years (Surraya, 2021). However, other issues like competition, dynamic economic environments, and new trends like electric vehicles present tough tests to any company for continuity and growth.

This particular marketing plan seeks to sustainably transform Changan's market position through strategically focused areas of product penetration, pricing, distribution, and promotional communication. It also focuses on customer-centric approaches for acquiring and maintaining customers, which aligns with Changan's planned long-term development goals and considers the changes in the local Pakistani automobile market. Concerning the firm's strengths and options in light of threats in its operating environment, Changan seeks to entrench itself as a market giant.

# **Marketing Objectives**

1. **Increase Market Share**: Expand Changan's presence to capture 10% of Pakistan's automotive market by 2026.
2. **Brand Awareness**: Strengthen brand visibility through targeted marketing campaigns, achieving a 20% increase in brand recognition.
3. **Customer Retention**: Boost customer loyalty by 15% through enhanced after-sales services and loyalty programs.
4. **Innovation Leadership**: Establish Changan as a leader in the EV market by introducing electric vehicle models by 2025.

# **Situation Analysis**

## *Market Overview*

Pakistan's automotive industry has also changed over the years due to the government policy formulated to support the automotive sector and the needs of the people. The new auto policy launched in 2021-2026 has helped automobile industries by allowing foreign investment and local production and providing incentives to the automobile industries for supporting environment-friendly technologies (PIDE, 2024). Such measures have led to a competitive yet growth-sustaining environment in the car industry in Pakistan to lure automakers from across the world, such as Changan Automobile.

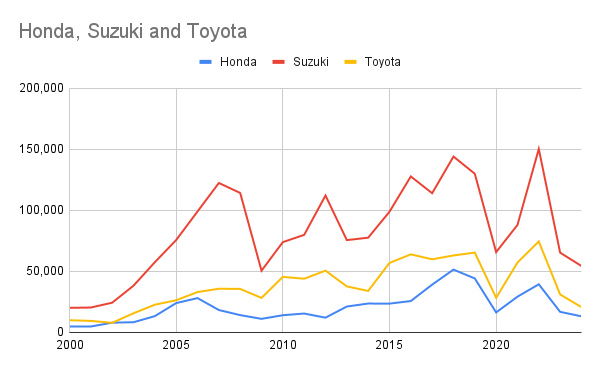
Market diversification and population growth of the country's middle-income earners are some of the major opportunities available to automobile manufacturers. Karachi, Lahore, and Islamabad's urban markets show growing aspirations for economically fuel-efficient and technologically innovative vehicles, particularly from young executives and middle-class groups (Rahman and Bakar, 2019). The concentration on small and midsize sedans and compact crossovers fits well with the expectations of these important groups. Changan models like the Alsvin and the Oshan X7 meet consumers' needs for inexpensive, fashionable, and well-appointed vehicles.

It is backed by improving economic indicators, including constant GDP per capita, enhancing the purchasing power of consumers, auto financing and insurance companies, and emerging availability of suitable sites for the growth of automobile companies and showrooms. However, certain challenges like inflation, changes in currency and supply, and other extrinsic factors cannot be discounted or ignored (Ricadela, 2023). So also, the emergence of EV and hybrid technology influences consumer expectations, thus opening up opportunities for brands who dare to be different.

Competition in the Pakistani automotive market is high and is controlled by Toyota, Suzuki, Honda, etc. Nonetheless, more recent entrants, such as Changan, have targeted the production of relatively cheaper cars, strong on reliability and advanced technology (Tran, Subhani, and Ushakov, 2020). Specific marketing efforts targeting customer relations, logo localization, and post-purchase communication can add to Changan's competitive edge over its rivals.

## *Competitor Analysis*

The automobile industry of Pakistan has high levels of competition with major stakeholders, including Toyota, Suzuki, and Honda, who are currently in the market. These brands enjoy the advantage of longevity, extensive dealer networks, and high brand recall value, which, over the years, have developed consumer trust (Adil and Mujahid, 2024). From compact car models to luxurious sport utility vehicles, their product portfolio serves all classes of consumers in society.



Source: (Naeem, 2024)

Toyota has a competitive advantage based on the durability and reliability of components in segments such as sedans and SUVs. The Toyota Corolla and Hilux models are popular brands because they are easy to resale and have a firm grip on the market (Toyota, 2022). In the same way, Suzuki has a steady demand in the small car segment; the Alto and Cultus are its main models favored by inexpensive consumers. At the same time, Honda has made its space in the market by serving the urban and middle-income segment with its premium sedans and compact SUVs like the Honda Civic and Honda HR-V.

The established brands in the Chinese automobile market cause worry for Changan Automobiles, which has relatively recently entered this market. However, Changan stands out due to introducing new ideas that the company hasn't offered in the past and relatively affordable prices. For example, the Alsvin sedan and Oshan X7 SUV have better features, updated looks, and comfortable interiors and are cheaper than rival companies' similar products (Dawn, 2023). This value-for-money proposition appeals to the young working class and the middle-income earners labeled as middle class, including families.

A second party that also acts as a strength for Changan is localization and customer drive. It achieves low cost because it invests directly in a manufacturing plant in Pakistan and sources input from local suppliers to ensure its constant supply of vehicles (Khanna, Palepu, and Sinha, 2005). Also, strong sales and service support and a proper warranty policy improve customer satisfaction and thus contribute to Changan Motors' leadership in the Chinese automotive market.

# **SWOT Analysis**

## *Strengths*

The following are the main strengths that Changan Automobile enjoys, which make it competitive in the Pakistan automobile industry. Pricing, yet another component that differentiates the company, is its relatively low price and product incorporation of additional features, especially given the price sensitivity of consumers (O’Brien, 2023). New entrants like Alsvin and Oshan X7 require lower prices for technology, stylish vehicle designs, and luxurious interiors than competitors. Further, Changan has robust research and development (R &D) and the technology applied to new models, mainly electric cars, which are environmentally friendly and are rapidly being adopted in the market. Setting up manufacturing plants in Pakistan also adds value to the company's capacity to localize production, cut production costs, and generate employment opportunities.

## *Weaknesses*

Nevertheless, Changan has some weaknesses that are worth listing among them. It has few dealerships; this is even scarce in rural and semi-urban regions. Currently, customers are not fully well-informed about the products offered by Changan compared to the fact that Changan is competing with players such as Toyota and Suzuki (Tahir, 2024). Moreover, due to imported parts and accessories, the company faces problems of exchange control and disruption in the foreign supply network, which impacts production time and costs.

## *Opportunities*

Changan has vast unexplored potential in the Pakistan automobile market. The trend towards consumer appeal for low-priced and energy-efficient cars is consistent with its products. The Automobile Policy 2021–2026 has laid the foundation of policy incentives, which are majorly beneficial for local appliance manufacturers in terms of facility and tax benefits for the production of local automobiles. Secondly, increasing awareness regarding electric vehicles' global trends provides an excellent opportunity for Changan to apply its R&D strength and unveil new innovative models of electric type catering to environmentally conscious consumers (IEA, 2024).

## *Threats*

However, Changan faces several industry threats. External Constraints. However, several industry threats affect Changan. The competition factor is a bit high, especially among strategic players such as Toyota, Honda, and Suzuki, which already have a strong brand in the market and a robust supply chain (Ajila et al., 2023). Variability is manifested in inflation and currency depreciation, limiting the purchasing power of most consumers. It is also vulnerable to disruption from global and localized crises, disrupting the assembly line.

# **Target Market**

Middle-class, small families with young working individuals and first-time car buyers are the key consumers of Changan in Pakistan. These segments are more sensitive to the price, but there is a trend to buy cars with more modern options and reliable performance. This subsegment's models, such as the Alsvin and the Oshan X7, fit this bill with advanced tech and safety features, comfortable interiors, and the latest features without as many of the frills at a relatively low price as the premium segment (Ali, 2024). They are mainly customers who live in cities with medium and high population density and have a high demand for rationality, fuel efficiency, and a car brand.

Sustainable consumers interested in electric or hybrid vehicles are a second and equally important target group. With growing consciousness towards sustainable world-changing dynamics, a new realm of Pakistani buyers is looking for Eco-friendly vehicles. The perception that buyers of EVs are more inclined to be a specific demographic profile that includes being wealthy, ICT savvy, and environmentally conscious is also valid (Jaiswal, Deshmukh, and Thaichon, 2022). Thanks to the introduction of electric vehicles into the Chinese market, Changan has experience providing this expanding sector with fashionable and cheap electric talents.

# **Marketing Strategy**

## *Product Strategy*

Another area that forms the basis of plans for product differentiation for Changan is the production of value-for-money cars equipped with sophisticated features. These core models, such as the Alsvin sedan and Oshan X7 SUV, serve different market requirements. The Alsvin is targeted to comprise a comfortable mid-price sedan for middle-class families and young people working solicitous jobs. It provides high-tech and high-tech features with comfort and durability backed by reliability at a reasonable price. The Oshan X7 is, on the other hand, designed to go after the premium SUV consumers who are today's young working class who value elegance in their vehicles and the traditional standards of power and speed (Changan, 2025). Further, Changan aims to create electric and hybrid vehicles, following the current trends in developing environmentally friendly vehicles. This also complies with environmental conservation objectives and the government's encouragement to manufacture EVs in Pakistan.

## *Pricing Strategy*

Changan's pricing strategies are comparatively low for its vehicles, and the firm's cars are cheaper than those of Toyota, Suzuki, etc., while offering superior features. The essence of this strategy is to target budget-sensitive customers, thereby increasing market share for the brand while maintaining quality. Absent any mechanization, various advertising campaigns, together with logistic support for auto loans with local banks, enhance the eligibility of Changan vehicles and make them executable for first-time buyers or younger individuals (Shahid, 2020).

## *Place (Distribution) Strategy*

The Chinese carmaker intends to expand its outlets in the urban and semi-urban semi-urban markets, which have yet to see high growth rates (Sha, Huang, and Gabardi, 2013). Moreover, consumers will be provided with an online booking of cars, given consumers' shift towards e-commerce solutions.

## *Promotion Strategy*

Changan has given significant importance to promotion, especially in digital platforms, leveraging social media activism, Google advertising, and influencer relations to grab the attention of informed consumers in IT. Other holistic marketing communication activities, such as the conduct of test drives in major cities, will give potential customers a touch and feel for the products, hence creating awareness (Batra and Keller, 2016). Besides, the company will use TV/radio adverts since they tactically target the large populace during peak times.

# **Monitoring and Control Measures**

## *Key Performance Indicators (KPIs)*

To effectively monitor and control Changan's marketing efforts, several Key Performance Indicators (KPIs) will be tracked, providing insights into the success of the marketing plan:

* Sales Growth Percentage: This is the basic measure of market status. It will also enable Changan to determine the impact of its pricing, promotion, and distribution strategies based on its monthly and quarterly sales results. An upward trend in sales figures means that the marketing strategy targets the right audience and that demand saturation exists (Kenton, 2024).
* Website Traffic and Engagement Metrics: Web traffic, the bounce rate, and analysis of users' activity on the website in terms of time spent on the website and their engagement with the booking tools available online will be the major ways by which the performance of digital advertising platforms will be evaluated (Jansen, Jung and Salminen, 2022). More interest and awareness are expected when people engage more with the content.
* Customer Satisfaction Scores: Such surveys and feedback interviews shall facilitate the identification of customer satisfaction levels with Changan branded vehicles and associated after-sale services. A high satisfaction score will improve the quality of the figures associated with the product and the customer care that is so important in the retention of consumers and recommendations to other consumers (Naini et al., 2022).

## *Feedback Mechanisms*

In addition to KPIs, feedback mechanisms will be incorporated to continuously improve Changan’s marketing strategies:

* Customer Surveys: Customer satisfaction, preference, and expectation pathways will be investigated by allocating questionnaires sporadically to the customers (Lee et al., 2016). These findings will influence product design and launching, product pricing, and promotional campaigns.
* Dealer Feedback Sessions: Meeting with Changan's dealers means that any market chance or threat based on the field's realities will be easily detected. These comments will help alter the organizational marketing and operations strategy.

## *Sales Data Analysis*

The sales data will be analyzed monthly to ensure that all strategies formulated by Changan are applicable in many parts of the country (Jeremiah, 2019). This way, Changan can know which regions do not sell as many products, which product line, or which segment to target with its marketing campaign. Such data will make the company strategic and dynamic enough to respond to different market aspects.

# **Detailed Media Plan**

|  |  |  |  |
| --- | --- | --- | --- |
| **Media Channel** | **Purpose** | **Frequency** | **Budget Allocation** |
| Social media (Facebook, Instagram) | Brand awareness and engagement. | Daily posts, monthly campaigns. | 30% |
| Television Advertising | Reach a wide audience during primetime. | Bi-monthly ads. | 25% |
| Influencer Collaborations | Attract younger, tech-savvy buyers. | Quarterly. | 15% |
| Outdoor Billboards | Enhance visibility in key urban areas. | Ongoing. | 20% |
| Test-Drive Events | Create hands-on experiences. | Biannual. | 10% |

# **Implementation Timeline**

|  |  |
| --- | --- |
| **Activity** | **Timeline** |
| Launch Alsvin Campaign | Q1 2024 |
| Expand Dealership Network | Q2–Q4 2024 |
| Introduce EV Model | Q3 2025 |
| Conduct Feedback Surveys | Ongoing |

# **Conclusion**

The marketing strategy plan for Changan Automobiles helps to establish the company as competitive within the automotive industry in Pakistan. Aiming at novel products, low prices, and customer orientation, the company has all the potential to create a long-lasting positive impact. Products like Alsvin and Oshan X7 are in sync with the current global trend in the automobile industry. Incorporating electric vehicles in the foreseeable future will also cater to the environmental needs of today's society.

The marketing strategy focuses on market coverage through increasing dealership networks and branding marketing campaigns targeting consumers' awareness. Such an approach as the competitive pricing policy about vehicle prices, along with rather liberal and convenient credit terms, responds to the middle class, young employees, and car users who buy cars for the first time. In the same way, the company's focus on delivering better features to a larger public at lower prices compared with competitors like Toyota, Suzuki, and Honda gives the business a competitive advantage.

Thus, adopting new EV models is not only meeting the rising trend of increasing the use of sustainable mobility but also positioning Changan for the future, where there could likely be more dramatic growth in the automotive industry. By careful observation, focus on customer satisfaction preferences, and the constant change of strategies, Changan shall capture the expanding Pakistan market and set a pace to record long-term growth and profitability in the country.

# **Reflective Statement**

I really benefited from working on this marketing plan for Changan Automobile. I invested in Changan because it is quite a young brand in the Pakistani automotive market that continually introduces new technologies, while keeping costs rather affordable. This made it a model not only on how a company approaching a fluctuating and stiff market.

My major difficulty was trying to manage the synergy between different categories of the marketing mix, namely product place, promotion, and price strategies. It required intensive work focused on market analysis based on trends and customers’ demands, as well as evaluation of the main competitors. For instance, optimization of price and features when there was increasing demand for electric vehicles allowed me to synchronize Changan’s vision with the market demand.

I also got to learn that the plan needs to have monitoring and control to ensure that even in the ever-changing market the plan stays right on track. Defining achievement indicators such as the growth of sales and customer satisfaction successfully provided a roadmap to navigate and redirected when required. I have learned a lot about strategic planning within this task and it was eye-opening to see how vital it is to emphasize the research and the customers. In sum, it has embraced the essence of flexibility, originality and especially the orientation of business towards the client for the sustainable business development.

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