



Volkswagen



Volkswagen is a car manufacturer that enables individual mobility for millions of customers worldwide – affordable, sustainable, reliable, and fascinating.

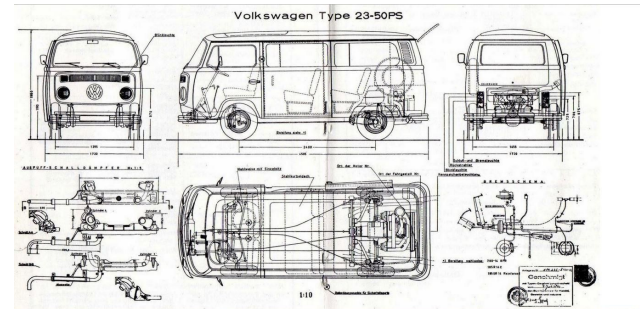
Volkswagen evolves from a pure automaker into a provider of modern mobility services and smart devices that will make customers' everyday lives more comfortable and more enjoyable.

"We aim to make zero-emission mobility attractive to all customers," said Ralf Brandstätter, Chief Operating Officer (COO) of the Volkswagen brand.

The brand mission: **the iconic car of the electric age must be a Volkswagen.**

Brand principles:

- People first
- Digital first
- New attitude
- Brand differentiation
- Total brand experience
- Global brand governance



Clock Model

Pre-Purchase

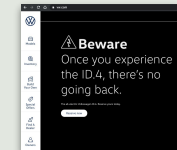
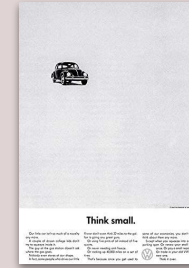
- Marketing & Comms
- Digital content & media
- Events/Sponsorship
- 360° communication

Purchase

- Range of products
- Global reach
- Dealership/Store Experience
- Website
- Offers

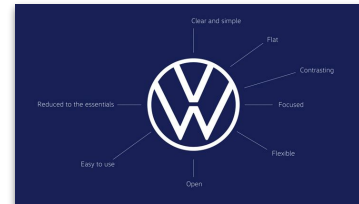
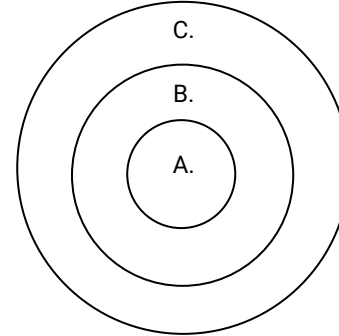
Post-Purchase

- Servicing
- Warranty
- VW Bank - Finance & Credit
- Assistant & Concierge



Brand Identity

Positive	Negative
<ul style="list-style-type: none"> • Global footprint. • Joint ventures with local Chinese automakers. • Trustworthy technology and engineering. • New "TOGETHER – 2025" strategy. • Diversification strategy. 	<ul style="list-style-type: none"> • Most cars are not environment friendly. • Recent emissions scandal. • Increasing government regulations. • Increasing concerns with climate change and the impact of the auto industry. • Low market share in the U.S. automotive market.



A. BRAND ESSENCE

Aspirational, Simple, Visceral

People's car. Das auto

B. CORE IDENTITY

Timeless, Important, Substantive

Reliable, Safe, Cheerful and Distinguished

C. EXTENDED IDENTITY

Brand as Person, Brand as Symbol, Brand as Organization, Brand as Product

Human, open, inviting, transparent, responsible and authentic.

Hello Light

"Our goal is to become a benchmark of environmental responsibility in our industry, an automaker that inspires people; not just through our vehicles, but by how we go about our business. It's time to make VW stand for something again," said Scott Keogh, president and CEO, Volkswagen Group of America.





Lemon.

The Volkswagen missed the boat.
The classic car is the globe's most famous
is identified and must be replaced. Chances
are you wouldn't have noticed it. That's
Eun-Keun's idea.

There are 3,000 miles of our Volkswagen
factory with only one job to inspect Volkswagen
each stage of production. 3,000 Volkswagen
are produced daily there on one inspection.

Run cars!
Every stick shifter is tested, light check-
ing, wiper's off, wiper's on, wiper's off, wiper's on.
We've been together for surface scratches.
Sandy's visible to the eye.

Final inspection is made, everything's OK.
Inspection for each car, off the line, the
Volkswagen/Beetle car test stand, like up off
each piece, get tested by the automatic.

break stand, and say "yes" to the VW test of
OK.

This presentation will show the
VW test, longer and longer, too, more
noise, by and large, than other cars. It's also
more a test of VW's reputation.
See how any other car?

We check the lemon, you get
the point.



Lemonade.

It's the best thing to have of a lemon. And it's also the best thing
when the lemon is not a lemon but a lemonade. You can't
be sure by what we do.

We want to be the lemonade and not the lemon. We can't
be the lemon (not, however, we can be the lemonade for
everyone). We can't be the lemon (not, however, we can be
the lemonade for everyone). We can't be the lemon (not, however,
we can be the lemonade for everyone).

It's a part of the plan to make us the lemonade and not
the lemon. We can't be the lemon (not, however, we can be
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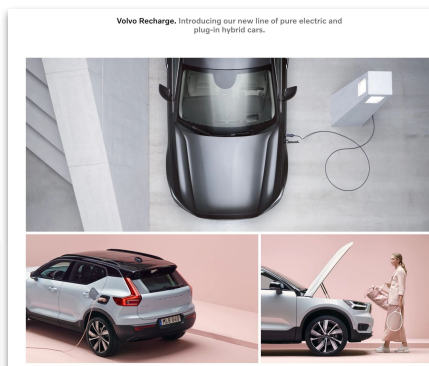
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"This campaign is for all of those we disappointed, all of those who stayed with us, those who worked like crazy to keep us moving forward and for all of those who stopped caring," said Keogh. "We have a responsibility to do better, to be greater and we intend to shoulder that responsibility."

Competition Overview

Delighted showroom experience, breakthrough product technologies, premium services and subscription.



Strategic Recommendations

1. Be customer obsessed.
2. Double down on the authentic brand tone.
3. Show progress on environment and climate commitments.
4. Redefine consumer experience for a new era of retail.

THANK YOU

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