2)

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| --- | --- |
| NSC | Import |
| * Control brand influence in market region * Provide fair quotas to dealers * Align local objectives with global corporate objectives * Possible larger market share through efficiency * Up to date data on sales demographics within region. | * No cost (personnel, real estate, capital, etc) to maintain local/regional upkeep of culture and customer relations. * Not having to deal with many dealerships. Just a few importers. * More cost friendly in smaller markets * Already assumed to understand regional culture and local customers |

4)

(a) The Greek manager should not allow the importer’s son to open a dealership at the current moment. With all the employee relation headaches that the manager faces early in the transition, an even greater hurdle would be to gain lost respect from the dealers once favoritism is show to the importer and his son. A possible clause is that the son be placed in a position to gain experience in BMW run dealers and with time have the son open a dealer in a necessary market where one does not yet exist.

(b) The greatest setbacks seem to be employee relations with the manager and a majority of unqualified employees. I would recommend that the manager pay a premium to keep the importer temporarily onboard to help quench any employee rebellions towards the new authority. I would also suggest that the managers not necessarily immediately terminate the relationship with the marginal dealerships that would struggle. Instead, a relocation program can be set up to move the dealer that is better fit to sell BMWs to a more prime market; the other dealer must be let go to show that a line for productivity has been set and that there was reason for the dealer relocation. This strategy may avoid backlash from other dealers and internally.