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***DOĞUŞ AUTO STRATEGIES***

MAN 400

BUSINESS POLICIES AND GRADUATION  
PROJECT

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## EXECUTIVE SUMMARY

The competition in Turkish automobile sector is increasing fastly. Local automobiles are living difficulties against to the imported automobiles in the market. So the interest of customers is rising to the safety and comfortable automobiles which takes more important place between these automobiles is Volkswagen. Volkswagen which is represented by Doğu automotive take attention with its attractiveness. In 1994 company had reached total number of sales 300 then company was in the first place with its total number of sale 26.786 between the import automobiles in 1999. The reason of this success is coming from quality automobile manufacturing and the trust of the customer to the Volkswagen. The customers in Turkey things similar with the other countries in Europe. The price of Petroleum increases day by day and people wants to use their automobiles economically. That's why they prefer automobile that consume low petroleum.

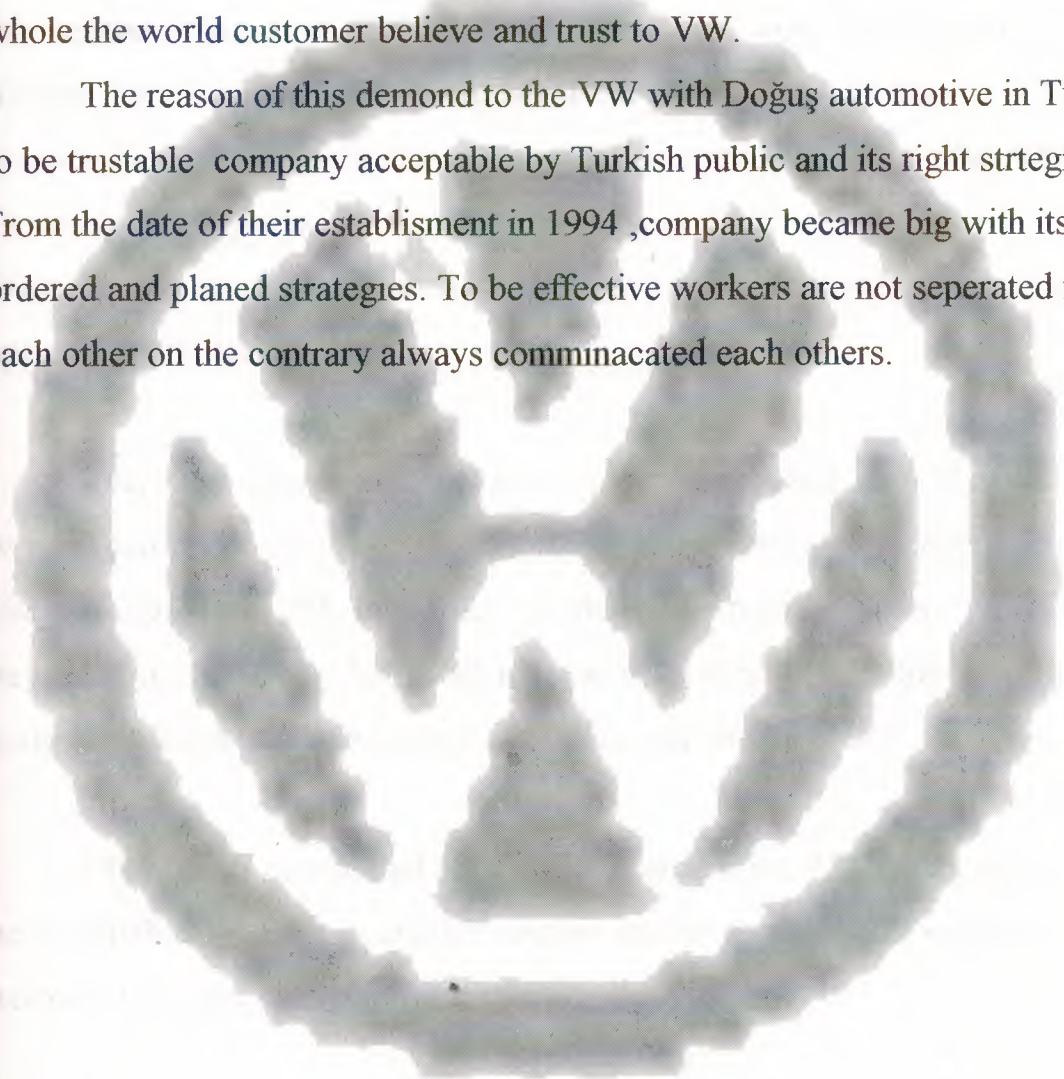
The other important point is the security that consumers expects before comfortability. There are same specifications that consumers want such as Airbag and ABS. So nowadays customers prefer automobiles which provides modern equipment that interested with security and comfortability. As a summarize they look for modernized and comforted automobile. They want their automobile like a living room more than transportation vehicle and Volkswagen gives customers needs in a best way they can. Doğu Automotive also do its best with VW in Turkey.

VW present all its types of models from the little to the bigger. Golf models is mostly selling in Germany but its sales graph is low in Holland. However in Turkey all the models of sold is high.

VW makes investment for the quality of their automobiles. They give the value of the money to the customers. So customers know that VW will present security, confortability and performance to its buyer.

To be succesfull must be sold quality automobile in the market. Today Volswagen present same model of automobiles in Turkey what they present whole the world customer believe and trust to VW.

The reason of this demond to the VW with Doğuş automotive in Turkey is to be trustable company acceptable by Turkish public and its right strtegis. From the date of their establishment in 1994 ,company became big with its ordered and planed strategies. To be effective workers are not seperated from each other on the contrary always comminacated each others.





## CHAPTER I

### IMPORTANCE OF STUDY

**My reason is that to examine this project of VW and Doğuş Auto:**

-Doğuş Auto has very big investments. Firm showed itself in this position. Between nation it has an important position. Opposite to this VW both Germany and in the world very big and showed itself. With this way we I can examine both this two firm in one way. It is a good opportunity for us.

Every last days automobile sector is increasing and a lot of new firms want to come into the Turkey bazaar and want to parnament. Doğuş Auto came into this bazaar in 1994. It's target was this and it realized it. Every firm can not be succesful. But Doğu Auto with it's success, investments, strategies and with good managership showed that it can permanent in this sector.

My another reason that automobile is increasing day by day and it daily news which is different in another sectors and for that reason I wanted to examine this automotive sector.

With this way strong and healthy and another way everybody is talking about this firm good things for that reason this project will be very ufesul for my experience and fountain of knowledge.

## METHODOLOGY

I formed my project with interview method.

Primary data —→ Interview Method

Secondary data and Literature review —→ Strategy Books  
—→ Internet Web Site



## **CHAPTER II**

### **INTRODUCTION**

#### **2.1 DOĞUŞ AUTO**

In this chapter I explain the background of Doğuş Auto. The starting year of Doğuş Auto, the quality of the firm in a yearly and then you can see the growth-high safety standards and technology of it and a little information about the showroom sales and sources.

#### **2.2 MARKET SHARE**

You can see the aims of the firm, where will the firm want to be in future and the growth rate of the firm till starting year to nowadays.

## 2.1 DOĞUŞ AUTO

Doğuş Auto started in 1994 with the Volkswagen, Audi and its working Porche makes distributing. Till the end of 1997 Doğuş Auto distributed these three models, at the beginning of 1998. Audi and Porche come together at Doğuş Motor, only Volkswagen make cars were distributed in Turkey by Doğuş Motor. After 01.01.2000 Doğuş Auto services and Ticaret A.Ş. reputation was known.

From the year 1994 on words the VW make in Turkey has had a fast and successful graphic, his quality-high safety standards and modern technology with concepts like these, the Turkish car marketing in the leader. In a short period of time sales have been more and more successful each day. The VW family has made “customer happiness” a principle.

With 37 vendors,(see appendix 7) service-parts services, Doğuş Auto car marketing is known all round the world as well as Turkey for it's Volkswagen models. Volkswagen vendors are know for it's Volkswagen models it's 21<sup>st</sup> century show room sales, services and parts for the cars. They serve the customer all together. “If only life was as dependable as a Volkswagen” if all the things in the life can be good as VW.



## 2.2 WHAT IS MARKET SHARE?

In 2000, Doğuş Auto aims to have %10 in market share. If Turkey is going to sell one hundred car in 2000, then percentage of selling should be covered by VW. This is the main aim of Doğuş Auto in 2000. They want to be leader in the market.

In importing market and in the third place in common-market. If you examine the market share of VW; it can be seen that there is %40 changing VW is %40 more succesful than past years.(see app.graph 3.1,3.2,4.2,5.2, And I think, these percentages won't change. Because both Germany and Doğuş Auto aim to have the same market-share in VW cars like in Germany, Australia, France and other European countries.

## **CHAPTER III**

### **INTRODUCTION**

#### **3.1 SECTOR ANALYSES**

In this part, you can see how to sector analyses is done. While making sector analyses this titles are important

- How many sales were done
- How many sales there were last year.
- Last years and this years in the first five months of the sales one compared.

These titles are compare with this year and the past years.

#### **3.2 HOW DO THEY COMPETE AND THE ADVANTAGES OF THE COMPETITION**

In this I want a show the Strategical Competition plans of Doğuş Auto and you can see the concept system. You can also see that how and where this competition advantages of Doğuş Auto come from.



### **3.3 PEST ANALYSIS**

#### **3.3.1 POLITICAL PART**

Firstly I want to show the political part of this. You can see some tables about the tax of the car, you can see the buying tax, and the holt year tax which is given an the first mounth of the year and the 6th mounth of the year tax rate.

#### **3.3.2 TAXES RATES**

Secondly I show you that how how this taxes taken from people by the government. You can see the KDV rate and the planning of KDV.

#### **3.3.3 IS THE VW LUXURY OR NOT FOR THE TURKISH COMMUNITY?**

You can see the cost of the cars in appendix table 9.1 also the VW's cars and than also the comfort system and safety system of VW's cars.

##### **3.3.3.1 THE NEEDS AND WANTS**

The needs and wants are shown below it. What's the needs and wants. What the customer needs and wants from the car. Customer base shown below.

#### **3.3.4 VW TECHNOLOGY**

The technology is shown I want to show and give some information about VW technology.

### 3.1 SECTOR ANALYSES

At the end of each month, Doğuş Auto sends all it's ideal cars to it's own companies. All the work is done at the firm and all the information is gathered then, a report is made. Then it is send to the planning department, here it is after it has been studied and compared to the report the VW sales are compared. After all the information is gathered from the firms a marketing report is made. In this marketing report, the VW is compared with itself. These comparisons are:

- How many sales were done
- How many sales there were last year
- Last years and this years in the first five months the sales are compared

A part from these, there is the marketing part. The whole market situation, the import market situation, what is the VW marketing rate, where is the VW model is the marketing, these are the many questions Doğuş Auto all so has a detailed segment study. These segment studies are done as so; For example: if a Polo study is to be a done these question are asked:

- How many sales have the competitors sold that month
- What is the segment rate
- What is the developments

Questions like this are asked. Generally these are the things done when making a sector analyse. The sector often and closely followed and controlled. These reports are sent to all qualified sellers and are divided within the firm.

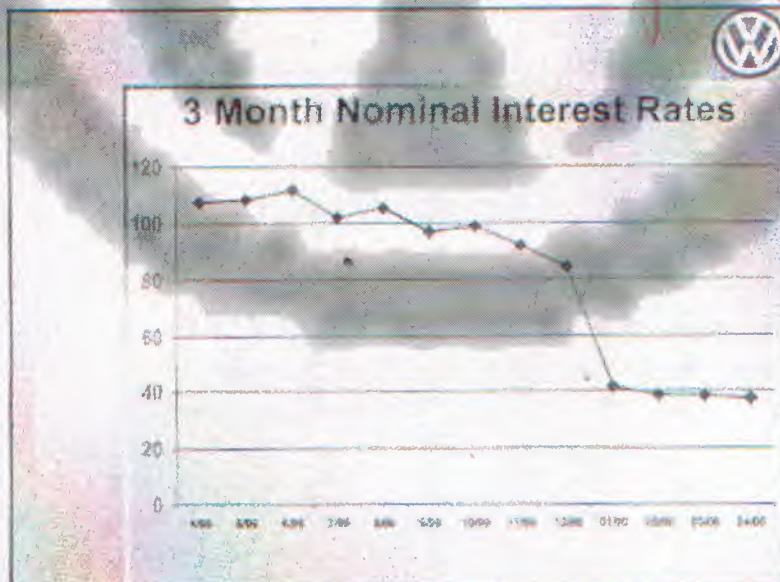
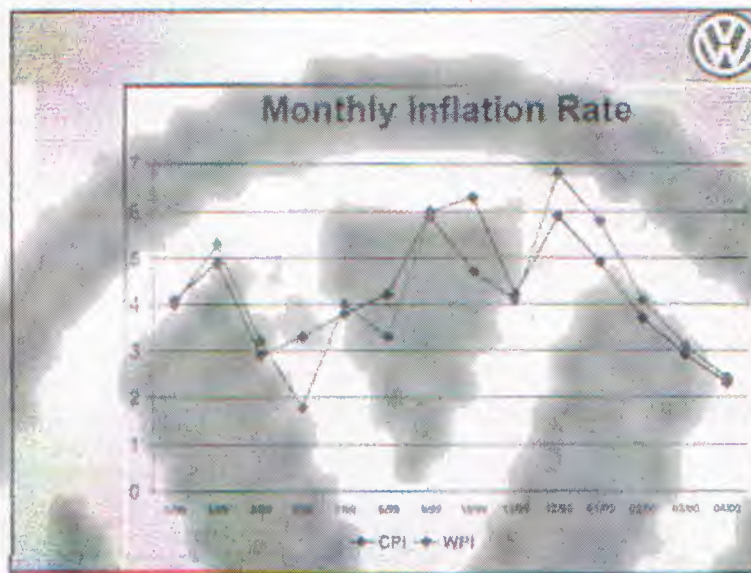


### 3.2 HOW DO THEY COMPETE AND WHAT IS THE ADVANTAGES OF THE COMPETITION?

Product has some advantages from itself. At the same time, Doğuş Auto creates some advantages for VW. Strategical approaches give a competition advantage to Doğuş Auto. To reduce the prices, to prepare qualified advertisement, to organize good quality in staff and to give services in good quality are the things which give advantages to Doğuş Auto in competition. In these days, nearly all the products are the same. So, they should find new developings. Because, always there is more demands for different products. The time period after selling is not important. Because of these Doğuş Auto creates a new concept system. The concept should draw attentions not with exterior appearance but with investments. From this reason, personnel selection, services after-selling and technological developments are not very important. Shortly, the competition advantages of Doğuş Auto mostly come from well-known mark. Doğuş Auto only has the advantages which VW has a mark. For example; VW golf gives advantages with its electronic brake power system, standart aircondition and airbag.

### 3.3 POLITICAL PARTS

You can see the Table about the Tax Rate and Inflation Rate per month.





## Vehicle Purchase Taxes

### No.I Tariff

Net weight of vehicles	1998					1999					2000				
	1 Year	2-3 Year	4-5 Year	6-8 Year	9-11 Year	1 Year	2-3 Year	4-5 Year	6-8 Year	9-11 Year	1 Year	2-3 Year	4-5 Year	6-8 Year	9-11 Year
950 KG & Lower	123 370.00 0	82 310 000	61 670 000	41 020 000	30 700 000	219 350.00 0	146 340 00 0	109 640.00 0	72 930 000	54 580 000	333 630 000	222 580 000	166 760.00 0	110 920.00 0	83 010 000
951-1200 KG	206 010 00 0	144 010 00 0	102 950 00 0	61 870 000	51 340 000	366 280 00 0	256 040 00 0	183 040 00 0	109 640 00 0	91 280 000	557 110 000	389 430 000	287 400 00 0	166 760 00 0	138 830 00 0
1201-1600 KG	288 350 00 0	206 010 00 0	144 010 00 0	92 630 000	71 950 000	512 680 00 0	366 280 00 0	256 040 00 0	164 690 00	127 980 00	779 780 000	567 110 000	389 430 00 0	250 490 00 0	194 670 00 0
1601-1800 KG	412 030 00 0	288 350 00 0	206 010 00 0	133 690 00	102 950 00 0	732 580 00 0	512 680 00 0	366 280 00 0	237 700 00	183 040 00	1 114 250 00	779 780 000	557 110 00 0	361 540 00 0	278 400 00 0
1801 KG & Above	494 450 00 0	370 750 00 0	267 710 00 0	185 370 00	123 370 00 0	879 130 00 0	559 190 00 0	475 980 00 0	329 580 00	219 350 00 0	1 337 150 00	1 002 620 00 0	723 950 00 0	501 290 00 0	333 630 00 0

These limits are implemented 3 times for 1st class luxury cars, twice for 2nd class and 1,5 times for 3rd class luxury cars.



## Motor Vehicle Taxes

### No.1 Tariff

Net weight of vehicles	1998				1999				2000			
	1 - 6 Year	7 - 15 Year	16+Year	1 - 6 Year	7 - 15 Year	16+Year	1 - 6 Year	7 - 15 Year	16+Year	1 - 6 Year	7 - 15 Year	16+Year
950 KG & Lower	13 510 000	6 740 000	1 460 000	24 020 000	11 980 000	2 590 000	36 530 000	18 220 000	3 930 000			
951-1200 KG	20 560 000	10 240 000	2 320 000	36 550 000	18 200 000	4 120 000	55 590 000	27 680 000	6 260 000			
1201-1600 KG	34 180 000	17 090 000	4 130 000	60 770 000	30 330 000	7 340 000	92 430 000	46 130 000	11 160 000			
1601-1800 KG	68 540 000	34 180 000	8 490 000	122 040 000	60 770 000	15 090 000	185 620 000	92 430 000	22 950 000			
1801 KG & Above	137 510 000	68 540 000	17 090 000	244 490 000	122 040 000	30 330 000	371 660 000	185 620 000	46 130 000			

These limits are implemented 3 times for 1st class luxury cars, twice for 2nd class and 1.5 times for 3rd class luxury cars.



### 3.3.2 IS THE VW LUXURY FOR THE TURKISH COMMUNITY

No because a good price and quality is given, so it is not a luxury. The knowledge of people grows from day to day. For example; people didn't know what ABS system was but now they will not buy a car that hasn't got ABS or the air condition system, there are not cars without air conditioning. Safety and comfort are now very wide. Nowadays customers when buying a car are much more careful. Giving the Twingo that everyone wants now is no longer luxury. The VW's Doğuş Auto has five main segments. The whole of these five segments %39 is the marketing %1 is 50 or 60 thousand TL are mercedes and a car like these. This idea of luxury changes according to different people because someone who earns 300 thousand TL, if he buys a 10 million priced car this will be a luxury. According to Doğuş Auto even if the VW model is above aduridge the model gives it is all waiting the essentials of a car is not a luxury because air conditioning, ABS system, airbag, hydraulic steering wheels are no longer a luxury. These are essentials for these works.(SEE APPENDIX 9.1)

### 3.3.2 .1 NEEDS AND WANTS

Firstly, they consider on the demands of the costumiers.

Ex= Air-condition can be found in each model of the VW. It's a kind of property, which is done for the demands.

Between the advantages that VW served, are the needs and wants VW takes the most comfortable it served and corresponds the needs of the customers. They find out these needs it this way. First, they examine the properties of the rival models, look at the segments and discover some needs which are not define yet. Then, they ask to the firms what they think about these customer needs. By this way, they find out the common needs and wants. These ideas of the firms are very important because they have face to face relations with the customers.

If we want to give example to this idea, we can show a car, which has ABS system, which is not important for the segment of the car. Or the firm can say that two car can not sell good.

These ideas are very important for Doğuş Auto because every thing is for the customers.



### 3.3.3 TECHNOLOGY

Doğuş Auto doesn't make any production for this reason it doesn't have any relation with technology.

Germany has a technology and Doğuş Auto has to market this technology.

Germany has a very successful technology and Doğuş Auto works to bring this technology in the Turkey.

We can show new model of VW as an example to the developed technology. They produce car which use only 2.99 liter fuel in 100 km. They create this technology first time in the world and except VW, no mark has this technology. VW firm takes the first place in the car industry. Another example; is a system which is called 4 motion.

### 3.3.4 PEST ANALYSIS

VW is on importation mark since 1996 Turkey has been joined to customs unity, it doesn't matter if you buy an importation or a local product. Because untils 1996, they were paying on extra customs takes for importation products but since 1996 these taxes are taken away. If you import a car from the countries you should pay which are Europe Union, you don't pay any taxes for the customs but if you import from other countries you should pay. Except this customs tax, there is KDV which you should pay. Even it is imported or local car, you have to pay for it.

KDV can be determined in two parts;

The weight of the car

The motor volume of the car (CC)

(SEE APPENDIX 10.1)

In addition to this, there is a fix tax, which is paid yearly. This tax is determined according to the equipments of the car. This tax is change every year by the government.

If there is a change in the tax proportion of the cars, also there will be change in the price of at the cars. You can find other taxes in order pages.



### 3.4 AUTOMOTIVE SECTOR ANALYSES

In year of 1998 capital which is 7 milliard dollars has been escaped to foreign country. With this growing up Russian crisis effected to Turk automotive sector in 1998-1999 very much. It was the reason which is wants of customer's on the vehicles. Because of slow down economic activities and interest proportion they postponed their requests to the future. After the earthquake in August-November 1999 which shook the customer's trust it has gone to bad. If we make comparison 403.000 sale with in 1998 sales of vehicle we see that there is difference between them medium %16. Total motor vehicle sale of %71.8 it is bale to total sale's %9 became less. In spite of this position decrease of %30 which is occurred it can be the reason of two column in bazaar. In spite of decrease which is belongs to foreign vehicles %2 but native producers are being effected from this position. We can see that from the decrease in our bazaar %24. this is the reason in total vehicle sales in year of 1998, it was the share of imports, in 1999 it rised %45.

For the year of it is being waited in bazaar total sale up to %15 and 461.000 piece with 1999 numbers. It is the factor that if the interests fall in August it was in 1999 numbers %120 vehicle sale credits but if it decrease %45 in January 2000. Increase of %5 which is expect in GSMH it can be the another reason of increase of sales. There is an important tie between Turkey's economic activities and sales of motorized vehicles. It is waiting that in year of 2000 governments will apply and it will effect to TL's increase which is politics of rate of exchange will servicable to importation makes. For that reason despite that %12 increase of native makes, importation makes sales are %18 increased. And importation make sale increased 1 point it will reach %45. Ford Otosan who is leader in commercial vehicle sale, it is putting fixed native commercial vehicles in year of 2000 and weak commercial vehicle sales increased %15.



According to datum of OSA (Automobile Salers Association) total automobile sales decreased %8.4 according to 1998 to 1999 and it materialized like that 288,667. In 1999 native otomobile sales decreased %22.8 according to 1998 it showed that 157,452. Importation automobile sales incresed %17.6 and 131.215.

Aim that to improve to governments tax incomes they started to practice that KDV, Vehicle Buy Tax and Motorize Vehicle Taxes will increase and with this it is the pushing factor to consumers buying. It is the reason that vehicle buying credits are decreased in July approximately %7 to %4 with this way automobile sales increased. With this way request which is postponed it effected to these factors. In december sale points was 36,179 between in December total sales 46,734 if we make compare we see that %29.2 increase. This increase for the native automobiles it was %4 but for importation automobiles it happened %77.8.

Native automobile sales in December 1998 according to it's month it increased %4 and it happened 24,794. This point year of 1999 for the native automobiles it was the higher point which is reached in month. Renault made the highest sale it's sale was 61,301 with mount vehicle. After Renault second was Tofaş-Fiat with sale point 58,970, third was Hyundai Assan with point of 13,795. This numbers with file %18.8, %19.6 and %23 it seems that decrease of this position. Another increase in year of 1999 Ford Otosan stopped the production In year of 1999 another grow up which is Ford Otosan made an big increase in turkey Automotive sector. Thus in bazaar there was only six producer.

In december the most seller model with 2.930 spice was Renault 19 model of Renault. After that the nost seller was Tofaş's Şahin+Doğan models with



2.892 piece. The third most seller was Renault 12 Toros SW with 2.727 piece. The another attract attention was Renault's model Clio which was sold 1.944 piece in bazaar and it took the fifth where in bazaar. It shows that in bazaar with Renault 9 serie will be successful in year of 2000.

Importation car sales according to sales of december showed increase %77.8 it reached 21.940 piece . If we compare between november sale rates we see that in 1999 sale numbers was 16.636 in november it showed decrease %31.9.

VW went on its leadership with 23.786 piece of sales in 1999. VW remaining its sale rates according to last years %4. Second firm was with sale rate of 19.859 piece of Opel's sales. And then in April 1999 the new Focus model which was put forward to sector ,became 14.500 sale with Ford. And the other attract attention is in 1998 only 24 sales with Lada which is Vega model. In year of 1999 import car model which is Nissan, Honda, Mazda and Toyota were lost their market share. But the european producers increased their market share.

In 1999 the automobile production decreased %7 against 1998 and result of this the sales were become 222,041 piece. Karsan with capacity using rates became to %97.1, against this there is only three producer which capacities were %50 and more using. Outside to Karsan Anadolu Isuzu and Oyak Renault inside of bazaar they increased the imports and they decreased the domestic share. The reason of this shrink of demand. Toyota SA was using its capacity's %9 with 9041 pieces, In another way Hyundai used %14.5 of its capacity and Opel used only %17.2 of capacity. The biggest capacity producer Tofaş used %26 of its capacity in Turkey.

## **CHAPTER IV**

### **INTRODUCTION**

#### **4.1 HUMAN RESOURCES DEPARTMENT**

Firstly the human resources department is shown. In this you can see the Directors of the companies. How they look out to their managers, how they select them. You can see the age average of the staff. And there is a answer of why they choose young personal and staff.

##### **4.1.2 PERSONAL SELECTION**

Secondly there is how personal selection is done. You can see the “Humanities” company whhich is for personal selection. You can see how they choose stafs and what they do when they choose these staff and also shown what they look out when when they choosing the personal.

#### **4.2 ADVERTISING DEPARTMENT**

The advertising system is shown here. You can see how they advertise VW car models. You can see the planning of advertising.

#### **4.3 FINANCIAL DEPARTMENT**

In this department, most of the time they do working with cash money. The using of the money is shown in this part. How they use, what did they do when they get the money from their other connecter firms. These titles is shown here.



You can see the deposits and profit of Doğuş Auto.

#### **4.4 ACCOUNTANCY DEPARTMENT**

Accountancy department is a department, which summerize the position of the company with number. These, they prepare the balance sheet and the profit table of the company. You can see the tax where is given from Doğuş Auto to the government. And you can see what did they do with the accountancy reports. Also the budget firm was included in here.

#### **4.5 SALES DEPARTMENT**

The meeting of Doğuş Auto is shown here. You can see the MMI meeting and the meeeting of MMI. You can see here that how they prepare the aims and how they made the sales.

#### **4.6 CUSTOMER SERVICES**

You can see here the work of customer services department. How they give service and what they do while if there is a problem with the car. The information of “Çağrı 24 system” and “Dialogue 24” system is shown here and you can see what they are.

#### **4.7 SWOT ANALYSES**

##### **4.7.1 STRENGTH**

**Some points which are advantageus on the product of the firm**

How Doğuş auto added some extra name and strength points to VW. The strength of VW in Turkish market position is shown below and also you can see

the aims and wants of the firm. They want VW to become a mark which determines the standards of its class.

#### **4.7.1.1 ISO 9002 QUALITY SAFETY SYSTEM**

This is shown here for strength of the firm. In here you can see how they get this system.

#### **4.7.2 WEAKNESS**

There is no more weakness but you can see what will they do if something is weak.

#### **4.7.3 OPPORTUNITIES**

There powerful points is shown here you can see what they are. You can see the grade of how much does this company give more accessories to customers

#### **4.7.4 THREAT**

Firstly there is biggest threat is shown here. You can see what it is. Then you can see second part of threat which is outside market rates. You can see the threats of how they compete with rival companies which were in outside market and also the plans were prepare for this threat you can also see how and what it is.



#### 4.1 DIRECTORS OF THE COMPANY

Most of the time they come from lower levels and pass to upper-departments with their development. Sometimes they don't ask for experiment during the staff selection of concerning department. Because if a department doesn't need an experienced personel, they take an inexperienced one and train him between themselves. The aim is to give good to the member about the work. But if you take an experienced personel, Doğuş auto can have some difficulties to teach and to accepted his own system. Because; the member has lots informations which Doğuş auto gave.

Most of the time, the company has young personels. The age-average of the staff is 24. With young personels, the works can go quickly and better. The work is good because there are young brains. This is a very big advantage.

#### 4.1.1 PERSONEL SELECTION

The company doesn't give too much importance to this subject. Of course, it is very important subject but they have lots of things to think before this one. The reason is that because the company is developing day by day and some subject become deficient in this development. For example; they don't give time to reduce the sellings to select good personels.

They choose stafs in this way: Doğuş Group of Companies established a small company called "Humanitus". The administration of human sources is done by is small company.

If Doğuş Auto need a staff any department, it makes Humanitus know about it. This company choose some members who has necessary properties and send their CV's. Then, Doğuş auto read these CV's to choose the best ones to inform Humanitus. After that, Humanitus send these selected one sto the human sources department of doğuş aouto. In this department, they learn the education level, and they test their language. If they have some experiment, the depertment give some test to mesure their success. After all these difficult election, if the members are good enough, they take the work.



## 4.2 ADVERTISING DEPARTMENT

The handling of a customer is very important. A good way of talking is needed. For example: someone who earns 5 million TL a month, who wants to buy a Passat, must be talked in a certain way.

Doğuş Auto works with an advertising agency called Medina Turgul DDB.

This agency well known around the world for it's advertising with the VW model. They talk with this agency what kind of advert will be made, how they will talk, what specialities will be shown about the car, so that the advert will be interesting customers and so it can be believable. In the year 2000 in January there will be an advert for the Polo, with this message, "you have reached a certain class". The aim of this is to show Polo with standards of it's own, for each advert new meetings are held and the advert changes.

### 4.3 FINANCIAL DEPARTMENT

In this department, most of the time, they do working with cash money. Their workings are like that; return of cars, the firms give money to the firms. They do selling to these firms which they will take quarantine (assuring) from the bank return. They give one week to these firms to pay this money. They should in form in financial department of Doğuş Auto from the payment date and time. Doğuş Holding has groups of banks and they want from the firms to do the payments in to these banks. But the firms are free in choosing one of these banks. The reason why Doğuş Auto works with these banks is because only by this way, they can better control their money. Because, there are 37 firms which are connected to Doğuş Holding. If each of these firms work with another bank, there will be big amounts of money in different banks. And it is difficult to collect all these money from these different banks. It can take two or three days of Doğuş Holding to put this money together. From this reason, Doğuş Holding prefers to work with it own group of banks. By this way, they can prevent their money to lose three-day in other banks. These two-three day can bring extra profit in their own banks.

In this situation both Doğuş Auto and it's group of banks are advantageous. These groups of banks are; Garanti Bank, Osmanlı Bank, Körfez Bank.

The meaning of assuring letter, which we talk about before, is like this; For example; X Company will give an assuring letter the firm which they work together. In other words, the assuring letter is kind of guarantee, which is taken from the banks to given firm. A bank which give this guarantee send a writing to the firm to inform them that X company is their bail and if it can not pay for them, the bank will do all the payments in other words, if X company can not pay any money this firm, the bank will do all the payments. There is no limit in this assuring letter. They can take as much as credits they want.



With the money in banks; which are collected from component firms they do the payments. The rest of the money is worked up as the repo or deposit. But they prefer repo because they can exchange it into money at any time day want. In other words, they get profit from the profit.

Doğuş Auto has nearly 12 million dollar deposits and it has 25 trillion profit. Doğuş Auto pays the %0.5 of commission of the (assuring guarantee) letters, which firms, are taken from the banks. Yearly commission is %1, by this way it pays the half of this amount to half the firms.

None of departments can give payments or word of payments without the convenient of the financial department.

The best financier is the one, which use money best. (See Appendix Table 11.1-11.2)



#### 4.4 ACCOUNTANCY DEPARTMENT

Accountancy department is department, which summarises the position of the company with numbers. There, they prepare the balance sheet and the profit table of the company. In other word with this balance sheet, they draw the formal picture of the company. For example; the company X was at the position Y on that date.

In these departments, they find out credits, debts and other information's like these. They repeat these investigations every month because legally these investigations should be done monthly. They are very important company because at the end of these investigations, you can control the position of the company; you can see it, it could reach to its targets.

Accountancy doesn't create anything, which is not exist. It gets the result with the information they have. To see the truth of these information, they invoices are controlled continuously. During this procedure, they can convenient from the related department. They can only get credits or debts after this procedure. The selling is exactly registered to make necessary payments. Then, at the end of the each month, a conformity form is prepared for the buy is. The reason for this conformity; is to see if both side agree and confirm the information.

Except these procedures, there are some subjects, which the company has to be interested legally. They are taxes and legal procedures. In addition to these, Doğuş Auto has some more responsibilities. There are definite tax forms. These forms are abridged taxes, KDV, KDV forms, and SSK premiums. The payments of these forms are done to tax offices every month. In addition to this they do the payments of saving form. The deductions of these takes are obtained %2 from the staff and %3 forms the company. Another tax is the association's tax, which is paid once a year.



With these tax payments, a balance sheet and a profit table are prepared by the accountancy department in this balance sheet they point out the dept and of credits the company and the valid date of these dept's and credits. These numbers can be find out at the end of each month.

The procedures of the profit table are a little bit different. For example; the profit table of March is prepared which has two kind of information. The first one is the table, which only shows the credits and debts of first three month of the year.

At the end of researchers, they prepare a report. They compare these reachers with past years and see the differences between the numbers. Sometimes, new numbers; which are effected from inflation, can be under the number of past years. But if these numbers are in terms of devices (dollar, mark), you can get different results. At the sometime, the balance sheets of the last two years are compared. For example; they take the balance sheets of last two-year and compare them. They examine the credits, the debts and the stock result of these two years.

All invoices and accountancy documents must be kept at the accountancy department. This necessity comes from taw of takes and from Turkish Trade Rules (5-10 years). The aim of these procedures is to be able to show the documents when a control official visit the company. At the same time, it is necessary.

Also, the accountancy department makes the budget planning. In this plan, they find out the aims of the company. They try to find how many cars, they will sell or how many payments will be done. According to this, the prepare the cash plan and appraise it. With this appraises, they make an analysis. In this analyses they perform the subjects; what did you sell, did you reach your aims and so on..... (See Appendix Table 10)



## 4.5 SALES DEPARTMENT

Twice a year Doğuş Auto has a meeting with the VW firm called “MMI”. These meetings are held in May and October. In May the meetings in Germany, in October in Turkey. The highest directors are the people in these meetings, all the subjects after the cars are sold, and the selling and the bargaining are talked about.

What should be done is explained, the aims are talked over. Later, with all this information, how many cars can be sold in the future year is said. According to the information the VW firms new prices and new models are than studied. Then when the new cars will arrive, what dates and all their information is given. Then they tell Doğuş Auto what differences they have and what they want them to do about these problems, so we can say that all subject of importance are talked over then, Doğuş Auto waits for it's new models. Before these meetings the vendors final out how many cars should be sold with the information from the vendors, and the information that Doğuş Auto has got, their aims are all put together, and the VW firm has it's meeting. This information has gathered them the meetings are held and when every thing is accepted the signing is done with both sides. After signing the vendors tell Doğuş Auto their orders for new models. This takes tree or four months so the orders made in January are really their order for June.



## 4.6 CUSTOMER SERVICES

Company has lasting telephones about the problems. They have customer-relation directors and the problems and complaints are listened by this department. In addition to this, they have a customer services company. This company belongs to Doğuş Auto. This company gives some services such as “call 24”, “dialogue 24” and internet informations.

The pleasure of the customers are very important. Because; they sell nearly two thousand car in a year and this meant they have nearly four thousand customers. By this reason, the customer service should be developed. There should be dense customer satisfaction. Ten percentage of the income is spending for these services. Because, if VW is a big mark and also Doğuş Auto is big company this shpuld be done.

The Doğuş Auto firm has a customer service department and Doğuş Holding groups also have customer service firms as a result all the problems are dealt with by a qualified salesman. Any problem they may a rise are studied and looked over by a department. When a person buys a VW a report is made up. If any problems a rise with the car while on the road a service picks up is scent. If the car can not be fixed there and then another car is giving just for a while and the broken down. Car is taken to a service station to be fixed. For example: if a customers car brake down between towns, for the customer to go where he needs to go every thing is done, bus ticket, plane ticket etc. or the customer is put up in a hotel fire of charge. These things are all done to make the customer happy, it is part of the service. A calling called “çağrı 24 system” service has been. Set up for customers to receive all these services, for him to use all these services provided. An another service that has been set up is “dialogue 24”. In this service a customer’s phone up, he can learn about car models, their accessories and the prices. All these customer services have one aim, after the

car is sold to a customer happiness, his needs and his problems are all dealt with these by services. All is done for the customer





## 4.7 SWOT ANALYSES

### 4.7.1 STRENGTH

Some points which are advantageous on the product of the firm;

VW is a car which has lots of extras. In addition, Doğuş auto tried and added some more extras to this mark. In general, it is believed that Germans are good at car industry so this gives advantages to VW which is also German trade mark.

In Turkey, more than half one the importation market is occupied by German cars. In other words, in each four cars, they sold; the one is definitely a German car. Besides its's mark, VW cars are one step in front with their quality, security and aesthetic. It's mark with the technology and design it is used.

Doğuş auto provides some advantages to VW by special price and advertisement policy.

They want VW to become a mark which determines the standards of its class. Doğuş auto has lots of works about this subject.

Also price-quality proportion is obtained by not reducing in the price. Because, the price and things is served are obvious. The car can be expensive but besides the properties and technology is served, it is not expensive.

Besides all these things; there is also service department. The services such as "call 24", "dialogue 24" and "after-sale service" provide more advantages to VW than other rival firms.

#### 4.7.1.1 ISO 9002 QUALITY SAFETY SYSTEM

The ISO 9002 quality safety system and its quality methods are well known and accepted all around the world. Because this system aims to give high quality expectations, it first controls its own employers and is controlled by "TÜV" all the time. The ISO 9002 certificate is only current for 3 years. But for these 3 years, the system must be kept dynamic, everything is always top quality and controlled every year to make sure it is the best. Doğuş Auto has six main rules for the workings of ISO 9002 quality:

Without a doubt the customers' happiness and concentration upon the customers

Making the services on the time and without a problem

Carry out the competitor prices upon the products.

Constantly go over the work and make them better

To make personal and firm's profit high

Quality of distribution

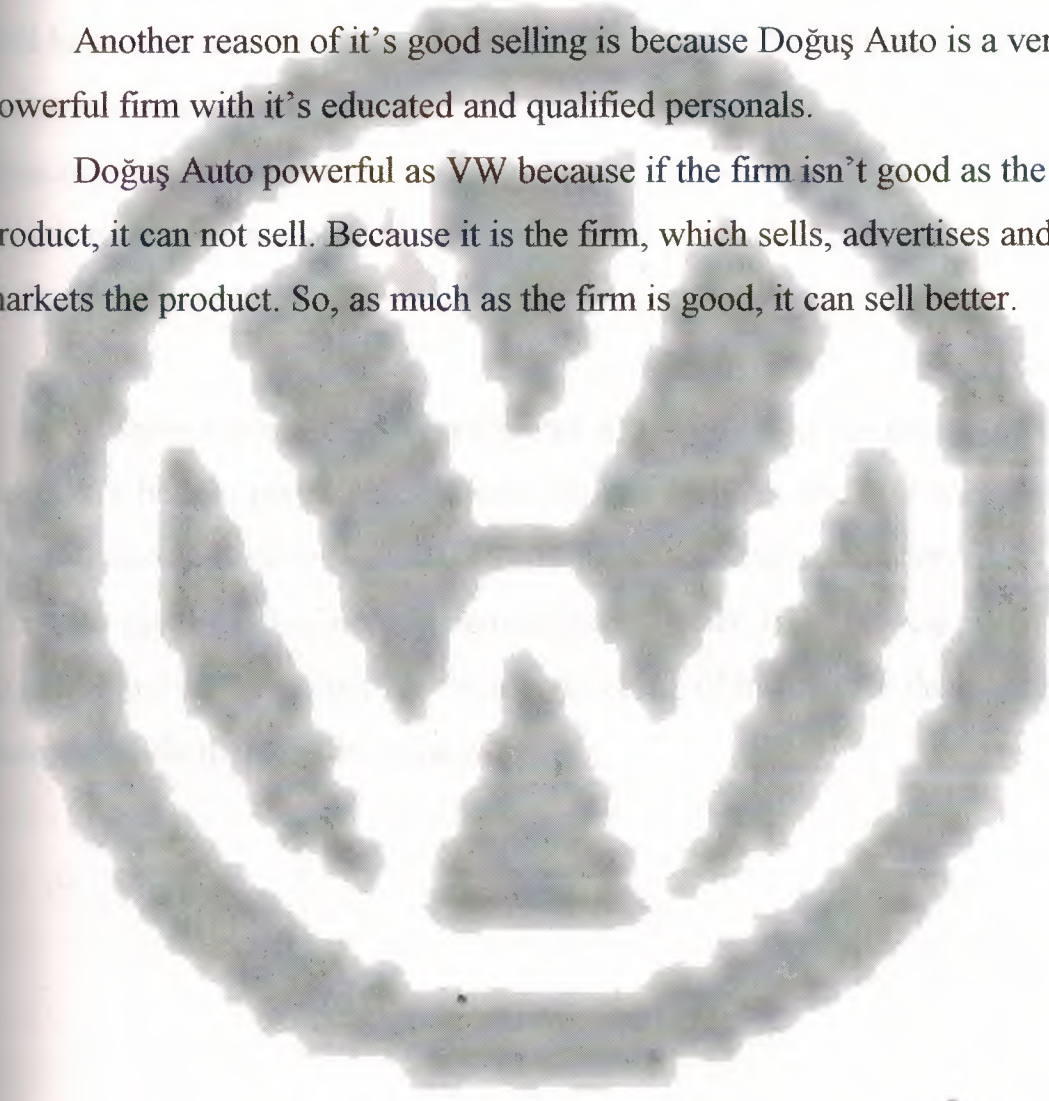


#### 4.7.2 WEAKNESS

Some products can have weaknesses but VW doesn't have any if it had some weak points, it was not going to sell like this and it couldn't become one of the big firms of the world.

Another reason of it's good selling is because Doğuş Auto is a very powerful firm with it's educated and qualified personals.

Doğuş Auto powerful as VW because if the firm isn't good as the product, it can not sell. Because it is the firm, which sells, advertises and markets the product. So, as much as the firm is good, it can sell better.



### 4.7.3 OPPORTUNITIES

First this should be made clear; the market for car's at the moment is not full. This is an opportunity for the firm because however empty the market is it will be easy to fill. The values that Turkey has come to are very low;

Income is low

Economy is slow to rise

Comfort is at a low standard

Cultural knowledge is low

If these values get better or higher it will be easier for this marketing sector for better opportunities. People will know more and customers will want more accessories on a car. Doğuş Auto's VW has extra accessories any way. The VW gives %90 of what the customers all want. But other car firms can only give %40 of what the customer wants. Because of this reason the market turns more towards the VW firm every day.

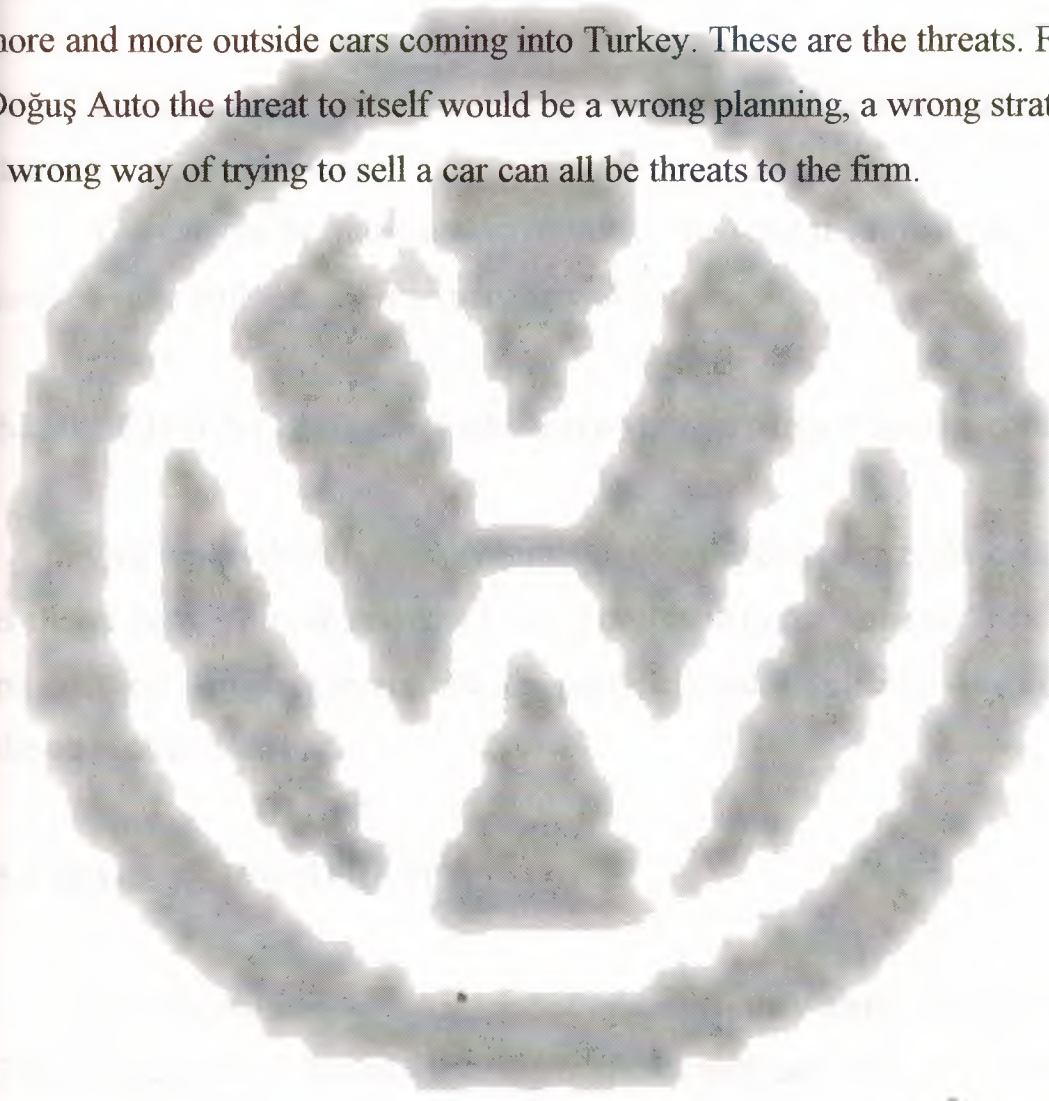


#### 4.7.4 THREAT

The biggest threat is supplying the demand. There is interest problem. The reason can be explained, as so; because of the economic unbalancement in Turkey, the interest rates are low. At the end of this interests are %3, %4. Because of this there is an increase towards the demand of cars. For this reason the firms could not supply the great demand. Amongst these firms are Doğuş Auto Holding A.Ş. The reason that Doğuş Auto can not answer the demands is because the model wanted for the VW year 2000 came out at the end of last year. The car that is wanted is made certain before hand because that is the way Doğuş Auto wants it. The VW firm makes it's product as over the world because of this the wanted car is made clear before hand. When this happens the extra car demand can not be produced by Doğuş Auto. Because of this in the market the VW looks less important than the Opel.(to see the cause of this (SEE APPENDIX 1.1 ,1.2a ,1.2b ,3.1 ,3.4 ,3.6 ,5.3 ,5.4 ) In Turkey's market the Opel is the leader, in the whole market it is third place and in the word wide market it is second place. This ranking is only real for the first four months of the year 2000. When Doğuş Auto could not produce the demands, people who wanted to buy the VW, they switched to the competing model, the Opel. When this problem arises customers wanting to buy VW had to wait a minimum of four months, so instead they went elsewhere and got an Opel. This is the first threat for Doğuş Auto.

The second threat is that the outside market rates are high. Before going in to customs union the market rates were %10 after entering it became %50 and over. At the moment, out of a cars one is from another country, so Turkey's car are harder to sell. But there is a fear that the car producers in Turkey will revolt. Because Turkish firms have greater force upon their government. But they can not stop outside marketing it is too difficult. But they can however do this; there is an establishment called the impression customs, and this establishment can be

some kind of stopping power. For example; cars need to go through Istanbul customs, won't go there but through Mersin customs to get to Turkey. By this they can put pressure on and it can hurt the outside car firms because it will cost them more for the cars to get to Turkey through Mersin customs. Another way is, not let outside firms bring in more than %30 of their cars. This would be aiming to stop more and more outside cars coming into Turkey. These are the threats. For Doğuş Auto the threat to itself would be a wrong planning, a wrong strategy and a wrong way of trying to sell a car can all be threats to the firm.





## **CHAPTER V**

### **INTRODUCTION**

#### **5.1 THE CRITIQUE OF DOĞUŞ AUTO**

You can see the answers of if the products can't be sold what can be done to increase the sale.

You can see the rates against to sales. And what the firm do to this. You can see what will they do if something will happen

#### **5.2 SPECIFICS (Things that which are very important for the company)**

One thing which is definity important for the company is the continuity. It is shown here. You can see how to be appropriate to the name and quality of the product and also you can see how the personels and the directors are effected to the company.

#### **5.3 MARKETING STRATEGY**

In ythis you can see what kind of system do they apply during marketing. The system and the plan of marketing is shown here and you can see the result of this strategy in appendix 3,2 – 5,2 – 5,4 – 1,2b – 1,5

#### **5.4 THE STRATEGIES TO ATTRACT MORE CUSTOMERS**

The reason of sales is shown here. Doğuş Auto doesn't need to do something the attract customers. You can see the in here that why it is like that.

## **5.5 FUTURE DIRECTIONS AND AIMS**

They want from future the aims are all shown here. You can see in what parts does Doğuş Auto wants to be. You can see the result of this in appendix graph 6.1

## **5.6 EFFECTS BETWEEN RIVAL COMPANIS**

In this, the main sector group is shown here. You can see this in this part. You can see the percentage of car mark also shown the import and domestic cars. You can see how the Doğuş Auto is effect between rival company. You can see appendix table 1,3 – 1,4 – 1,6

## **5.7 MOST IMPORTANT THINGS FOR DOĞUŞ AUTO**

I gave information about most important subjects. This is protecting to value of the mark and keeping it alive. You can see more information about this title in there.

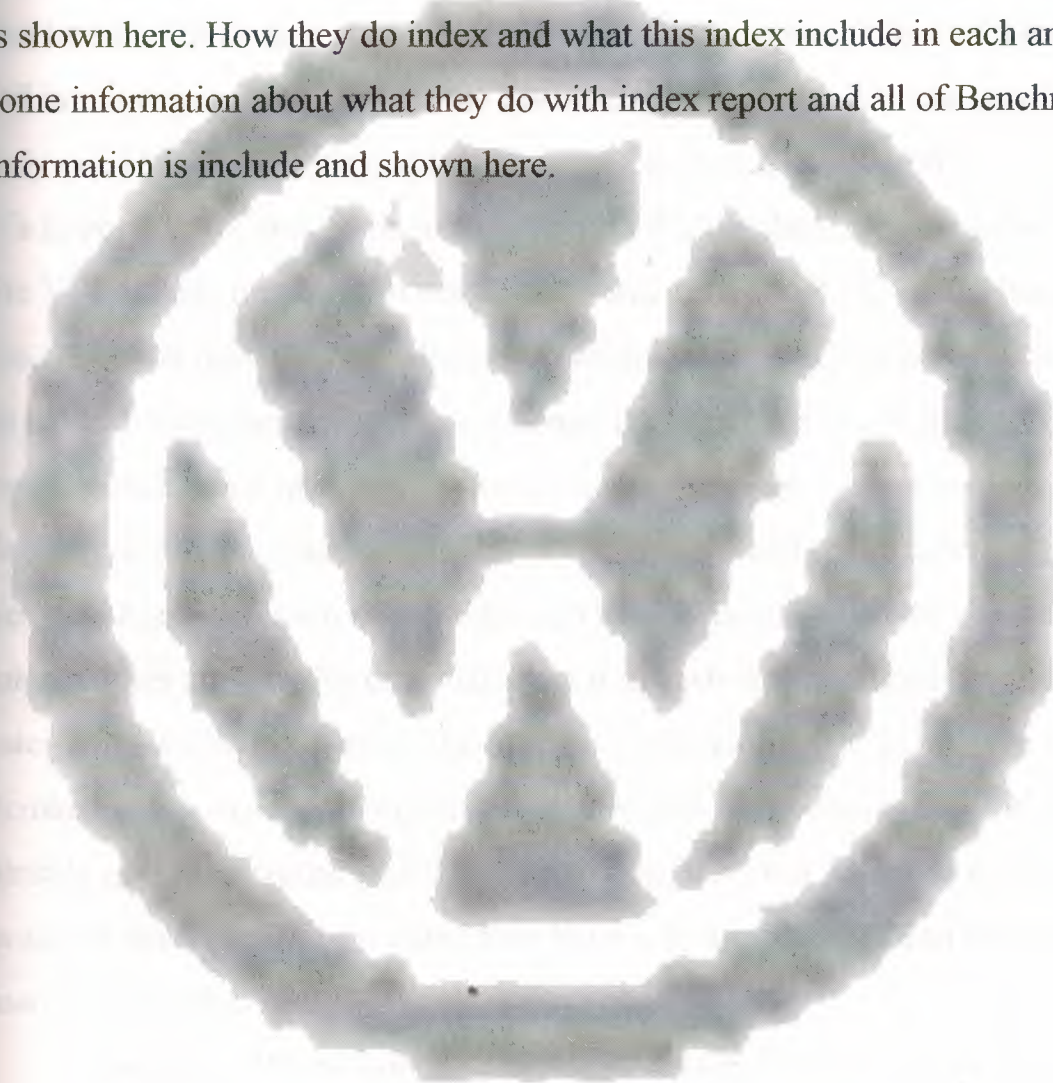
## **5.8 FIRM STRATEGIES**

There is information about the strategies of Doğuş Auto, in 1997 Audi and Porche separated and a new firm was built up called Doğuş Motors. You can see why this separation is made and how this seperation effects to Doğuş Auto. Also there is some information about D.O.D. which is called Doğuş Auto values. You can see the growth of Doğuş Auto with VW the reason at this was include in this chapter. To better understand see appendix 3 – 2, 5-2, 6-2 and also 2,1 – 2,2 – 2,3 – 2,4 – 2,5



## 5.9 BENCHMARKING

The comparison of VW model's with its competitors. Benchmarking can be dealt with a few ways, you can see these ways below this title. Also the index is shown here. How they do index and what this index includes in each and also some information about what they do with index report and all of Benchmarking information is included and shown here.



## 5.1 THE CRITIQUE OF DOĞUŞ AUTO

(After sometime, if the products can't be sold what can be done to increase the sales.)

The product sales are good and at this time, there are no problems, which can be seen. If the first stages of job are not done properly, this could lead to a fall in the work. If we take out the car investment that the firm has done, it has only one chance of profit and that by selling the car. Doğuş Auto can sell all of its imported cars and wants to sell more. In Turkey there is a great demand for the VW but this demand can not, at the moment be supplied. This is because of the allocation problem. The allocation problem can be explained as such; In the last years, because of the economic problems in Turkey, the rates, credit rates, bank interest rates have fallen by the government. Because of this, people demand of cars has increased, because the banks credits have fallen to %3 or %4 percent. Another reason that the demand has increased is that the decreased interest rates are only for one year. As a result when the demands of interest rates are more than expected, the demand could not be met. In order to meet this demand more cars are wanted from the VW firm. But because the VW firm has already given the products of this year and the VW firm has made its new products according to how many they have sold already, they can not the change amount of production now.

Because of this reason the demand of cars in Turkey, Doğuş Auto can not supply the demands enough. The only way the firm can supply this demand if VW firm can buy enough cars. A part from the economic problems in Turkey and the fact that Doğuş Auto can not supply the increasing demand of cars, Doğuş Auto there are problems within the firm.

- The price of the cars can be a problem
- There may be problems with the accessories
- With the advertising strategy



- A wrong explains of the cars

These problems must be taken care of and new strategies and plans need to be done in order to sell more cars. But to sell more cars they do not think about decreasing the prices because it will bring the value of the model down. They can only do more advertising.

After doing all these things, if there are still problems and there is not increase in sells then they might think of a sale, bringing down the price of car only as a last resort. But usually they can think answers before they need to bring down the prices: for example;

- Give more services
- Increase the chances guarantee
- Increase the time of the cars, and apart from these they may come up with other answers.

## 5.2 SPECIFICS: (Things which are very important for the company)

One thing which is definitely important for the company is the continuity. Also being appropriate to the name and quality of the product; here VW, is very important for the company. A VW customers is always privilege for having a VW car. This peculiarity is also valid for staff(workers). Company gives too much importance in to this subject. To create this quality the company should give importance to make good personnel education, to be respectful towards the workers and to give enough price in terms of their work. Only by this way they can only get the “valve” they want. The company can get more profit if they don’t aim this qualified value but the aim of the company should be this qualified valve.

Shortly, it is wrong to work with uneducated staff(personel) because the company sells good. Because, if suddenly the company goes in to bad situation, it is very difficult to bring it into good situation with poor quality and uneducated personels.

According to the thoughts and applications of Doğuş Auto, VW is giving more than what expexted. The things are provided for the needs is not luxury anymore. Because the thins like, ABS sytem, air condition,airbag, hydrolic steering-wheel are not luxury; they are only the necessary thing.

As a result, the personels and the directors are very important to let continue the value of the product and the quality of the company. Also, during the continuity of this value and quality, the good respect and enough price which is given to the personel is very important. A product can keep its quality if all these thing applied.



### 5.3 MARKETING STRATEGY

There is a system which is completely base to Germany. Doğuş Auto works parallel to this system. While doing future years marketing planning in this sytem, they should make analisis and comments in terms of the contents of the form of the system. Because, in every part of the world, VW prepears forms according to this system. Because of these, Doğuş Auto has to accept this system. There is a standard and each country which sells VW has to follow this rule.

But, during the marketing, the basic points are different. In other words, they don't have to follow any rule during the marketing. Here, they work to determine, the properties of the product, price and advertising strategy. Here the basic thins are rivals, Doğuş Auto applies some peciliarities. Doğuş Auto applies very definite marketing plan. They try to be carefull to move on the same direction. This is the thing which they always try to do Marketing is under the control of marketing department. Also selling and advertising departments are interested with this marketing plan. Because, during marketing; the selling deparment can find out the deficienciesof marketing department. Because of this, they work together. Of course, they don't go away from the standartds of Germany during the marketing.

During marketing, they are not applying to any system which will determine the value of the mark. For example, there are some marks which give car with drawing. But Doğuş Auto never do this and also neveraccept it. Because, VW cars are valuable. This mark has a good quality and position in the world, and these decisions are the strategy of this mark. Because, Turkish society don't like the things that you can get easily. They thing that cheap products are poor quality. But the products which are expensive and can not be get easily; are always valuable.(TO SEE THE CAUSO OF THIS SEE APPENDIX 3-2,5-2,5-4,1-2,1-5)

## 5.4 THE STRATEGES TO ATTRACT MORE CUSTOMERS

Doğuş auto doesn't need to do somethings to attract customers, because it also has lots of attracted customers. More over, it doesn't need to do such a things because VW has very good quality and it is very well-known mark in these days. But, it is not right to do nothing to attract customers because it is selling good. But they don't have to reduce the prices to attract customers. Because the price, properties and the technology exactly attract the customers to this mark.

Germany has a slogan "Bench-mark for automatic values". They want to be a mark which determines the standards.



## 5.5 FUTURE DIRECTIONS AND AIMS

Where should the firm be turned to or where will it be turn;  
They things which the firm has until now will never change . but they have lots of preperations which will lead them in to better position in future days. They always want to have good image. They want the services to be in good quality . They want create a group of customers who have good thoughts about the car and about the car services.

Doğuş auto doesn't want to be leave behind in importation market like other two mark; Renault and Tofaş. At the same time, they want to be very close to Renault and Tofaş in the total market and they do more and more to come this situation.(see appendix 6.1)

### Segments

A 001= VW Lupo – Ford KA – Renault Twingo

A0 = Polo – Clio – Corsa – Ibiza

└─→ A Hatchback = Golf

└─→ A Hatchback = Bora

I B = Passat

## 5.6 TO BE EFFECTED FROM RIVAL COMPANIES

### (The effect between rival companies)

There are two main group in Turkey's car sector.

1-) Importation market

2-) Total market

In these two market, there are nearly forty different car mark. This percentage is nearly %90 of words mark. Between them, there are six mark which is produced in Turkey. They are, Renault, Tofaş, Hundai, Honda, Toyota and Opel.

Doğuş Auto examines this market in two main group; import and total market. There are two association which represent these two group. The import car are represented by the "Association of import cars" and the local cars are represented by "Association of automotive industries". Doğuş Auto has effections with both of these group but the effection with the "Association of import cars" are more.

The effect between the rival companies are like this;

Most of the time communication and effection is with the most biggest rival. For example; VW doesn't have any communication with suzuki because suzuki is not rival for VW. But they are incontact with Renault. Because Renault is a serious rival for VW.(SEE APPENDIX 1-3,1-4,1-6)

Every firm should deal with other firms to be able to make good estimates. The firms which give local production have meetings every week and VW is between these firms. Because, it is a serious danger for rival firms. Doğuş Auto send its documents which shows the number of sell and price change to other first ten firm.



## 5.7 MOST IMPORTANT THINGS FOR DOĞUŞ AUTO

The most important subject is protecting the value of the make and keeping it alive. At the vendor there are certain rules. Each month on the 1<sup>st</sup>, 11<sup>th</sup> and 21<sup>st</sup> price list is made. According to this list the cars have to be sold. They can not the price down.

For example: on the Opel the price may be cut down but never on the VW models because, Doğuş Auto believes that if a price is brought down the value of the make goes. Another reason is; when Doğuş Auto will make a certain amount of money, give money to seller and tries to give the customer a good price he can pay. But when the prices analyse is done these subjects taken up. Another is to gain good standards.

Another subject, trying to make the customers happy. The aim is to make all the VW models in Turkey the same price. The car has certain quality standards. There are cars in the same class but with different segments. Doğuş Auto gives each model a class of it's own.



## 5.8 FIRM STRATEGIES

Doğuş Auto was established at the end of 1994. They started with the distributing of VW and Audi. In 1996 they started to bring the Porche. After the same time the firm grew and at the end of 1997 the Audi and Porche separated and a new firm was built up called Doğuş Motors. 1998 the VW represented Doğuş Auto. At the beginning of 1998 there were great changes made in the organisation. For example: personal car and commercial cars were separated into different departments. The reason for 2 separate group was because the firm had grown and partnership of strategies would be difficult to do. This is why the Audi and Porche were separated from Doğuş Auto. The customers for these 2 cars different and so the strategies different. It would have been difficult for the Audi, Porche and VW to be in the same firm. A part from these at the beginning of 1998 a firm called "katalonya" was set up and they brought seat distributing it is a strategic reason that all the models were in one firm, the firms gains and sales would not be as good as they are. A firm called Gen-par has been set up, Audi, Porche, VW, Seat and other "Doğuş Auto" car parts spare parts, the cars logistic services are all found here. A firm called Doğuş Auto Valves (D.O.D.) has also been set up. The main idea of this firm is to estimate the sales of the used car that Doğuş Auto has. Later, a consumer finance and customer service firm was set up. These are strategies of Doğuş Auto's firm.

The customer service firm is to give better service to it's customers, answer their questions and by this service to make more sales.

D.O.D. (Doğuş Auto Values) firm aim is quickly sell any used VW's a customer many brought in such away that the customer doesn't lose interest on his car when it is sold. Doğuş Auto has reason because of it's slogan "to work and become where you want to be".

In 1994 when it was set up, 300 cars were sold, in 1995 1300 cars were sold and these sales still rise.(SEE APPENDIX 3.2 ,5.2 ,6.2) The reason for this



rise in sales is the strategy that the firm uses. The reasons for these strategic success are Doğuř firms are well-known establishment in Turkey and the fact that Doğuř Auto is behind the VW model. The employees of Doğuř Auto help the strategic success. The employees are young, dynamic and they work with developing a system that comes from within, has a great effect on the firms strategy and success. A part from this the product is good quality. It a model that has been acknowledged all around the world. Before it is the big firms were coming together in the next 10 to 15 years, all the firms will combine and there will only be 5 or 6 firms but the VW firm won't be lost. In Europe VW average is %12, in Turkey the average is %11.(SEE APPENDIX GRAPH 2.1 ,2.2 ,2.3 ,2.4 ,2.5) At the moment Doğuř Auto is where it should be. Doğuř Auto has no idea to increase its marketing shares, which are %20. There is no such idea that the marketing shares will be same. Each year the marketing shares should increase and the firm will be more successful. Each year they have a new plan and new sales numbers (prices) are made. They have a new strategies. These are decided each year when meetings are made with Germany. Certain customers are talked about; economic and political issues are looked at and analysed but each year a new strategy is made. In the outside marketing being after the leader, in Turkish general market after Renault and Tofaş VW is the third place. This aim is the same each year. Renault and Tofaş are made in Turkey so it is hard to sell more outside cars, than ones made in Turkey. These are strategic aims:

- The quality given
- The value of the VW to the customer
- The VW's safety
- The VW being known

These are the main aims. For example; the VW Passat and Opel Vectra are the same. In the eyes of the customer the Passat Vectra is better, this is an image made by good strategy advertisements and the results of the activities.



## 5.9 BENCHMARKING

The comparison of VW models with it's competitors. Benchmarking can be dealt with in a few ways:

- The particularity of the car
- Benchmarking the rigging of the car
- Price of the car dependent on benchmarking

First an evaluating report is made. In this report the price of the car is considered in regards to it's particularities. The price is based upon the specialities of the car. We can explain this with the example of Germany. Report is prepared in Germany and send to Turkey. The benchmarking that Doğuş Auto will do is based upon the report that Germany has prepared and sent them. The sells of the VW models in Turkey and with which cars this model will be competing with will be judged by Germany. Germany makes the choices. Although "Doğuş Auto" can not make the choices and decisions, it can make it's own report on which cars should be compared the Germanies VW model. In short Germany makes the ruling on its own type of car because Germany is dominant with their own cars. Benchmarking is based upon Germanies reports. In this report the prices of Polo and Passat are not equal because all the particularities of each car is different. The differences of each car are indexed. We can explain "index" as such;

The VW models and the competing models are found, listed and their final prices are established. Later, the particularities on the VW models and not found on the competing models or the particularities on the competing models that are not found on the VW models are established and a list is made. This list is called the equalisation or balance is made a second price is made up. This new made price is not the conclusive price. The price that "Doğuş Auto" has found; for example: two cars are chosen, their prices are both 10 billion Turkish lira.



One car has an airbag the other hasn't. The airbag is 500 million Turkish liras. The car that hasn't got airbag is considered to be 10.500 thousand Turkish liras. So the car without an airbag is regarded as if it has got an airbag. In short an equalisation of accessories is made. All the cars have price list and "Doğuş Auto" has its own price list for accessories from this list the second price of a car is established and the "second index" is made up. The second index can be explained like this:

The VW model has five competitors, an average price list is produced. The average price of the five competing cars is 10 thousand Turkish liras, then they are contrasted with the price of the Volkswagen. For example 11 thousand Turkish lira. The result is, when cars are sold for 100 thousand the VW will be 110 thousand Turkish lira. This is the meaning of the index price.

After this the equalisation of the accessories are made and then the second price of the car that was established can change. The price may rise or fall. These price studies are made into index report, which is sent to Germany.

Germany chooses the cars that will be competing with the VW because Germany has a certain calibre and an important place in the world. When it comes to cars in most parts of the world the Polo, Golf and Passat are compared with the same type of cars. If "Doğuş Auto" doesn't comply with Germany's report the index report will be wrong. The index report that Turkey's "Doğuş Auto" makes up, Germany makes as well. If the estimate that Germany is made up is not the same as "Doğuş Auto" estimates there can be problems. Thus "Doğuş Auto" benchmarking reports must be conformed with Germany's report. The reports that "Doğuş Auto" makes for its vendors are different. In these reports different models are looked at. These reports are to give information to the vendors when they look at these reports they can see which accessories each car has and their prices. This is what the reports are used for.

The reports made up in Germany are more strategic because when Germany looks at this report they know with each price they can sell their car



to “Doğuş Auto” for. Generally this price findings are what “Benchmarking” is used for. Report from this, “Benchmarking” is used to make up a new car. In “Benchmarking” is done. For example; in the year 2000 January, the new type of polo was made and started to be sold. The “Benchmarking” for this car was done 6 months before.

The examines subjects here were, what was Germany giving for this car, the price etc...

Later, the competing firms were looked at, what the competitors had put on the car, what the minimum standards are, if they give this specialities to the VW models. If they put these special accessories on the VW model what will be their price. Questions like this are asked, their answered are looked for. When they all come together, the prices are found on the price list that they had established.



## CONCLUSION

In 1994 when Doğuş auto was set up, 300 cars were sold only, in 1995 they increased their sales to 1300 cars. The reason for this rise in sales is the strategy that the firm uses. The reasons for these strategic successes are DOĞUŞ firms are well known establishments in Turkey and the fact that DOĞUŞ AUTO is behind the VW model. The employees are young, dynamic and they work with developing a system that comes from within, has a great effect on the firm's strategy and success.

The most important subject must be is to protect the value of the mark and keeping it alive. They have to work in a best quality and their performance rate must be always high for keeping and protecting the value of the mark.

Another important subject is to try to make all VW models in Turkey the same price. The car has certain quality standards. There are cars on the same class but with different segments. DOĞUŞ AUTO has to give each model a class of its own.

In Turkey more than half of the important market is occupied by German cars. In other words, in each four cars they sold, the one is definitely a German car. Besides its mark, VW cars are one step in front with their quality, security and aesthetic. Its mark with the technology and design it is used. DOĞUŞ AUTO must use this advantage because of that they have a very good advantages. So they have to keep these advantages in their own hands.

They want VW to become a mark which determines the standards of its class. Doğuş auto have lots of works about this subject. They have to work too much to do this but also VW is a work which determines the standards of its class, so Doğuş auto doesn't have to make something for this but they have to keep these advantages always.

In 2000, Doğuş auto aims to have %10 in market share. If Turkey is going to sell one hundred car in 2000, percentage of selling should be concerned by



VW. This is the main aim of Doğuş Auto in 2000. They want to be leader. If they want to be like that they have to solve the Allocation problem. Because of this problem, the sales were decrease in first 4 mounth in 2000.

If we going to look of the system of marketing of DOĞUŞ AUTO. We can see that they work to determine, the properties of the product, price and advertising strategy. Here the basic things are rivals . Doğuş auto Applies some peciliarities . They have to applie very detmite marketing plan. They have try to be carrefull to move on the same direction. This must be the thing which they always have to try to do.

In these days nearly all the product are the same. So they sould find new devolopment. Because of these Doğuş auto creates should drow attention not with external apperonce but with investment.

Their things which the form has untill now will never chance but they have lots of preperations which will lead them into better position in future days. They always want to have a good image. They want to services to be in good quality. They want to create a group of customers who have good thought about the car and about the car services. But Doğuş auto already have this parts and I think in the future they will already have.





H

# 1999-2000 Total Passenger Car Market sale Unit Dispersion

Jan-April 99-00

A

Mark	January-April 99	January-April 00	% Changing	Market share
Renault	12868	25750	100%	23,93%
Fiat	12899	19613	52%	18,23%
Opel	5682	13285	134%	12,35%
VW	6888	10330	50%	9,60%
Total	38337	68978	336%	64,11%

## B 2000 Import Passenger Car Sales

B

Mark	January	February	March	April	Total	Market Share
Opel	1311	2155	3816	4005	11287	20,27%
VW	2021	2318	3140	2851	10330	18,55%
Renault	693	1366	1953	2277	6289	10,27%
Total	4025	5839	8909	9133	27906	49,09%

## C 2000 Total Passenger Car Sales

C

Mark	January	February	March	April	Total	Market Share
Renault	2707	5810	8176	9057	25750	23,93%
Fiat	1341	5837	5103	7332	19613	18,23%
Opel	1615	2621	4451	4598	13285	12,35%
VW	2021	2318	3140	2851	10330	9,60%
Total	7684	16586	20870	23838	68978	64,11%



**HI A** 1999-2000 Import Passenger Car Market Sales Unit Dispersion  
April 99-April 00

Mark	April 99	April 00	% Changing	Market Share
Opel	1869	4005	114%	21,21%
VW	3026	2851	6%	15,10%
Renault	694	2152	210%	11,40%
Total	5589	9008	330%	47,71%

**B** 1999-2000 Import Passenger Car Market Sales Unit Dispersion  
January-April 00-99

Mark	January-April 99	January-April 00	% Changing	Market Share
Opel	4387	11287	157%	20,27%
VW	6888	10330	50%	18,55%
Renault	1369	5721	318,00%	10,27%
Total	12644	27338	525,00%	49,09%

**C** 1999-2000 Total Import Passenger car market Sales Unit Dispersion

Mark	April99	April 00	% Changing	Market Share
Renault	5359	9057	69%	24,96%
Fiat	5020	7332	46%	20,21%
Opel	2262	4598	103,00%	12,67%
VW	3026	2851	-6,00%	7,86%
Total	15667	23838	212%	65,70%

**Segment A0/HB January-April 2000**  
**2000 Model Sales Unit**

<b>Mark</b>	<b>Model</b>	<b>April</b>	<b>%</b>	<b>Total</b>	<b>Total AO %</b>
Fiat	Palio	1503	28,63%	4183	12,37%
Opel	Corsa	934	17,79%	2837	8,39%
Renault	Clio	1009	19,22%	2690	7,96%
VW	Polo	468	8,91%	2292	6,78%
<b>Total A0/HB</b>		<b>3914</b>	<b>74,55%</b>	<b>12002</b>	<b>35,50%</b>

**Segment A0/NB-SW Jan-April 2000**  
**2000 Model Sales Unit**

<b>Mark</b>	<b>Model</b>	<b>April</b>	<b>%</b>	<b>Total</b>	<b>Total AO %</b>
Renault	Palio	2605	49,62%	8571	25,35%
Fiat	Corsa	1160	22,10%	2240	6,63%
VW	Polo	334	6,36%	1550	4,58%
<b>Total A0/NB - SW</b>		<b>4099</b>	<b>78,08%</b>	<b>12361</b>	<b>36,56%</b>



**Segment A/HB**  
**January-April 2000**  
**2000 Model Base Sales Unit**

<b>Mark</b>	<b>Model</b>	<i>April</i>	<i>%</i>	<i>Total</i>	<i>%</i>
Opel	Astra H/B	1010	20,65	3193	23,90%
Fiat	Brava SK	448	9,16	1456	10,90%
VW	Golf	275	5,62	1367	10,23%
Renault	Kangoo Pampa	558	11,41	1204	9,01%
<b>Total</b>		<b>2291</b>	<b>46,84</b>	<b>7220</b>	<b>54,04%</b>

**Segment A/NB**  
**January-April 2000**  
**2000 Model Base Sale Unit**

<b>Mark</b>	<b>Model</b>	<i>April</i>	<i>%</i>	<i>Total</i>	<i>%</i>
Fiat	Şahin/Doğan	2241	15,96	6118	14,46%
Renault	Megane	1867	13,28	5395	12,75%
Opel	Astra	1620	11,52	4035	9,54%
VW	Bora	836	5,94	2801	6,62%
<b>Total</b>		<b>6564</b>	<b>46,68</b>	<b>18349</b>	<b>43,37%</b>

**Segment A/SW**  
**January-April 2000**

<b>Mark</b>	<b>Model</b>	<i>April</i>	<i>%</i>	<i>Total</i>	<i>%</i>
Fiat	Kartal	673	56,37	2306	51,69%
Renault	Megane	258	21,61	774	17,35%
Opel	Astra SW	10	0,84	254	5,69%
<b>Total</b>		<b>941</b>	<b>78,82</b>	<b>3334</b>	<b>74,73%</b>
<b>Grand Total A</b>		<b>17851</b>		<b>53308</b>	

April Total Passenger Car Market Sales Unit Segment Dispersion											
	A00	A0	A/HB	A/NB	A/SW	B	C	D	I	M	PW TOTAL
Renault	26	3614	1298	3664	262	187	6				9057
Fiat		3447	485	2699	701	0					7332
Opel		954	1178	1620	10	799	20		17		4598
VW		802	278	836	42	893				0	2851
Total	26	8817	3239	8819	1015	1879	26		17	0	23838

April Total Passenger Car Market Sales Unit % Dispersion											
	A00	A0	A/HB	A/NB	A/SW	B	C	D	I	MPW	TOTAL
Renault		0,07	9,96	3,58	10,1	0,72	0,52	0,02			24,97
Fiat			9,5	1,34	7,44	1,93					20,21
Opel			2,63	3,25	4,46	0,03	2,2	0,06		0,05	12,68
VW			2,21	0,77	2,3	0,12	2,46			0	7,86
<b>Total</b>		0,07	24,3	8,94	24,3	2,8	5,18	0,08		0,05	65,72



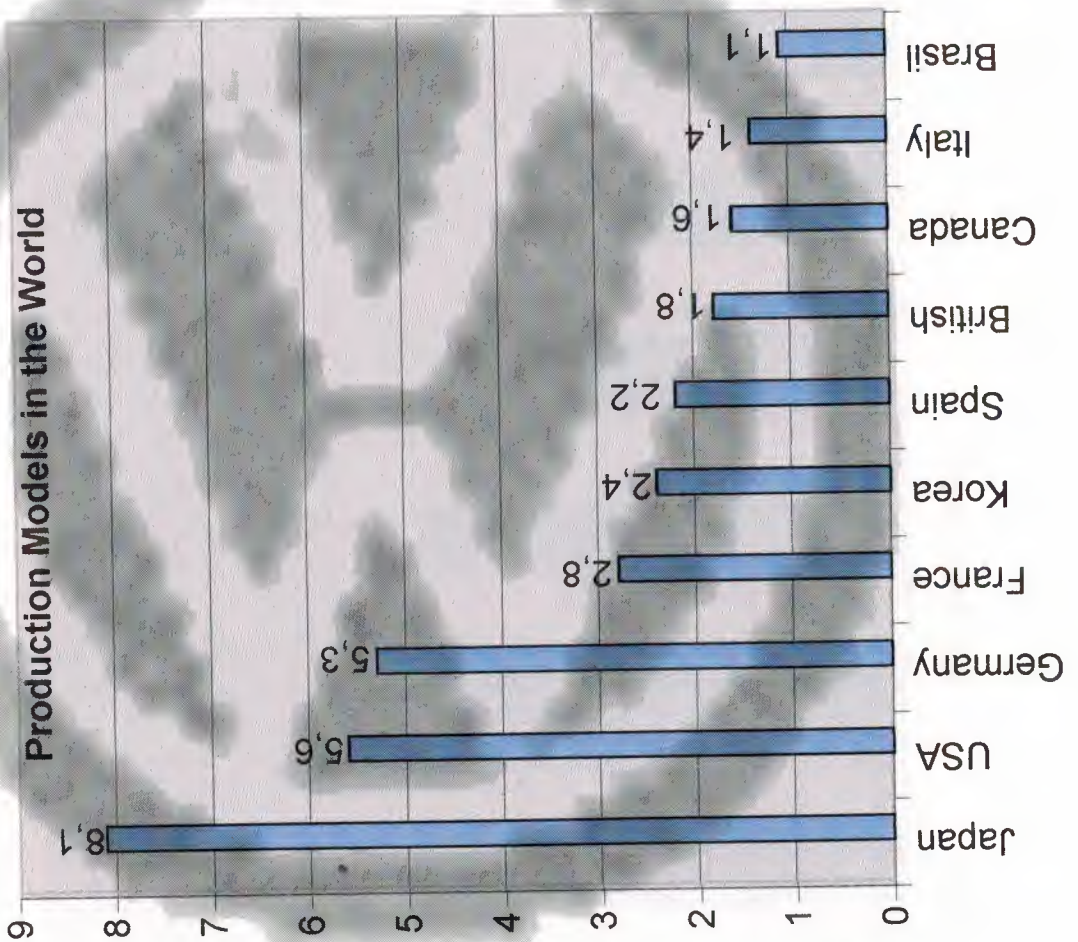
# I-VI

January-April Total Passenger Car Market Sales Unit Segment Dispersion										
	A00	A0	A/HB	A/WB	A/SW	B	C	D	I	MPW TOTAL
Renault	70	11261	2804	9264	1503	822	26			25750
Fiat		8331	1571	7376	2335	0				19613
Opel		2880	3562	4035	254	2451	47		56	13285
VW		3842	1382	2801	42	2262			1	10330
<b>Total</b>	70	26314	9319	23476	4134	5535	73		56	68978

January-April Passenger Car Market Sales Unit % Dispersion										
	A00	A0	A/HB	A/WB	A/SW	B	C	D	I	MPW TOTAL
Renault	0,07	10,47	2,61	8,61	1,4	0,76	0,02			23,94
Fiat		7,74	1,46	6,86	2,17					18,23
Opel		2,68	3,31	3,75	0,24	2,28	0,04		0,05	12,35
VW		3,57	1,28	2,6	0,04	2,1			0	9,59
<b>Total</b>	0,07	24,46	8,66	21,82	3,85	5,14	0,06		0,05	64,11

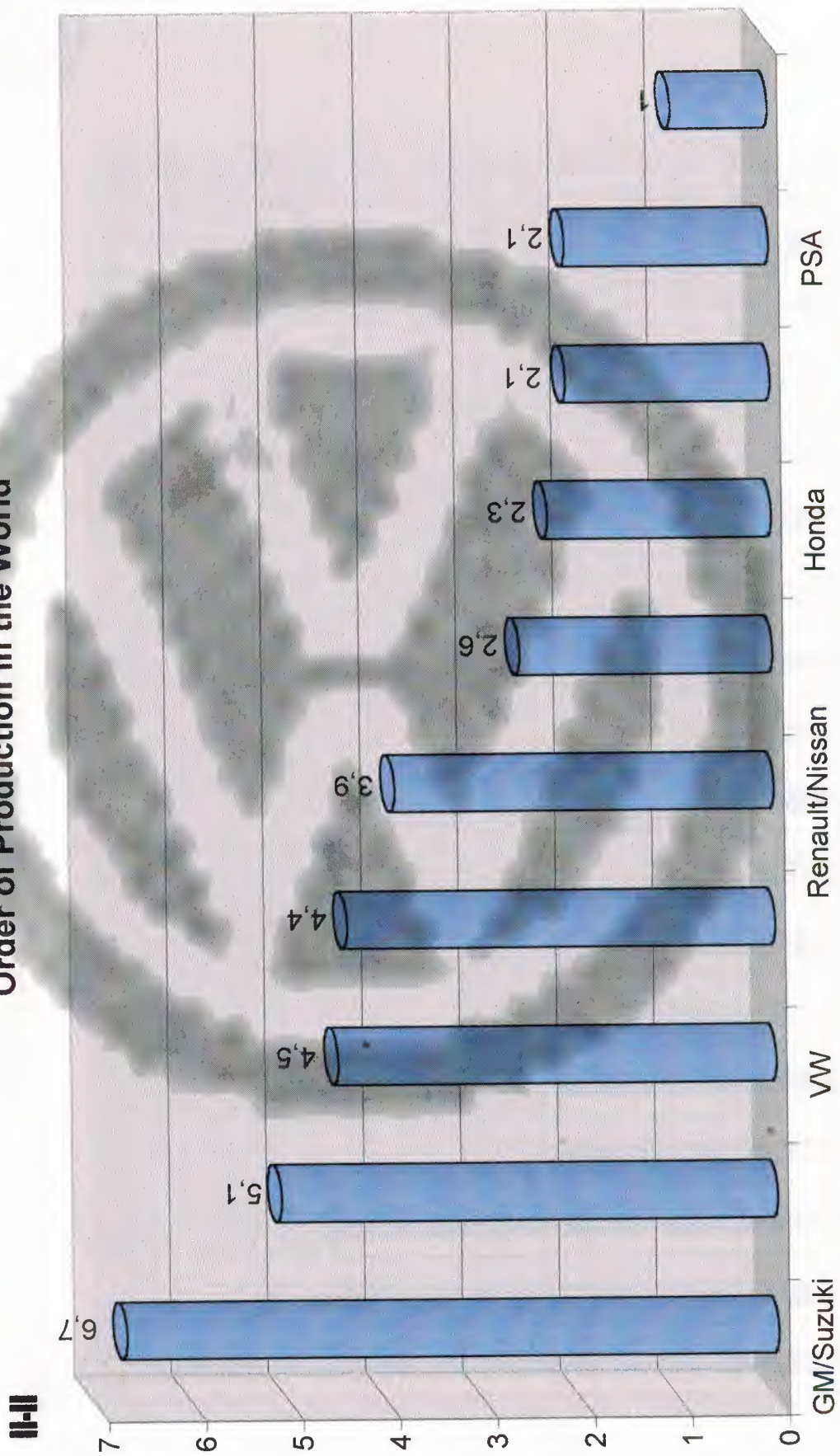


## II-1





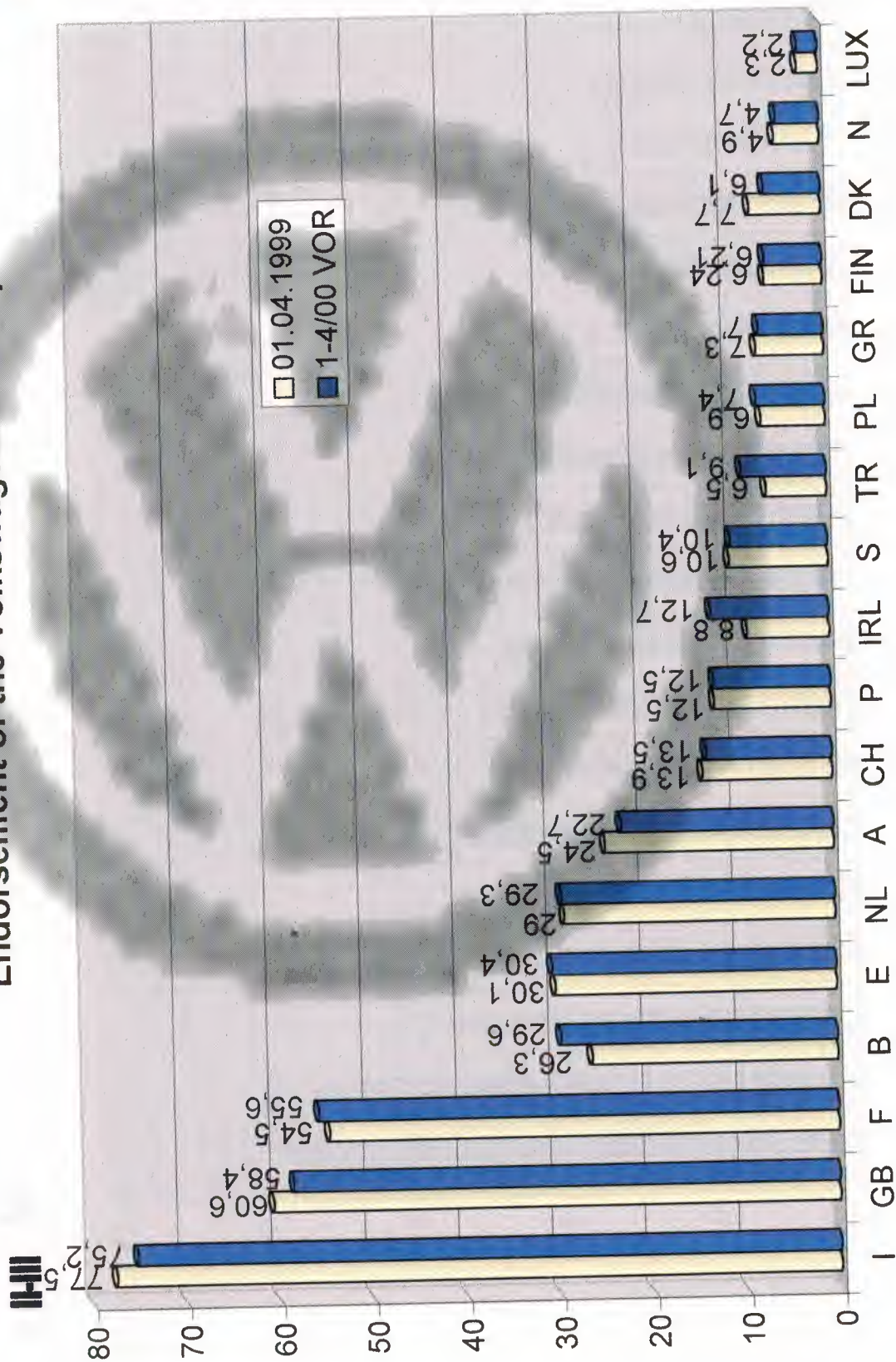
## Order of Production in the World







## Endorsement of the Volkswagen in Europe

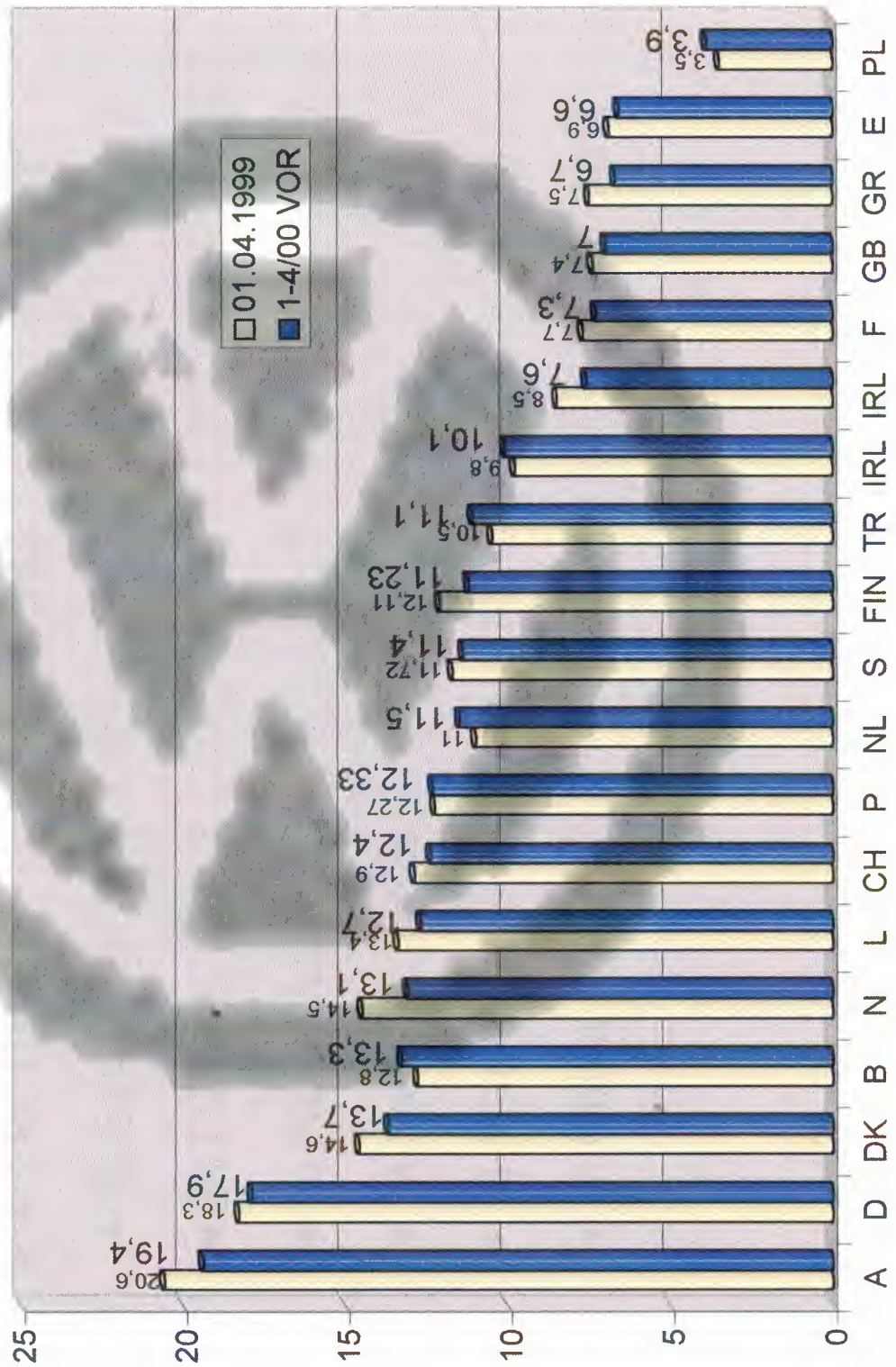






## Position of Volkswagen in Europe

IHV



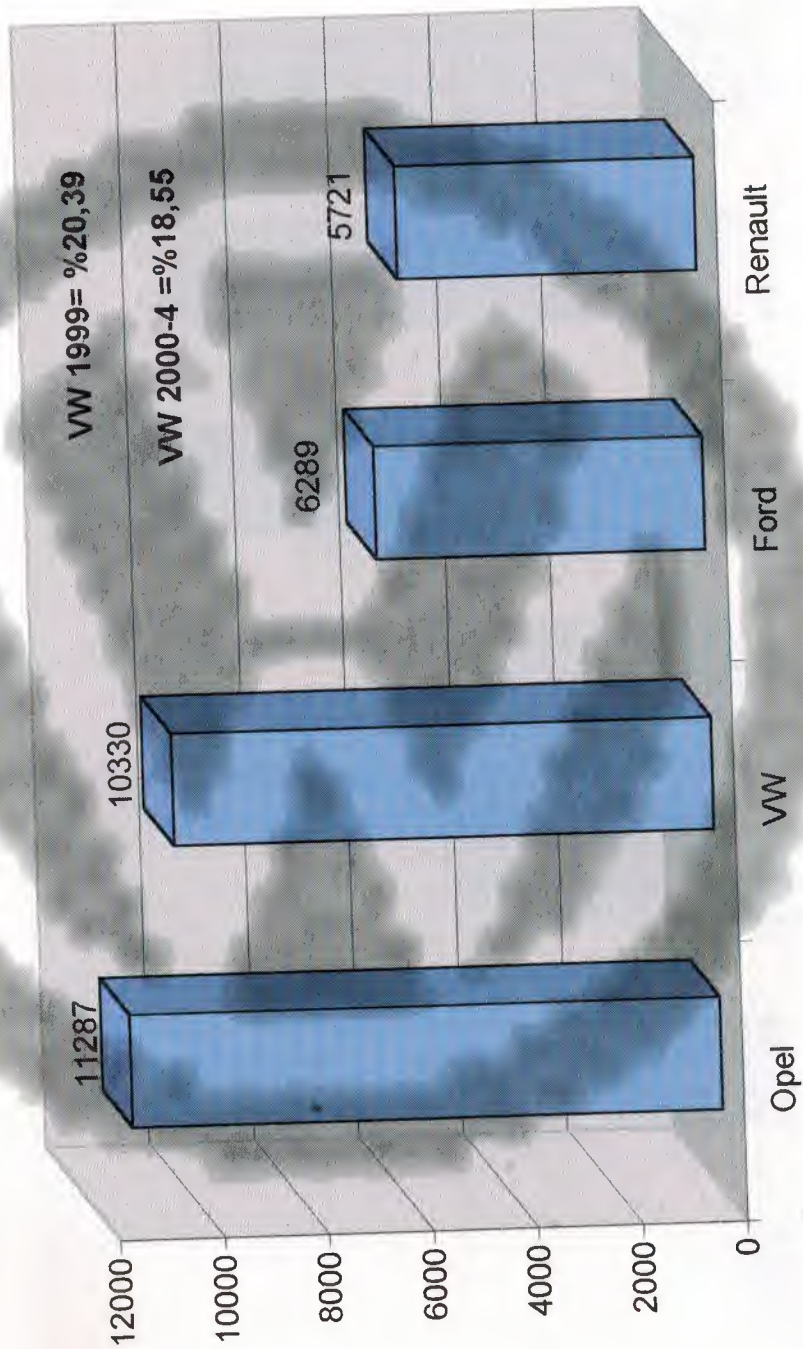
**II-V** LOCATION OF THE VW'S PROPORTION TO YEARS

VW PRODUCT		1982	1999
● In Germany		Nr.1	Nr.1
● In Europe		Nr.5	Nr.1
● In North America		Nr.7	Nr.7
● In South America			Nr.1
● In Asia		Nr.12	Nr.7
● In China			Nr.1





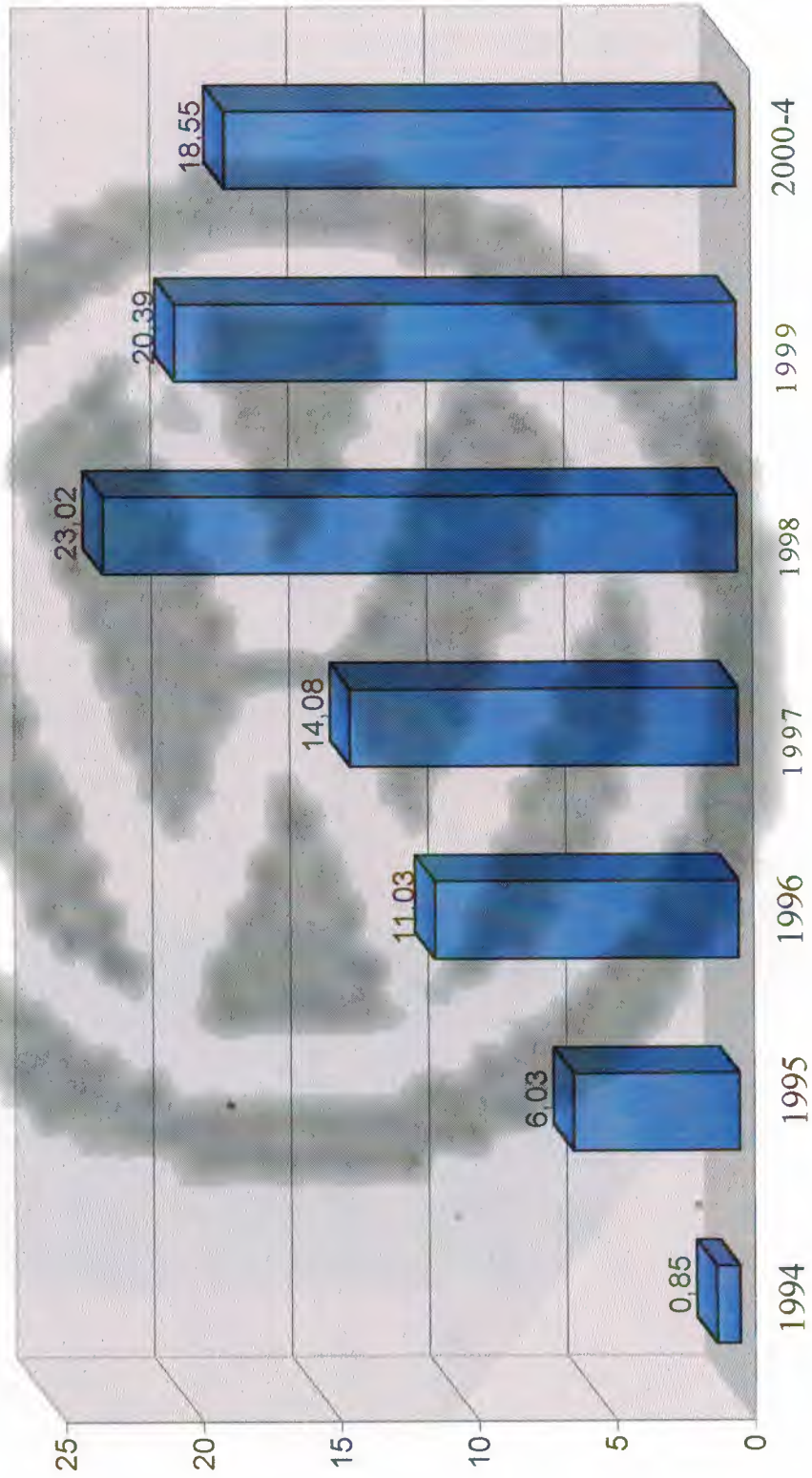
### III-I Import Passenger Car Market 2000-4





**Volkswagen Import Passenger Car Market Share Trend (1994-2000)**

III-11

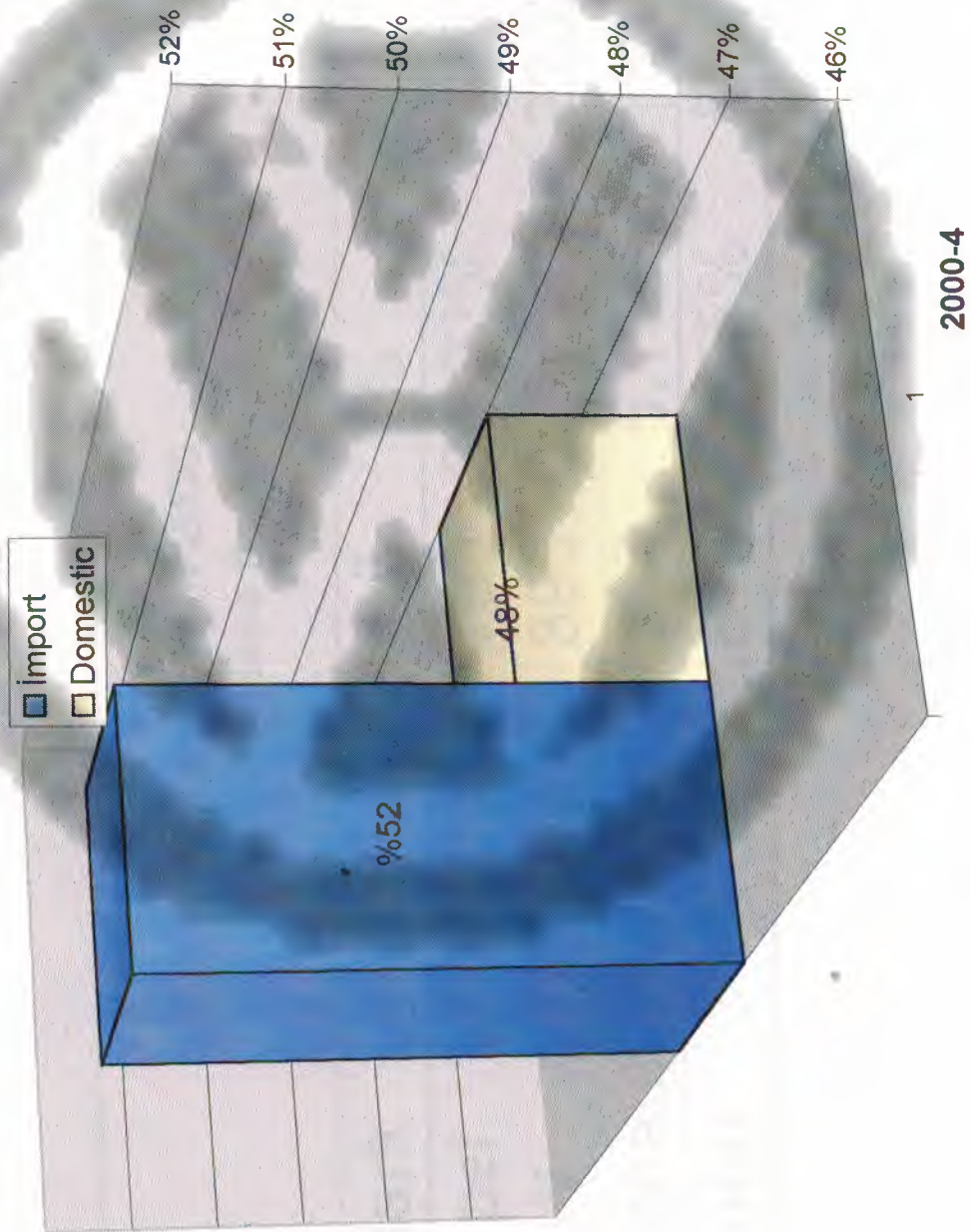






Passenger Car Market Import Share (2000-4)

||||·||||



# III - IV

## January-April 2000 2000 Model Base Sale Unit

Mark	Model	April	%	Total	%
Opel	Vectra	799	21,92%	2451	24,10%
VW	Passat	893	24,50%	2262	22,24%
Renault	Laguna	187	5,13%	822	9,08%
<b>Total</b>		<b>1879</b>	<b>51,55%</b>	<b>5535</b>	<b>55,42%</b>



### Import Passenger Car Market Top Ten 1999 - 2000

Passenger Car 1999		
1- VW	26.786	20,39%
2- Opel	19.859	15,12%
3- Ford	14.480	11,02%
4- Renault	11.035	8,40%
5- Peugeot	8.575	6,53%
6- Lada	6.919	5,27%
7- Nissan	3.890	2,96%
8- Mitsubis	3.763	2,86%
9- Skoda	3.169	2,41%
10- Proton	3.077	2,34%

TOTAL TE 101.553 77,30%

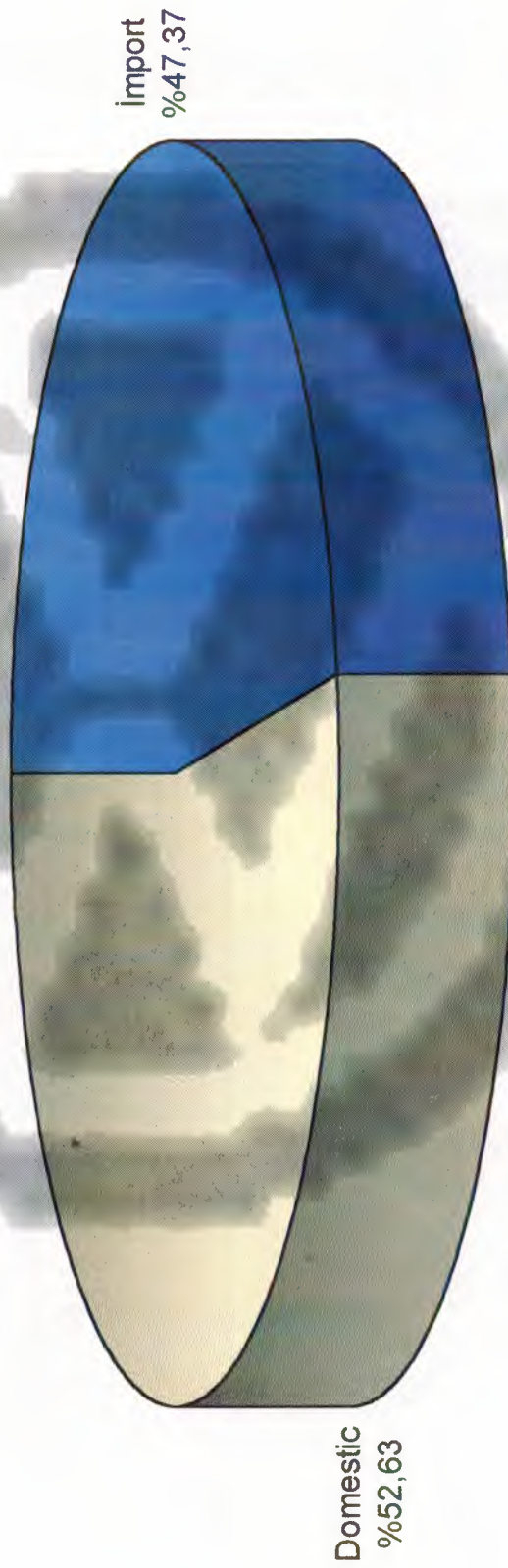
GRAND TOTAL 131.350

Passenger Car 2000 - 4		
1- Opel ▲	11.287	20,27%
2- VW ▲	10.330	18,55%
3- Ford ▲	6.289	11,29%
4- Renault ▲	5.721	10,27%
5- Lada ▲	4.220	7,58%
6- Peugeot ▲	4.138	7,43%
7- Seat ▲	1.862	3,34%
8- Nissan ▲	1.351	2,43%
9- Skoda ▲	1.247	2,24%
10- Citroen ▲	1.183	2,12%

TOTAL TE 47.628 85,52%

GRAND TOTAL 55.682

April month Import-Domestic Passenger Car Sales number 1999

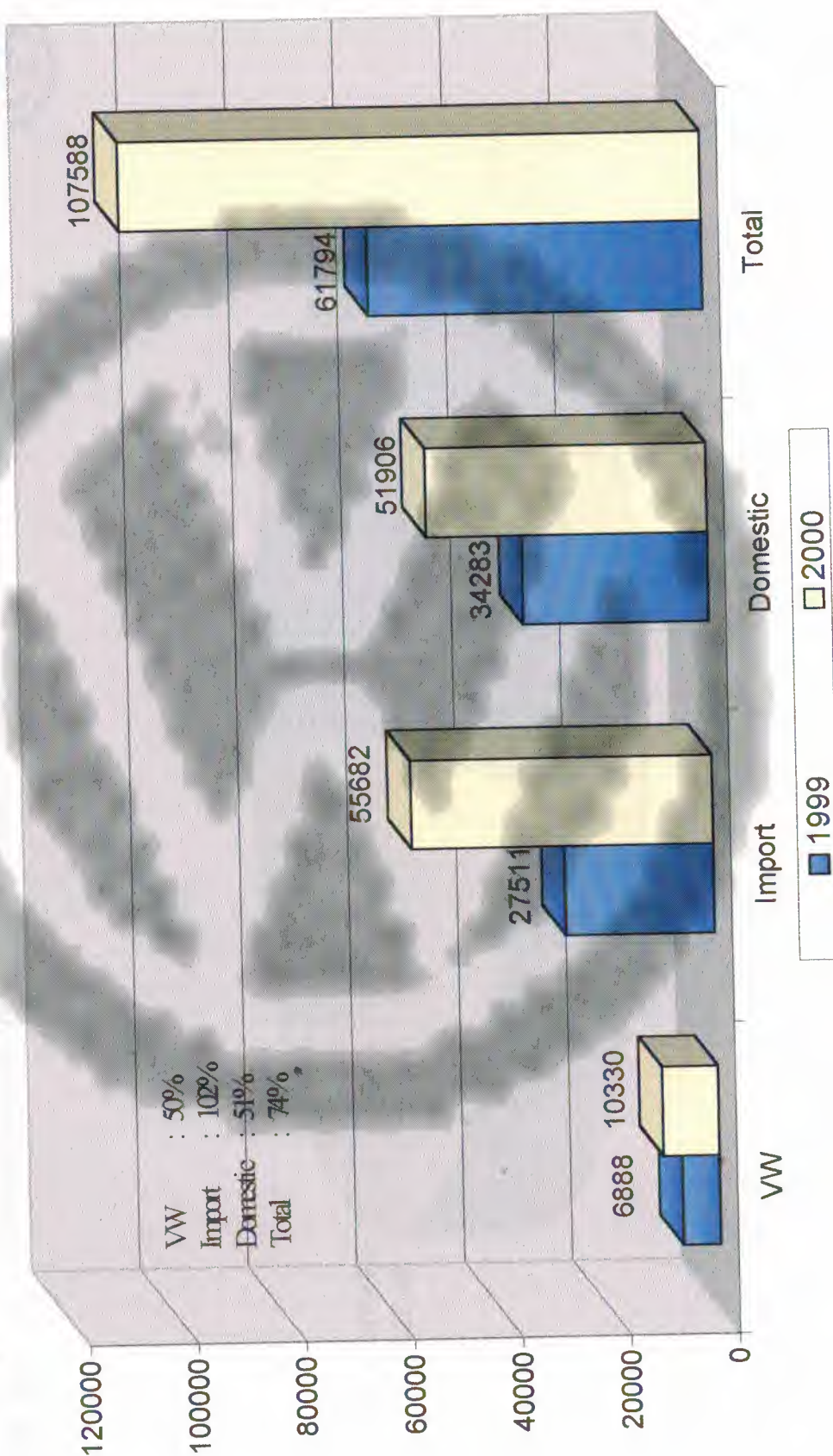






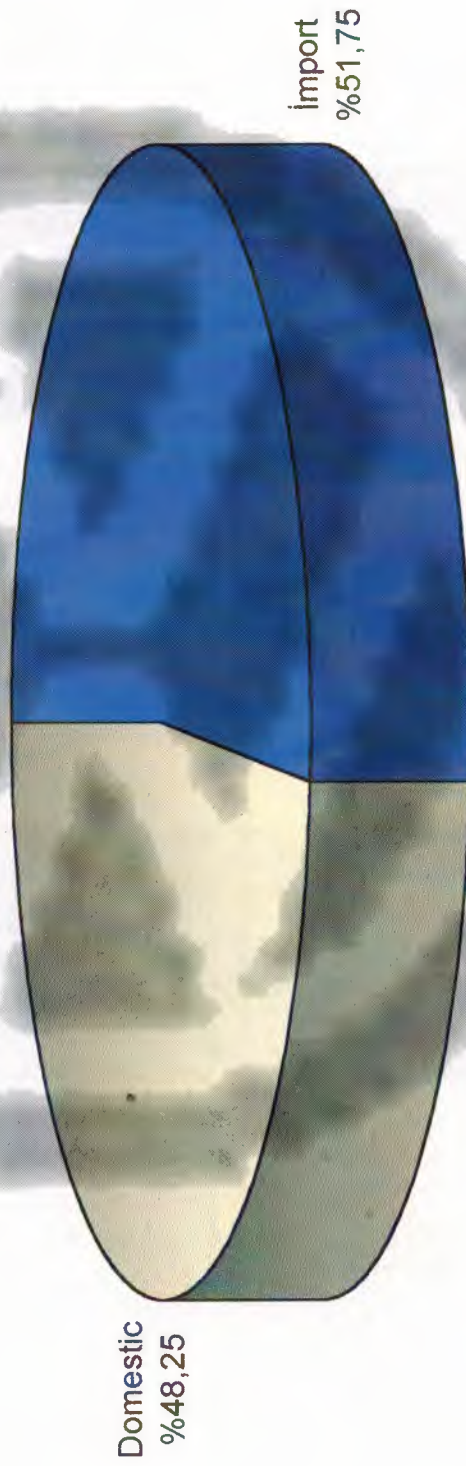
Passenger Car Market Sales Comparison January-April 1999-2000

IV-II



#### IV-III

January-April Import-Domestic Passenger Car Sales Number 2000







# Import-Domestic Sales Comparison/ Jan-Apr 99-00

IV-IV

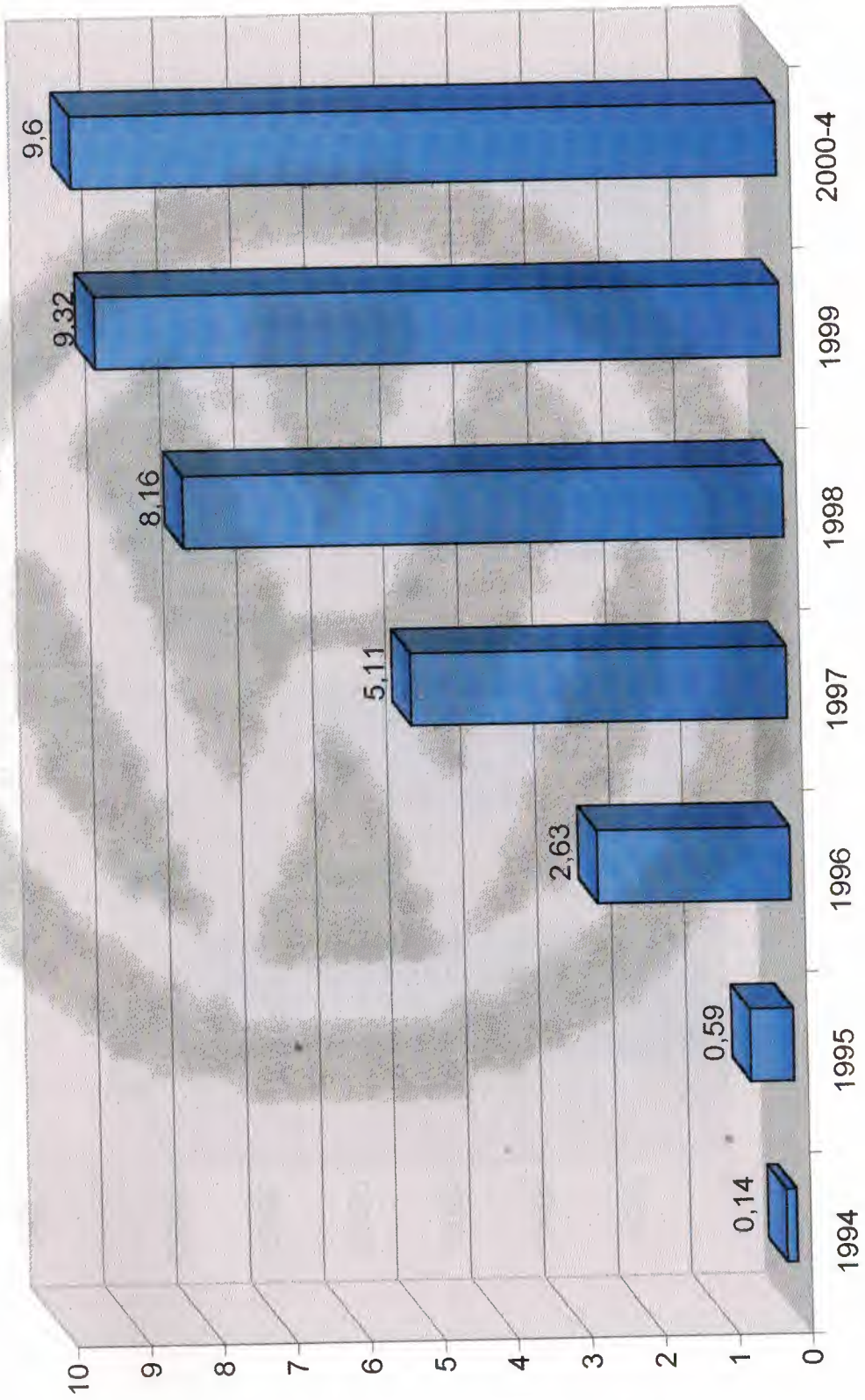


## V

Top Ten 1999 - 2000						
Passenger Car 1999		Passenger Car 2000 - 4				
1- Renault	72.189	25,12%	1- Renault	25.750	23,93%	
2- Fiat	59.026	20,54%	2- Fiat	19.613	18,23%	
3- VW	26.786	9,32%	3- Opel ▲	13.285	12,35%	
4- Opel	24.585	8,56%	4- Renault▲	10.330	9,60%	
5- Ford	16.103	5,60%	5- VW ▲	6.849	6,37%	
6- Hyundai	16.053	5,59%	6- Hyundai▲	6.289	5,85%	
7- Toyota	12.917	4,49%	7- Ford ▲	4.220	3,92%	
8- Honda	9.477	3,30%	8- Peugeot▲	4.138	3,85%	
9- Peugeot	8.575	2,98%	9- Honda	2.599	2,42%	
10- Lada	6.919	2,41%	10- Toyota	2.150	2,00%	
TOTAL TEN	252.630	87,91%	TOTAL TEN	95.223	88,52%	
GRAND TOTAL		287.384	GRAND TOTAL		107.588	

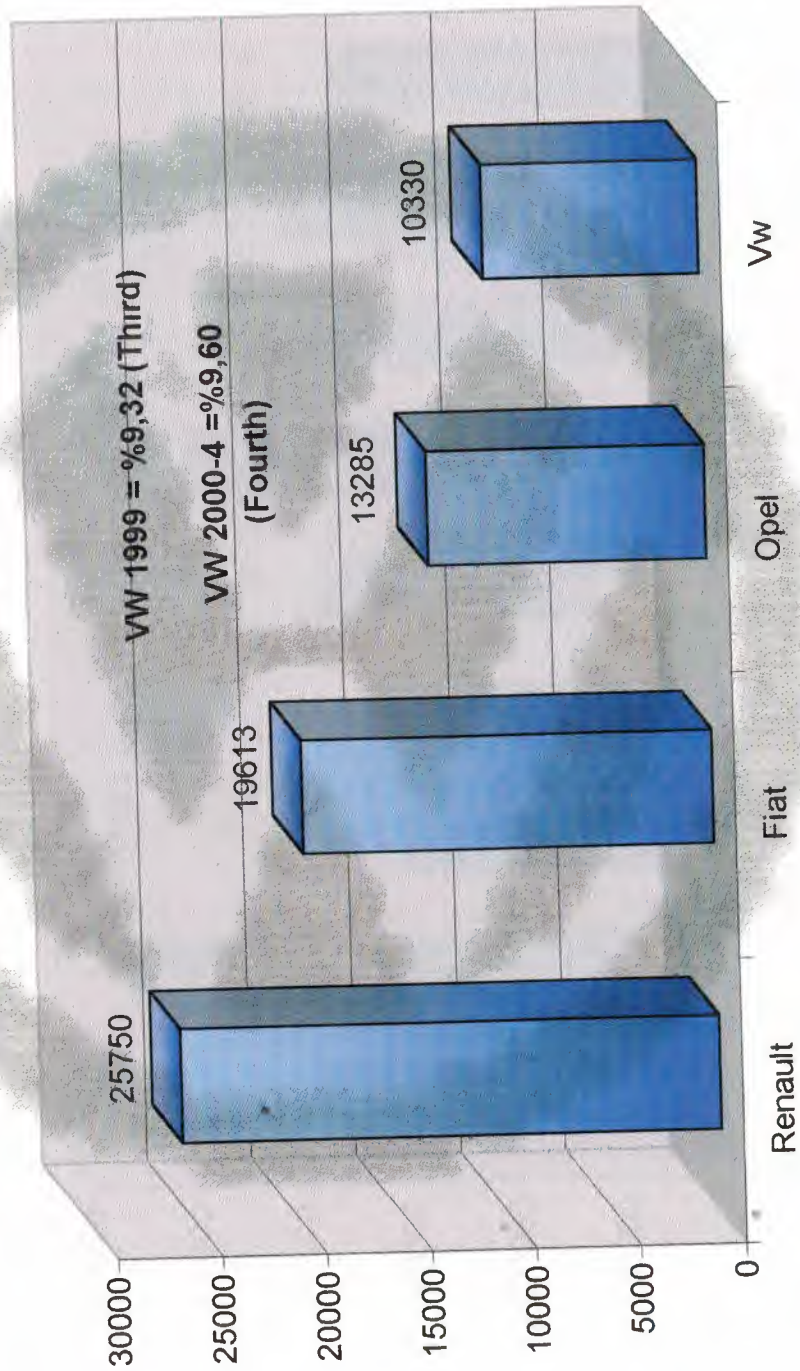


Volkswagen Total Passenger Car Market Share Trend (1994-2000)



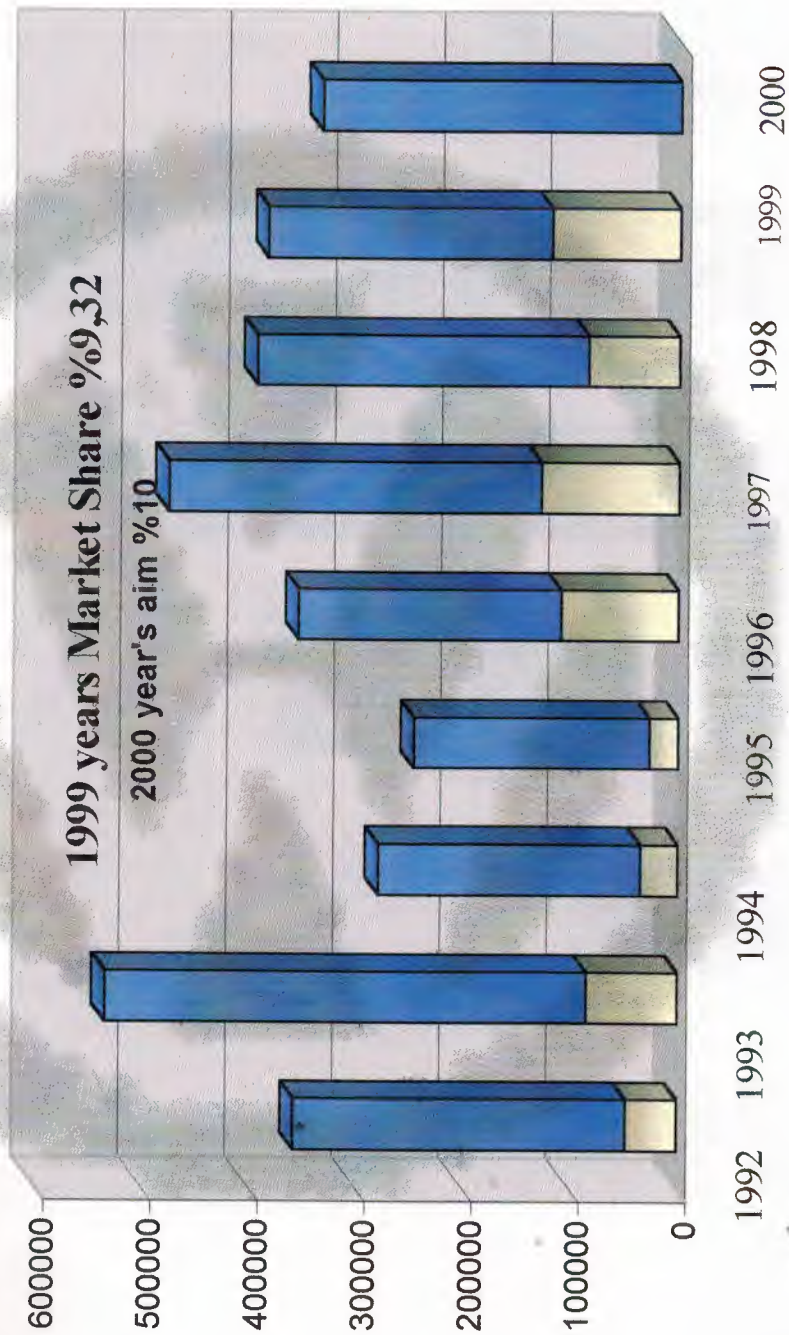


# VIII Total Passenger Car Market 2000-4





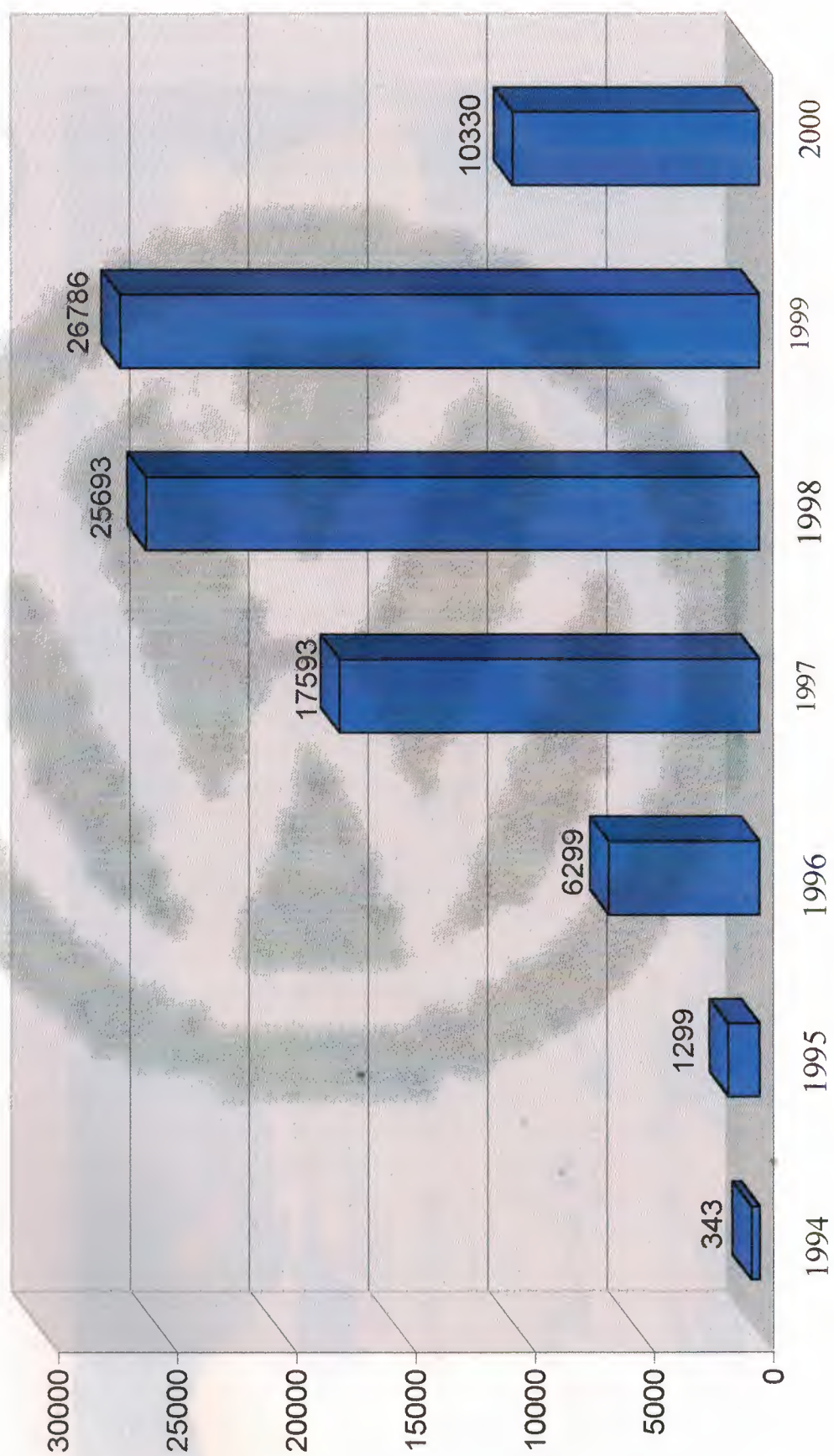
# Passenger Car Sales and Target of Volkswagen





# Volkswagen sales Trend

VHJ







Concept servis faaliyette :6

İnşaatı süren : 8

Planlanan: 9



# VIII - Automotive Industry Employment

Firms	1992	1993	1994	1995	1996	1997	1998
OPEL							
Worker	168	209	193	191	204	208	189
Employee	34	30	37	26	48	64	51
Administrator	19	18	12	15	20	20	16
Engineer	6	13	10	12	4	9	26
Ad. Eng	13	9	11	15	6	4	4
Total	240	279	263	259	282	305	286
OYAK RENAULT							
Worker	4190	4484	2974	2846	2611	2617	3114
Employee	535	555	487	463	470	642	517
Administrator	35	32	42	50	52	104	38
Ad. Eng.	35	50	63	65	68	69	169
Total	4932	5281	3724	3582	3366	3908	
Grand Total							
Worker	22384	24599	16917	18760	20188	23187	22879
Employee	2901	2859	2660	2772	3364	4025	4019
Engineer	750	876	971	1061	978	1358	1402
Ad. Eng	414	459	546	504	527	598	739
Total	26967	29433	21591	23748	25720	30062	29651



## IX- I PERSONAL CAR PRICE LIST

Model	Accessory	Net Price	KDV	KDV DF	Addition TAV	SV Total	Numberplate EKF	AT Price
Polo 1.4 75 hp	Trendline	4.787.458.029	1.196.864.507	5.984.322.536	574.494.964	724.182.500	147.000.000	7.430.000.000
Polo 1.4 75 hp	Comfortline	5.626.874.088	1.406.718.522	7.033.592.609	675.224.891	724.182.500	147.000.000	8.580.000.000
Polo 1.4 75 hp Aut.	Comfortline	6.145.122.263	1.536.280.566	7.681.402.828	737.414.672	724.182.500	147.000.000	9.290.000.000
Polo 1.4 100 hp 2K	Highline	6.604.976.277	1.651.244.069	8.256.220.347	792.597.153	724.182.500	147.000.000	9.920.000.000
Polo 1.4 100 hp 4K	Highline	6.736.363.139	1.684.090.785	8.420.453.923	808.363.577	724.182.500	147.000.000	10.100.000.000
Polo Classic 75 hp	Trendline	5.042.932.482	1.260.733.120	6.303.665.602	605.151.898	724.182.500	147.000.000	7.780.000.000
Polo Classic 100 hp	Comfortline	6.013.735.401	1.503.433.850	7.517.169.252	721.648.248	724.182.500	147.000.000	9.110.000.000
Polo Classic 100 hp Aut.	Comfortline	6.502.786.496	1.625.696.624	8.128.483.120	780.334.380	724.182.500	147.000.000	9.780.000.000
Polo Classic 100 hp	Highline	6.714.465.328	1.678.616.332	8.393.081.661	805.735.839	724.182.500	147.000.000	10.070.000.000
Polo Classic 100 hp Aut.	Highline	7.181.618.613	1.795.404.653	8.977.023.266	861.794.234	724.182.500	147.000.000	10.710.000.000
Polo Classic 1.9 TDI 90 hp	Trendline	6.529.179.196	1.632.294.799	8.161.473.995	1.175.252.255	1.086.273.750	147.000.000	10.570.000.000
Golf 100 hp	Trendline	6.977.239.051	1.744.309.763	8.721.548.814	837.268.686	724.182.500	147.000.000	10.430.000.000
Golf 100 hp	Comfortline	7.838.552.920	1.959.638.230	9.798.191.150	940.626.350	724.182.500	147.000.000	11.610.000.000
Golf 100 hp Aut	Comfortline	8.400.596.715	2.100.149.179	10.500.745.894	1.008.071.606	724.182.500	147.000.000	12.380.000.000
Golf 1.9 TDI 90 hp	Comfortline	8.595.188.811	2.148.797.203	10.743.986.014	1.547.133.986	2.041.880.000	147.000.000	14.480.000.000

Bora Variant 1,6 100 hp	Comfortline	8.264.277.372	2.066.069.343	10.330.346.715	991.713.285	1.020.940.000	147.000.000	12.490.000.000
Passat 1.8 , 125 hp	Trendline	8.224.559.441	2.056.139.860	10.280.699.301	1.480.420.699	2.041.880.000	147.000.000	13.950.000.000
Passat 1.8 , 125 hp, Aut	Trendline	8.832.951.049	2.208.237.762	11.041.188.811	1.589.931.189	2.041.880.000	147.000.000	14.820.000.000
Passat 1.8 Turbo, 150 hp	Comfortline	9,651.132.867 error 'ASP 0113'  Script timed out  /binek_fiyatlar.asp  The maximum amount of time for a script to execute was exceeded. You can change this limit by specifying a new value for the property Server.ScriptTimeout or by changing the value in the IIS administration tools.						



**X**

DOĞUŞ OTOMOTİV  
SANAYİ VE TİCARET A.Ş.  
[31/12/99-31/12/98-31/12/1997]

AYRINTILI  
GELİR TABLOSU DİP NOTLARI

*Volkswagen araç satışları*

1999 yılı      1998 yılı      1997 yılı  
198.322.962    118.316.776    50.747.962

Ana Satış Grubu	Ölçü Birimi	31 ARALIK 1999 Satış Miktarı	31 ARALIK 1998 Satış Miktarı	31 ARALIK 1997 Satış Miktarı	1999 Yılı Değişim Oranı %	1998 Yılı Değişim Oranı %
<i>Volkswagen</i>	<i>Adet</i>	36.497	35.877	25.420	2	41

	ALİŞ	SATIŞ
DEM	282.977	284.342
USD	564.291	567.012
PARİTE		1.9941
EURO	553.456	556.125
EURODMPAR		1.95583

KASA 2.128.491.929

KASA (TL) 378.178.069

KASA (DEM) 4.610 DEM 1.304.523.970

KASA (USD) 790 USD 445.789.890

BANKALAR 4.270.593.739.533

BANKA ADI	TL BAKİYE	DM BAKİYE	USD BAKİYE	
AKBANK	0	0.00	0.00	-
ALTERNATİF BANK	1.197.503.854	0.00	0.00	1.197.503.854
DEMİRBANK	136.960.471	0.00	0.00	136.960.471
DENİZBANK	470.000.000	0.00	0.00	470.000.000
DIŞBANK	800.398.125	0.00	0.00	800.398.125
FİNANSBANK	0	0.00	0.00	-
GARANTİ BANKASI	18.791.563.060	14.972.875,00	0.00	4.225.770.811.935
INDOSUEZ EURO	0	0.00	0.00	-
KÖRFEZBANK	1.000.000.000	0.00	0.00	1.000.000.000
OSMANLI BANKASI	7.369.979.187	0.00	0.00	7.369.979.187
TEKSTİL BANK	1.336.620.940	0.00	0.00	1.336.620.940
TEB	663.972.603	0.00	0.00	663.972.603
TOPRAKBANK	371.938.649	0.00	0.00	371.938.649
VAKIFBANK	0	0.00	0.00	-
YAPI KREDİ BANKASI	1.034.908.781	0.00	0.00	1.034.908.781
ZİRAAT BANKASI	440.644.988	0.00	0.00	440.644.988

TOPLAM	33.614.490.658	14.972.875.00	0.00
TL MEVCUT	33.614.490.658	4.236.979.245.875	0

REPO / MEVDUAT DÖNÜŞÜ Ziraat 8.340 mia

8.351.405.007.123

AÇILIŞ BAKİYESİ

12.624.127.238.585

NAKİT GİRİŞLER

361.579.000.000

BAYİİ HAHALELERİ		361.579.000.000
ÇEK/SENET TAHSİLATI		0
DÖVİZ HESABINA YATAN		0
DÖVİZ SATIŞ		0
AVANS İADELERİ		0
GRUP ŞİRKETLERİ HAHALELERİ		
DİĞER GİRİŞLER		0

NAKİT ÇIKIŞLAR

-4.280.979.248.875

			0
--	--	--	---



BLOKE ÇEK ÇIKIŞLARI				
GRUP ŞİRKET ÖDEMELERİ		DOĞUŞ OTO SAN.		-39.000.000.000
HOLDİNG ÖDEMESİ				0
SATICILARA ÖDEMELER				-5.000.000.000
MAAŞ/AVANS ÖDEMELERİ				
İTHALAT TRANSFERLERİ		14.972.875,00 DM		-4.236.979.248.275
DÖVİZ ALIŞI				0
VERGİ ÖDEMELERİ				0
SSK/T.TEŞFİK ÖDEMELERİ				0
KREDİ GERİ ÖDEMESİ				0
HARİCİ GARANTİ COM.ÖDEMESİ				0
DİĞER ÇIKIŞLAR				0

DİP TOPLAM=

8.704.726.989.710

BAGLANACAK REPO/MEVDUAT MEBLAĞI

8.700.000.000.000

KREDİ İHTİYACI

KALAN DEM KARŞILIĞI TL

1.304.523.970

KALAN USD KARŞILIĞI TL

445.789.890

KALAN TL

2.976.675.850

NAKDİ-GAYRİ NAKDİ KREDİLER

HARİCİ GARANTİLER(DEM)	32.700.000		9.253.347.900.000
TL TEMİNAT MEKTUPLARI			0
NAKİT KREDİLER(USD)			0
NAKİT KREDİLER(DEM)			0
TOPLAM KREDİ TUTARI			0
BAYİ TEMİNAT MEKTUPLARI			9.730.229.850.000



FİNANSAL DURUM RAPORU

16.02.2000-06-17 REEL

KASA

KASA (TL) 4.610 DEM  
KASA (DEM) 790 USD  
KASA (USD)

2.383.067.509

378.178.069  
1.303.362.250  
445.529.190

118.597.866.949

BANKALAR

BANKA ADI	TL BAKİYE	DM BAKİYE	USD BAKİYE	
AKBANK	0	0.00	0.00	-
ALTERNATİF BANK	1.197.503.854	0.00	0.00	1.197.503.854
DEMİRBANK	136.960.471	0.00	0.00	136.960.471
DENİZBANK	470.000.000	0.00	0.00	470.000.000
DIŞBANK	800.398.125	0.00	0.00	800.398.125
FİNANSBANK	0	0.00	0.00	-
GARANTİ BANKASI	104.877.503.316	0.00	0.00	104.877.503.316
INDOSUEZ EURO	0	0.00	0.00	-
KÖRFEZBANK	1.000.000.000	0.00	0.00	1.000.000.000
OSMANLI BANKASI	6.045.938.071	0.00	0.00	6.045.938.071
TEKSTİLBANK	1.336.620.940	0.00	0.00	1.336.620.940
TEB	663.972.603	0.00	0.00	663.972.603
TOPRAKBANK	371.938.649	0.00	0.00	371.938.649
VAKIFBANK	0	0.00	0.00	-
YAPI KREDİ BANKASI	1.034.908.781	0.00	0.00	1.034.908.781
ZİRAAT BANKASI	662.122.139	0.00	0.00	662.122.139

TOPLAM= 118.597.866.949 0.00 0.00 118.597.866.949

TL MEVCUT= 118.597.866.949 0 0 118.597.866.949

REPO/MEVDUAT DÖNÜŞÜ

11.637.305.103.747

AÇILIŞ BAKİYESİ

11.758.286.038.205

NAKİT GİRİŞLER

5.089.646.687.155

BAYİİ HAHALELERİ				737.114.897.247
ÇEK/SENET TAHSİLATI				0
DÖVİZ HESABINA YATAN				0
DÖVİZ SATIŞ				4.221.776.989.430
AVANS İADELERİ				0
GRUP ŞİRKETLERİ HAHALELERİ				129.000.000.000
DİĞER GİRİŞLER				1.754.800.478

NAKİT ÇIKIŞLAR

-4.235.210.493.898



BLOKE ÇEK ÇIKIŞLARI			0
GRUP ŞİRKET ÖDEMELERİ	DOĞUŞ OTO SAN.		-8.000.000.000
HOLDİNG ÖDEMESİ			0
SATICILARA ÖDEMELER			-5.126.304.468
MAAŞ/AVANS ÖDEMELERİ			0
İTHALAT TRANSFERLERİ	14.972.875,00 DM		-4.221.776.989.430
DÖVİZ ALIŞI			0
VERGİ ÖDEMELERİ			0
SSK/T. TEŞFİK ÖDEMELERİ			0
KREDİ GERİ ÖDEMESİ			0
HARİCİ GARANTİ COM.ÖDEMESİ			0
DİĞER ÇIKIŞLAR			-307.200.000

DİP TOPLAM=

12.612.722.231.462

BAGLANACAK REPO/MEVDUAT MEBLAĞI

8.340.000.000.000

KREDİ İHTİYACI

KALAN DEM KARŞILIĞI TL

14.977.485,00 DM

4.238.283.772.845

KALAN USD KARŞILIĞI TL

790,00 USD

445.789.890

KALAN TL

33.992.668.727

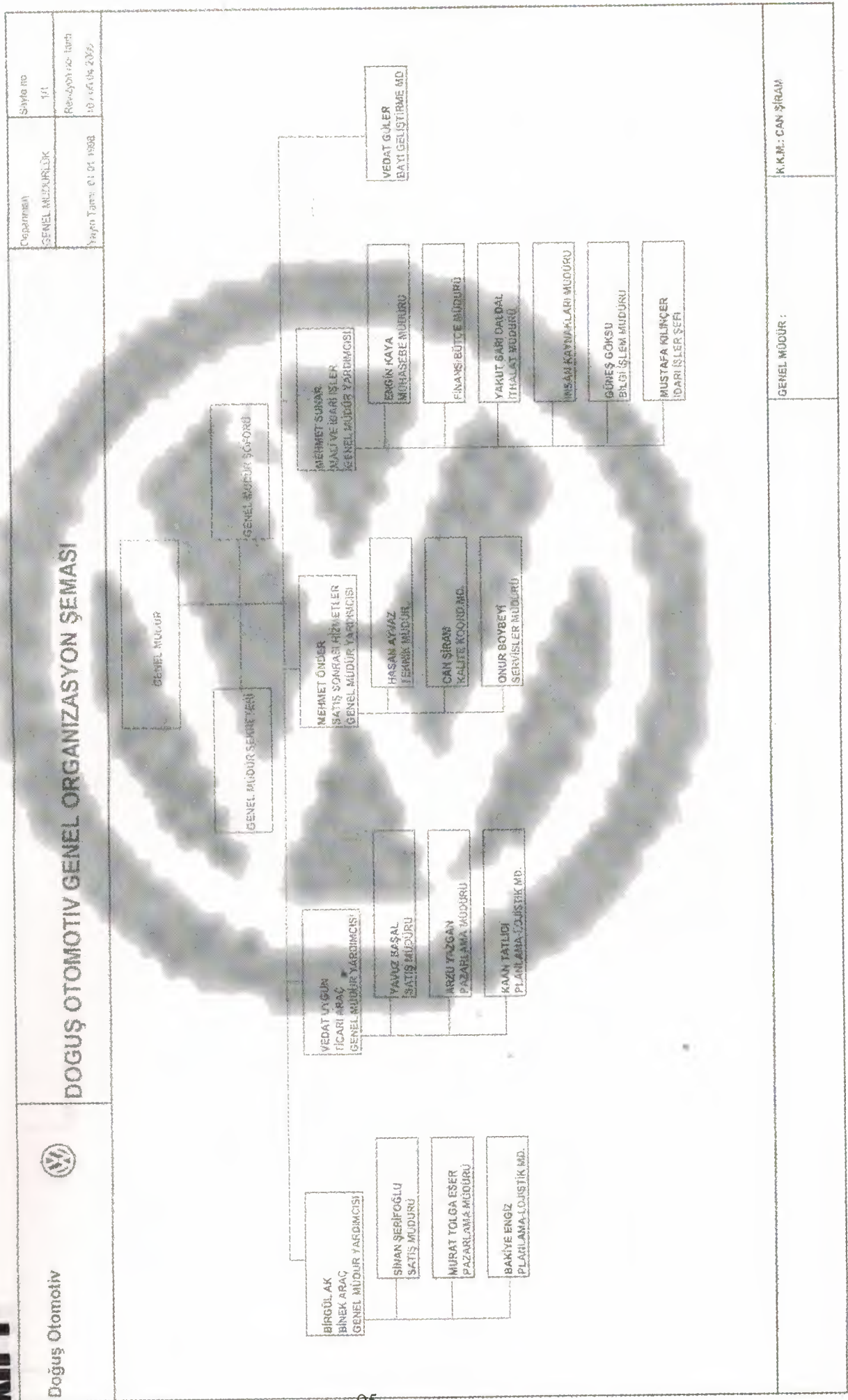
NAKDİ-GAYRİ NAKDİ KREDİLER

HARİCİ GARANTİLER(DEM)	32.700.000		9.253.107.500.000
TL TEMİNAT MEKTUPLARI			0
NAKİT KREDİLER(USD)			0
NAKİT KREDİLER(DEM)			0
TOPLAM KREDİ TUTARI			0
BAYİ TEMİNAT MEKTUPLARI			9.611.029.150.000



	16.02.2000	17.02.2000	18.02.2000	21.02.2000	22.02.2000	23.02.2000	24.02.2000	25.02.2000	28.02.2000	29.02.2000	TOPLAM
Kasa ve bankalar/açılış bakiyesi	12.981	4.272.722	4.726	4.550	4.089	4.230	4.624	4.648	4.673	4.349	84.257
Repo ana para dönüşü	11.623.000	8.340.000	8.700.000	7.234.000	6.384.000	6.563.000	6.113.000	6.113.000	5.883.000	5.858.000	94.398.000
Repo faizi	14.305	11.404	7.151	5.946	5.247	5.394	5.024	5.024	4.835	4.815	105.767
Bayi tahsilatları	737.115	361.579	87.097	78.469	178.893	-	-	-	-	-	2.814.218
Çek/senet tahsilatları	-	-	-	-	-	-	-	-	-	-	-
Döviz hesabına yatan	-	-	-	-	-	-	-	-	-	-	1.060.326
Döviz satış	4.221.777	-	-	-	-	-	-	-	-	-	4.221.777
Avans tadeleri	-	-	-	-	-	-	-	-	-	-	665.000
Grup şirketlerinden tahsilat	129.000	-	-	-	-	-	-	-	-	-	-
Nakit kredi girişi	-	-	-	-	-	-	-	-	-	-	-
Diğer nakit girişleri	1.754	-	-	-	-	-	-	-	130.000	-	132.084
Girişler toplamı	16.726.951	8.712.983	8.794.248	7.318.415	6.568.140	6.568.394	6.118.024	6.118.024	6.017.835	5.862.815	103.397.172
Toplam nakit	16.847.932	12.985.705	8.798.974	7.322.964	6.572.230	6.572.624	6.122.648	6.122.673	6.022.508	5.867.164	103.481.429
İthalat transferleri	-	4.236.979	-	-	-	-	-	-	-	-	5.296.638
Döviz alış	4.221.777	-	-	-	-	-	-	-	-	-	5.282.103
Vergi ödemeleri	-	-	-	-	-	100.000	-	-	-	-	100.003
Bloke çekler	-	-	410.424	744.875	-	-	-	-	-	-	1.155.299
Grup şirketleri ödemeleri	8.000	39.000	1.050.000	185.000	-	350.000	-	135.000	-	-	1.900.000
Holding ödemesi	-	-	-	-	-	-	-	-	-	-	-
Kredi anapara ödemesi	-	-	-	-	-	-	-	-	-	-	-
Kredi faizi/kom.ödemesi	-	-	-	-	-	-	-	-	-	-	-
Repo alışı/mevduat	8.340.000	8.700.000	7.234.000	6.384.000	6.563.000	6.113.000	6.113.000	5.883.000	5.858.000	5.728.000	89.216.000
Satıcılara ödemeler	-	5.000	100.000	5.000	5.000	5.000	5.000	100.000	5.000	5.000	235.000
Ssk ödemesi/t.teşvik ödemesi	-	-	-	-	-	-	-	-	25.159	-	25.159
Maaş ve avans ödemeleri	5.126	-	-	-	-	-	-	-	130.000	130.000	265.126
Harici garanti komisyonları	-	-	-	-	-	-	-	-	-	-	-
Diğer ödemeler	307	-	-	-	-	-	-	-	-	-	1.937
Çıkışlar toplamı	12.575.210	12.980.979	8.794.424	7.318.875	6.568.000	6.568.000	6.118.000	6.118.000	6.018.159	5.863.000	103.477.265
Kapanış bakiyesi	4.272.722	4.726	4.550	4.089	4.230	4.624	4.648	4.673	4.349	4.164	4.164
Toplam kredi tutarı	-	-	-	-	-	-	-	-	-	-	-
Alınacak dem tutarı	14.972.875	-	-	-	-	-	-	-	-	-	-
Toplam dem tutarı	14.972.875	-	-	-	-	-	-	-	-	-	-
Bağlanacak repo tutarı	8.340.000	8.700.000	7.234.000	6.384.000	6.563.000	6.113.000	6.113.000	5.883.000	5.858.000	5.728.000	-

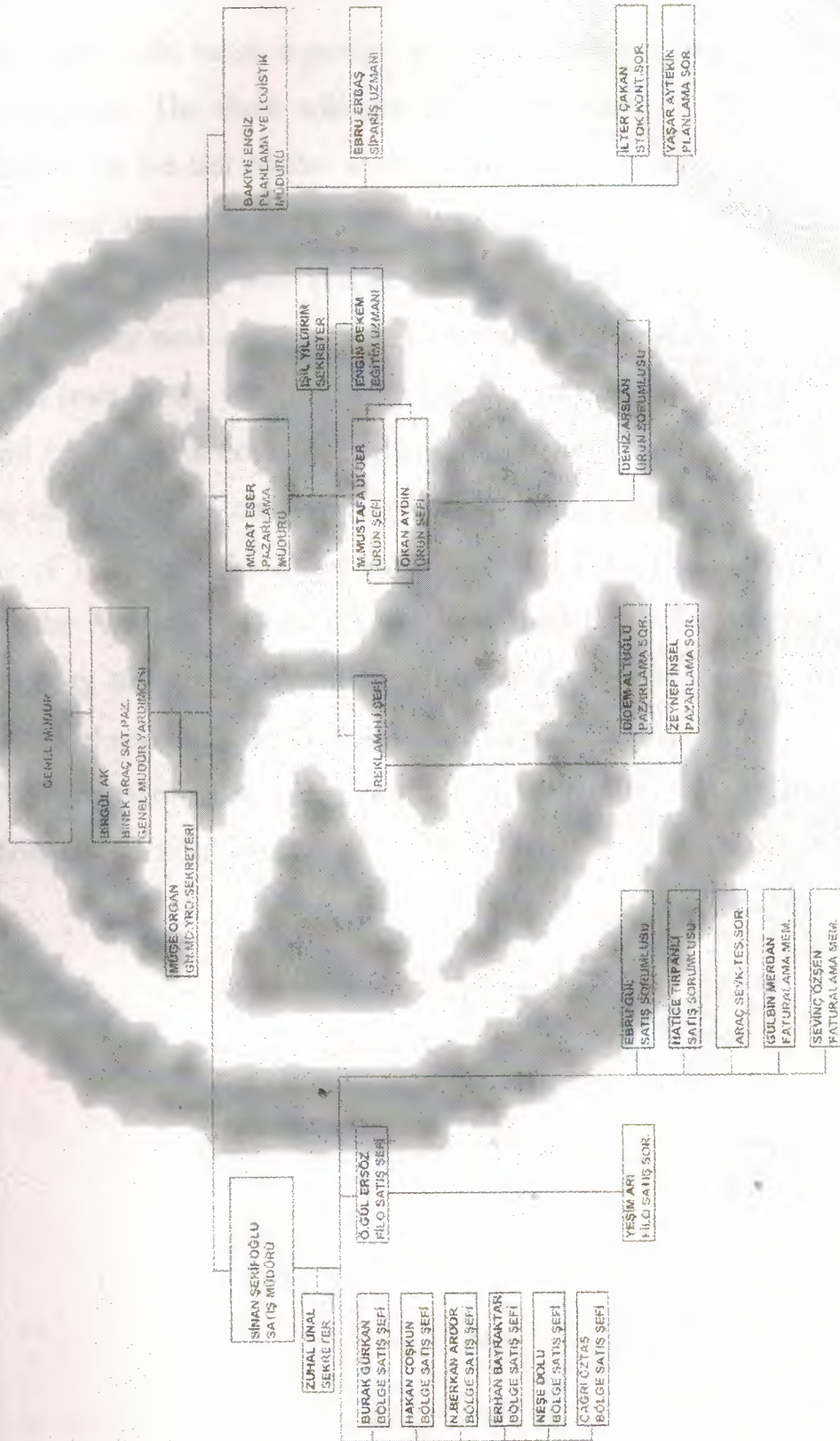






**BİNEK ARAÇ GENEL MUDUR YARDIMCILIGI ORGANIZASYON ŞEMASI**

Departman:	SAYFA NO.
BİNEK ARAÇ SAT. VE PAZ. ÖNİY.	1/17
Yayın Tarihi: 01 01 1998	Rowzyan no. 1998.
	23 / 14 04 2000



K.K.M.: CAN SİRANS

BİNEK ARAÇ CN.MD.YRD.: BİRGÜL AK

GEYEL MÜDÜR:

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Discussion



### **XIII      VIEWS FOR THE AUTO SHOW 99 VW**

The auto show is the most important and ostentatishious show to do which cars in Turkey. The show will see a lot of interest with the new 2000 VW models. In the last of few years, with it's new technology the VW is often talked about, with it's 1998 W12 concept model, CNR is show at the Auto Show. The W12 is a new design, it is considered at the top of new technology next to the VW W12 is the Golf, Bora and Passat will also be the stars of the year four wheel drive, 4 motion version with Golf and Bora 1.8 liter (1.8 cc) motor and the Passat is 2.8 cc, V6 motor will all be on sale. The VW classic Polo will be shown great interest. At the beginning of 1999 the sales of the Bora. Model T.D.I. (1.6) liter will be on sale at the Auto Show with it's two new models. In Turkey, the CNR is top quality and the most sold car. This car is wanted by many, it is the richest model and is at the Auto Show on stand 1520 m2. In the car sector the VW is Germanies giant, with high technology safety and comfort is shown in the best way.

## REFERENCES

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- [www.die.gov.tr](http://www.die.gov.tr)
- [www.vw.com](http://www.vw.com)

### 3) INTERVIEW

- Department of Sale  
Mr. Sinan ŞERİFOĞLU (Sale Manager)
- Marketing and Product Department  
Mr. Okan AYDIN (Chief of Marketing)
- Advertisement Department  
Ms. Didem ALTUĞLU (Chief of Advertisement)
- Accountancy Department  
Mr. Kayhan KUZİY (Chief of Accountancy)
- Finance and Financial Works Department  
Ms. Özlem VAROL (Finans and Financial Works Manager)
- Vendor Develop and Work Management  
Mr. Vedat GÜLER (Vendor Develop and Work Management Director)