

# **BMW AG - Strategy Brief - Q1 2014 - Strategic Initiatives, Developments, SWOT, Trends & Outlook**

<https://marketpublishers.com/r/B5E695B53FBEN.html>

Date: April 2014

Pages: 20

Price: US\$ 150.00 (Single User License)

ID: B5E695B53FBEN

## **Abstracts**

### **1. Overview & Rationale:**

The report provides comprehensive analysis as well as holistic assessment of the Strategic Initiatives, Strategic Measures, Business & Strategic Developments and Strategic Activities as well as Moves for BMW AG for Q1 2014 and provides an analysis of how they integrate with & fit into the medium term strategic picture & overall business strategy against the backdrop of an evolving industry landscape & recovering global macroeconomic indicators with the industry focusing on Driving further Growth propelled by New Platform Introductions featuring Cutting Edge Technologies & Innovations across traditional markets besides the OEMs focusing on strengthening presence across emerging markets.

### **2. Backdrop:** Global Automotive Industry Making Steady Strides on Recovery Path Driven by strong, long-term Industry Fundamentals.

The global automotive industry landscape has undergone a major transformation since the global economic crisis of 2008 with the complete transformation of Detroit 3 that has led to resurgence of GM & a combined Fiat-Chrysler entity, stronger focus on compact & more fuel efficient vehicles, surge of interest in as well as expanding capabilities of pure electric vehicles (EVs) & plug-in hybrids and the strengthening of focus on & investments in emerging markets by almost all key global OEMs.

The automotive industry in the U.S. continues to make rapid strides on recovery path with the industry registering a 7.6% growth in 2013 over 2012 with vehicle sales level touching the 15.6 million mark after registering 13.5% growth in 2012 and reaching the 14.5 million vehicle mark in 2012 which although is still below the pre-crisis average

annual sales level of 17 million vehicles. The ongoing recovery in the U.S. automotive sales is being driven by the ongoing economic recovery, strong replacement demand fuelled by new product introductions incorporating cutting edge technologies and prevailing favourable interest rate environment. CUVs & Pickups formed a significant proportion of sales thereby boosting the overall prospects, market shares & profitability for the Detroit 3. Further, projections for the year 2014 indicate towards a healthy sales level pegged at 16-16.5 million units level driven by continued, steady pace of economic recovery.

The European industry, on the other hand, witnessed its worst ever year in 2013 with demand contracting by 1.3% in 2013 with vehicle sales touching the 11.85 million level (as per ACEA), lowest since 1993, led by demand contraction in Germany, France & Italy despite a strong double digit growth in the U.K. in 2013. The European automotive industry had registered a 8.2% decline earlier in 2012 to reach 12.05 million vehicles level.

In terms of OEMs, Ford gained the most by taking its market share to 15.9% for 2013 while Hyundai & Kia lost the most in terms of market shares. In the premium vehicle segment Mercedes-Benz bagged the top spot with sales of 312,534 vehicles in 2013 as against 309,280 by BMW. However, a spate of new product launches by key industry OEMs in 2014, especially, the Ford's much awaited F150 truck line-up, scheduled for introduction in the North American market in late 2014, and the BMW's i3 & i8 EVs are likely to give significant propulsion to the industry over near term.

### **3. Scope of Analysis:** Strategic Initiatives, Developments, Plans, SWOT, Key Industry Trends & Force Field Analysis

The report provides Key Insights into the Key Strategic Initiatives, Developments & Plans being pursued by BMW AG. The report also includes an incisive SWOT framework analysis on the company; which is used extensively for an assessment of the internal as well as external business environment of an organization as part of the strategic planning process. The framework generates a snapshot of the company's inherent strengths & weaknesses as part of the internal environment assessment and outlines potential growth opportunities as well as threats as part of the external environment assessment.

The report concludes by providing comprehensive insights into the key industry trends, issues, challenges, risk factors besides identifying key driving & restraining forces & assessing their potential degree of impact through a force field analysis followed by

industry outlook for 2014.

#### **4. Relevance & Usefulness:** Strategic Business Analysis, Planning & Decision-Making Process

The report provides insights & inputs to be incorporated into the broader strategic planning & decision making processes and will be essential from a competitive analysis standpoint as well.

#### **The report will be useful for:**

Competitive Assessment as well as Comprehensive Strategic Business Analysis

Assessment of degree of environmental responsiveness as well as strategic orientation

Gaining access to Key Inputs for Strategic Planning & Decision-Making Process

Identification of opportunities which could be capitalized upon

Identification of potential threats in the business environment

Analysis of and Insights into key Strategies & Plans being pursued by the company

Identifying & highlighting areas for Strategic Changes, Adjustments & Realignment

Gaining a Strategic Perspective on the Business & Strategic Outlook for 2014

Access to Key Industry Trends, Issues & Challenges, Risk Factors & Industry Outlook for 2014

#### **5. For Whom:** Key Decision-Makers across Industry Value Chain

The report would be essential for those having strategic interest in BMW AG and the Global Automotive Industry & will be especially useful for Key Decision-Makers, Top Management of Companies, OEMs, Suppliers, Distributors, Vendors and other Key

Players in the Industry Value Chain as well as existing & potential Investors, Industry & Company Analysts & those associated with the Industry or the Company.

**6. Report Highlights:** Visual Representation/Orientation with a Slide based Architecture

The report is comprehensive yet concise & compact at the same time; is custom-built for meetings & presentations emanating from visual representation & orientation with a slide based architecture, being built on the Microsoft PowerPoint platform; in addition, to being a ready self-reckoner as well as a quick reference guide driving, enabling & ensuring prompt and informed decision making.

**7. Key Takeaways:** Enhances Scope of Utilization/Application with Visual Representation & Saves Time

This PowerPoint architecture based report provides high readability & ease of navigation and saves significant amount of time by saving the end-user the effort of sifting through voluminous pages of text besides enhancing the scope of retention, immediate utilization & application of analysis with visual representation and incorporation of relevant images to support & supplement the analysis.

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