

Automobile Industry Before and After Volkswagen's Scandal

Emissions scandal proved
that even the German
industry has its own sins

By Sandra Pedro, Editor-in-Chief



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The German auto industry is known for its quality, technology and rigorous procedures. Volkswagen's emissions scandal proved that even the German industry has its own sins. The car giant cheated the pollution emissions tests in the US casting a cloud over whole car industry.

Its advertising campaign uses "It's a German" as its slogan. Volkswagen was proud to be German with all of its semiology. Now even that is under worldwide enquiry by consumers who are suspicious about eco-friendly vehicles with Volkswagen and other car manufacturers.

Their trust in the brand is damaged. Car sales are down, brand asset is undervalued, drivers want compensations and its reputation is ruined. In the end, years of hard work to build a brand and reputation were down the drain in just a few hours.

According to a German newspaper, a survey conducted by German market research firm Puls, showed 41 percent of consumers see the brand as damaged for the long term, while 11 percent say they no longer want to buy a Volkswagen car.

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IIMP® is academic partner with Global Marketing Conference 5

The International Institute of Marketing Professionals (IIMP®) is member of the Advisory Board for the 11th SIMSR Global Marketing Conference that will be held in January 13th to 15th, 2016, in Mumbai, India.



MarketingWorld Review Magazine Premier Issue 6

The Editor-in-Chief of MarketingWorld Review invites practitioners, consultants, and academics to submit pieces worthy of contribution to the theory and practice of marketing for its initial issue. Guest Editor: Dr. Mohan Agarwal.



IIMP® partners ICBM's International Case Conference 8

The International Institute of Marketing Professionals (IIMP®) is global partner at the International Case Conference held by the School of Business Excellence, in India. Winners will be granted with CMIMP® Scholarship.

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Editorial—Automobile Industry - Before and After Volkswagen's Scandal

By Sandra Pedro - MSc Communication Science, Editor-in-Chief



Continues from page 1

Public Relations Nightmare

The Volkswagen scandal is a case study of crisis communication for any Public Relations or Communications Department. I would not want to be in their shoes.

The company recently disclosed additional suspect software in 2016 diesel models, which constitutes a second US regulations violation. German media reveals that dozens of managers played a role in using software to cheat the emissions testing on more than 10 million diesel cars, citing reports by Volkswagen. This recent news only worsens the already awful situation.

What can Volkswagen do to ameliorate the negative impact of the emissions scandal?

The normal protocol on this situation is not enough. Transparency and admitting full responsibility will not be sufficient to bring back the lost reputation and sales loss after this deadly earthquake that struck one of the world's largest producers of diesel engines.

Volkswagen plans to recover from the scandal by increasing its focus on electric and hybrid vehicles. Meanwhile, German car manufacturer are overhauling diesel technology and producing new versions of its high-mileage engines.

Recovery Will Be a Difficult Task

If Volkswagen really plans to recover from this reputational and financial disaster it has to move forward. I suggest five (5) measures:

1. Those who are found responsible for the present situation should face criminal prosecution;
2. Compensate drivers who feel cheated by the company. Those compensations can include the return of their vehicles and the ability to select more efficient models (at least give them special incentives to buy new models);
3. Car sellers who represent Volkswagen brands are also victims of this situation. They should also be compensated and protected in a certain way to diminish their financial loss;
4. Volkswagen should create an Environment Fund to compensate the extra emission of polluted gases. It should be used for innovation and research on



new sustainable transportation;

5. The company should create a Consumer Ombudsman. It should be someone highly qualified to manage complex cases, working in close collaboration with the Communications Department to make sure that the correct message reaches correct target.

One thing is for sure, it will be hard to rise from this scandal. This is one of those situations that will be registered for prosperity. This is one of those stories that Hollywood loves and I would not be surprised with the production of a movie next year. Volkswagen will not be the same after this and neither will the car industry.

Europe's largest car manufacturer has admitted cheating in its diesel emissions tests in the United States and then in Europe, where Volkswagen sells about 40 percent of its vehicles. It is one of the world's largest producers of diesel engines, which account for about half the maker's sales in Europe and a quarter of its volume in the U.S.

The car manufacturer will now have to retrofit up to 11 million diesel vehicles that contain software capable of cheating emission tests. The costs are massive with a hit to sales from damage, its reputation ruined, fines from regulators and lawsuits from consumers and investors.

It's a whole economy model that will have to adjust, over-reliant on the car industry, which contributes to the stability of employment and goods and services from other sectors.

L'Industrie Automobile—Avant et Après le Scandale Volkswagen

L'industrie automobile allemande est connue pour sa qualité, sa technologie et ses procédures rigoureuses. Le scandale des émissions Volkswagen a prouvé que même l'industrie allemande peut tomber dans l'erreur. La tricherie du géant de l'automobile dans les tests antipollution aux États-Unis aurait des conséquences sur l'ensemble de l'industrie automobile.

Sa campagne publicitaire utilise «It's a German» comme devise. Volkswagen était fier d'être allemand avec toute sa sémiologie. Maintenant, des enquêtes à travers le monde sont menées à ce propos par des consommateurs devenus méfiants des véhicules respectueux de l'environnement, non seulement Volkswagen, mais aussi des autres constructeurs automobiles.

Leur confiance dans la marque est endommagée. Les ventes de voitures sont en baisse, le capital de la marque est sous-évalué et sa réputation est ruinée. En fin de compte, des années de travail acharné pour construire une marque et sa réputation ont été détruites en quelques heures.

Selon un journal allemand, un sondage mené par Puls, une firme de recherche de marché allemand, a montré que 41 pour cent des consommateurs voient la marque comme étant endommagée au long terme, tandis que 11 pour cent disent qu'ils ne veulent plus acheter une voiture Volkswagen.

Le Cauchemar des Relations Publiques

Le scandale Volkswagen est une étude de cas en communication de crise pour tout département de relations publiques ou de communication. Je ne voudrais point être à leur place.

La société a récemment révélé un logiciel suspect supplémentaire dans les modèles diesel 2016, ce qui constitue une deuxième violation des règlements aux États-Unis. Les médias allemands révèlent que des dizaines de gestionnaires ont joué un rôle dans l'utilisation du logiciel afin de tromper les tests d'émissions sur plus de 10 millions de voitures diesel, citant des rapports de Volkswagen. Ces nouvelles récentes ne font qu'aggraver la situation qui est déjà terrible.

Qu'est-ce que Volkswagen peut faire pour atténuer l'impact négatif du scandale des émissions ?

Dans cette situation, un protocole normal ne suffit pas. La transparence et l'admission de la responsabilité complète ne seront pas suffisantes pour retrouver la réputation perdue et remédier à la baisse des ventes, après ce tremblement de terre meurtrier qui a frappé l'un des plus grands producteurs mondiaux de moteurs diesel.

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The International Institute of Marketing Professionals (IIMP®) is member of the Advisory Board for the 11th SIMSR Global Marketing Conference that will be held in January 13th to 15th, 2016, in Mumbai, India, as academic partner, along with College of Business & Public Administration, California State University, San Bernardino, USA & School of Management,

ment, experimental marketing, destination branding, digital marketing, e-commerce, emerging markets, event management, and much more.

Nisar Butt, President and Chief Executive Officer of IIMP®, stress that: *"IIMP® received the invitation to join the Advisory Board with great sense of commitment and pride. It is the recognition of our work*



the contemporary Marketing challenges with focus on both developed and emerging markets like Asia and Africa. We welcome delegates from all over the world to join as presenters or participants at this conference."

"SIMSR is extremely proud and honoured to have IIMP as its knowledge partner for our 11th SIMSR Global Marketing Conference (SGMC). We look forward for continued association"

The 11th SIMSR Global Marketing Conference take places on January 2016, at the Somaiya Institute of Management Studies & Research, in Vidyavihar, Mumbai, India. For more information visit <http://www.somaiya.edu> or e-mail info.simsr@somaiya.edu.

About K J Somaiya Institute of Management Studies & Research:

(An ISO 9001:2008 Certified Institute) KJSIMSR offers education in a variety of disciplines. The 60 acre Vidyavihar campus has students from KG to PG / Ph.D. with an enrollment of around 30,000 students and 1500 faculty on the campus. The Institute conducts several full time and part time Post Graduate Masters Programmes in Management, affiliated to the University of Mumbai and / or approved by the All India Council for Technical Education (AICTE). The Institute also conducts Ph.D. program in the area of Management of the University of Mumbai and SNDT Women's University. For more details please visit the Institute website

<http://simsr.somaiya.edu>.



University of Applied Sciences Upper Austria, are also members of the Advisory Board. Two representatives of the IIMP® in marketing management will support the organisation team reviewing abstracts for the conference.

Experimental marketing Touch Points. Technology, Communication. Customer Interface is the theme for next year's conference. Academics and professionals from marketing and related areas from all over the world will gather for three days to discuss diverse subjects, such as advertising, B2B marketing, brand management, consumer behaviour, corporate social responsibility, corporate communications, customer relationship manage-

in empowering marketing professionals worldwide and our investment in continuous acquisition of knowledge."

Hassan Jaber, Chairperson Conferences and Awards Committee of IIMP®, stated that: *"This international recognition of IIMP® as member of the advisory board for the 11th SIMSR Global Marketing Conference is another success milestone in our academic and professional journey, we look forward to this new achievement."*

Dr. Monica Khanna, Acting Director of SIMSR Global Marketing Conference, said: *"The SIMSR Global Marketing Conference (SGMC) has emerged as a prestigious platform in India for discussion and debate on*

MARKETING WORLD

REVIEW

Call for Papers for Premier Issue of Magazine

Guest Editor: Dr. Mohan Lal Agarwal

Professor & Director Executive Education
International Horizons College

E-mail: mohan.agarwal@ihc-dubai.com



The International Institute of Marketing Professionals (IIMP) publishes the quarterly magazine "MarketingWorld Review" to advance marketing professionals' knowledge of worldwide industry changes, to provide practical solutions of their problems, and to keep them informed about the current informational and technological tools available to achieve marketing efficiency and effectiveness. Marketing professionals find relevant and timely content in every issue to maximize strategic and tactical business performance.

The Editor-in-Chief of MarketingWorld Review invites practitioners, consultants, and academics to submit pieces worthy of contribution to the theory and practice of marketing for its initial issue.

The latest technological developments such as social media, online communities, or social networks have all transformed markets and marketing. In this new era, which demands changing classical practices, customers and companies are both empowered with many capabilities such as easy access to information or ability of multi-way communication. Within this broader networked customer-company relationships, customers are actively engaging with the companies in every aspect and have an influence on marketing decisions at an increased level. However, both scholars and practitioners also address potential risks and challenges that companies face associated with this new era of connected marketing.

The initial issue of the MarketingWorld Review will focus on the latest thinking, principles, and best practices on the field of marketing, that reflects the challenges and opportunities in a digitally-empowered and connected world. We welcome submissions which may be case studies, market analyses, interviews, and research papers employing a range of theoretical and methodological approaches and which provide future research directions and in-depth strategic marketing implications for today's marketers.

All topics reflecting the latest thought in marketing are welcomed but pieces concentrating on the "Next Practices in the Era of Connected Marketing" are specifically encouraged.

The deadline for initial submission to the first issue is November 30, 2015. The review process will feature a maximum of two rounds and final decisions will be made before December 20, 2015 with an anticipated publication date of January 2016. Authors are referred to the MarketingWorld Review Author Guidelines in the preparation of their manuscripts at <http://www.theiimp.org/magazine/> or at <http://www.theiimp.org/PDF/MWR-GUIDELINES.pdf>. Submissions are to be made to magazine@theiimp.org.

Asli Kuscü
Editor-in-Chief
MarketingWorld Review

L'Industrie Automobile—Avant et Après le Scandale Volkswagen

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Volkswagen envisage de se remettre du scandale en augmentant sa focalisation sur les véhicules électriques et hybrides. Pendant ce temps, le constructeur automobile allemand est en train de réviser la technologie diesel et la production de nouvelles versions de ses moteurs à kilométrage élevé.

La reprise sera une tâche difficile

Si Volkswagen planifie vraiment de se remettre de ce désastre financier et améliorer sa réputation, il doit aller de l'avant. Je suggère cinq (5) mesures :

1. Ceux qui sont jugés responsables de la situation actuelle doivent faire face à des poursuites pénales ;
2. Compenser les conducteurs qui se sentent trompés par l'entreprise. Ces compensations peuvent inclure la restitution de leurs véhicules et la capacité de choisir des modèles plus efficaces (au moins leur donner des incitations spéciales pour acheter de nouveaux modèles) ;
3. Les vendeurs de voitures qui représentent les marques Volkswagen sont également victimes de cette situation. Ils devraient également être indemnisés et protégés d'une certaine manière à diminuer leur perte financière ;
4. Volkswagen devrait créer un fonds pour l'environnement afin de compenser l'émission supplémentaire des gaz polluants. Il devrait être utilisé pour l'innovation et la recherche sur les nouveaux moyens de transport durables ;
5. L'entreprise doit créer un ombudsman des consommateurs. Il doit être une personne hautement qualifiée pour gérer les cas complexes, en travaillant en étroite collaboration avec le département de la communication pour faire en sorte que le message correct atteigne la bonne cible.



Une chose est sûre, il sera difficile de se relever après ce scandale. Ceci est une des situations qui seront inscrites pour la prospérité. Ceci est une des histoires que Hollywood aime et je ne serai pas surprise par la production d'un film l'année prochaine. Ni Volkswagen ni même l'industrie automobile ne seraient les mêmes après ce scandale.

Le plus grand fabricant automobile de l'Europe a admis la tricherie dans ses essais d'émissions de diesel aux États-Unis, puis en Europe, où Volkswagen vend environ 40 pour cent de ses véhicules. C'est l'un des plus grands producteurs mondiaux de moteurs diesel, qui représentent environ la moitié des ventes du fabricant en Europe et un quart de son volume aux États-Unis.

Le constructeur automobile va maintenant devoir réparer jusqu'à 11 millions de véhicules diesel qui contiennent des logiciels capables de trucage dans les essais d'émissions. Les coûts sont énormes avec une baisse des ventes, une réputation ruinée, des amendes et des poursuites de la part des autorités de réglementation des consommateurs

et des investisseurs.

C'est un modèle économique en entier qui devrait s'ajuster. Ce dernier est trop dépendant de l'industrie automobile qui contribue à la stabilité de l'emploi et des biens et services en provenance d'autres secteurs.

Nous ne pouvons pas oublier que l'Allemagne a été vaincue en deux guerres mondiales et en quelques décennies a su transformer son économie en une des plus grandes dans le monde. Avec le temps, elle sera en mesure de surmonter.

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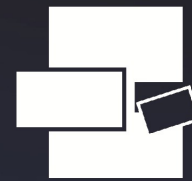
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The International Institute of Marketing Professionals (IIMP®) associates as global partner to the International Case Conference (ICC), held by the Institute of Computers and Business Management – School of Business Excellence (ICBM-SBE), on December 5th 2015, in Hyderabad, India.

This conference gathers professionals and academics from all over the world presenting case studies on business subjects, namely sales and marketing. ICC offers a platform to managers, academicians, case authors and students to showcase emerging practices in business and management and an exchange of ideas.

The three final winners will be awarded cash money and IIMP® will grant scholarships to enter the CMMP® program in order to acquire the CMMP® designation, international certification of marketing management that highlights holders' deep skills, knowledge and ethics within marketing profession.

Nisar Butt, President and Chief Executive Officer of IIMP®, said: *"IIMP® partners with ICC for the second year. The case studies presented at the ICC are great examples on management and problem-solving best practices. Its with positive spirit that I watch young professionals with such great knowledge and skills."*

Hassan Jaber, Chairperson Conference & Awards Committee of IIMP®, said: *"It's with great pleasure that we are bringing today another global strategic partnership with ICC for the 2nd consecutive year. The granted IIMP® scholarship program shall provide the winning candidates with world class marketing standards that lay down the foundations for their future professional marketing careers."*

Dr. Kunal Gaurav, Associate Dean (Strategic Research) and Convener of ICBM's International Case Conference 2015, said: *"The partnership between IIMP® and ICBM – SBE represents the beginning of a new era in international collaborations for creation & dissemination of contemporary knowledge in management domain. I am confident that the case studies presented at International Case Conference will certainly become incredible tools for teaching – learning."*



tion of contemporary knowledge in management domain. I am confident that the case studies presented at International Case Conference will certainly become incredible tools for teaching – learning."

Academics, researchers, freelancers, entrepreneurs, corporate professionals, policymakers, members from regulatory bodies and management students are invited to send their original and unpublished case study on sales and marketing, HR management, finances, IT systems, operations man-



agement and entrepreneurship. All case studies selected for presentation in the conference will be published in an ISBN numbered book and the winning cases will also be published in UDAAN: The International Journal of Management Research (ISSN: 2347-9256).

Electronic copy of original unpublished case study in any area of business and management in line with the conference theme should be submitted until October 25th, 2015 in Word format, to casecompetition@icbm.ac.in or icbmrpc@gmail.com. The case study should be submitted along with an abstract (in around 150 words), detailed teaching note and brief profile of the author.

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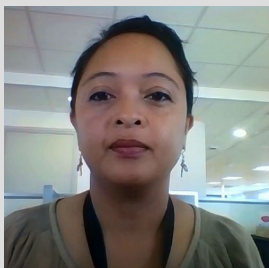
Amjad Shamim, PhD (Marketing) Scholar
Member Review Board, MarketingWorld Review Magazine

Amjad Shamim is currently pursuing PhD in Marketing at Universiti Teknologi PETRONAS, Malaysia. He has worked at various multinational companies and universities for about 7 years before joining UTP. He has published his work in renowned international journals such as Asia Pacific Journal of Marketing and Logistics, International Journal of Applied Management Science, Journal of Entrepreneurship in Emerging Economics, International Journal of Economics and Business Research, International Journal of Marketing Principles & Practices, Advanced Science Letters, Global Business and Management Research: An International Journal, among others. His research interests are in the areas of value co-creation, brand experience, service logic, consumer behavior, experiential marketing and retailing. Beside his full time engagements, he serves on the Editorial Review Board of the Journal of Islamic Marketing, and Journal of Retailing and Consumer Services. He also serves International Institute of Marketing Professional (IIMP® Canada) as Co-Chair, Conferences and Awards, and is on the management board of The Association of International Certified Public Accountants.



Dr. K. S. Meenakshi Sundaram
Member Review Board, MarketingWorld Review Magazine

Ph.D (Management Studies), Ph.D (Agricultural Extension), M.B.A (Marketing Management), M.B.A.(Personnel Management), M.Sc. (Agricultural Extension), B.Sc. (Agriculture), Post graduate Diploma in Journalism and Mass communication, Post graduate Diploma in Training and Development Training & Development, Diploma in Software Technology Software Technology, Post graduate Diploma in Business Management. Working as Director, CAA, Great Lakes Institute of Management, at Chennai, India. A multi-faceted seasoned professional with 37 years of rich & dynamic experience in Teaching, General Management / Personnel Administration/ Training & Development / HRM and Faculties Management across industry verticals. Published, papers in international journals and National journals. Besides presented several papers in the National and International conferences and guiding PhD scholars in Management.



Ellena Raobelina
Country Manager for Madagascar
Global Alliances Committee at IIMP

With a French educational background in Hospitality, computer and Economy which has not really directly related to Marketing, I am rather self-taught in this area. With over than 10 years of professional experiences in various sectors including the hotel industry, textile, telecommunications, IT, events, I show that I am Involved, versatile with an interpersonal skills ... Because of professional trust from many entities, in 2011, I started to be a consultant in sales, marketing and event sectors, and last year I created my own consultancy cabinet which is at the same time a service provider, the interface for talented technicians non-commercial and gives consultancy for different international companies in different sectors generally as Country Manager or Marketing co-ordinator. With my analysis sense, good management and leadership, I hope to give my best as a Country Manager for IIMP and contribute to its development in Madagascar.



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Google has a new logo

By Caroline Berryman

Google has changed since it was first introduced in 1998. On September 1, 2015, Google once again changed its iconic logo maybe as a way to celebrate its 17th birthday!

Google was originally a destination that you visited using a desktop computer. Today, people interact with Google products across many different platforms, apps and devices. Google has introduced a new logo and identity to show the new ways that people visit Google today.

It doesn't only tell you that you're using Google, but it also shows you how Google is working for you. For example, new elements like a colourful Google mic help you identify and interact with Google whether you're talking, tapping or typing. The little blue "g" icon has been replaced with a four-color "G" that matches the logo.

This isn't the first time Google has changed their look and it probably won't be the last, but the new updated logo really shows of all the ways Google works across many different platforms.



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