

## *Acknowledgements*

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## *Abstract*

The view of a brand and brand image can be based on a numerous different factors. It is however largely due to historical associations in consumer's mind and the symbolic value at an emotional level which has been build over the years. Therefore, it is of importance to a company to find the key to the consumer's perception of a brand in order to be successful.

The dissertation examines the difficulties a company is facing when launching a new product in a high-tech industry. The Jaguar Company is operating in the high-tech industry and is interested in entering the market of modern luxury cars targeting a younger audience. The environment consists of increased competition and high demanding customers, creating a complexity of products requiring increased technologies and competences of a company. The Jaguar Company is facing the difficulty of defining positioning and gaining a competitive advantage within the industry.

The relevant theories are based on literature reviews with focus on segmentation, targeting and positioning. The research data is collected by the use of a questionnaire handed out at an event arranged by Jaguar in Malmö. Further, the dissertation was limited by the geographical closeness and the time constraint

The dissertation is analysing the perception of the Jaguar customer and the positioning of the brand, as well as if that perception of the Jaguar brand changes after the introduction of the Jaguar XF. The dissertation is then concluded by a connection between our results and the research questions, as well as a general summary of our findings and implications for managers.

**Key words: product launch, brand image, brand identity, positioning, consumer perception**

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## Table of content

<b>Chapter 1 – Introduction.....</b>	<b>7</b>
1.1. Background .....	7
1.2. History .....	7
1.3. The Jaguar XF .....	9
1.4. Jaguar’s intention with the XF .....	10
1.5. Discussion concerning problem .....	11
1.6. Research questions .....	12
1.7. Purpose .....	12
1.8. Limitations .....	13
1.9. Outline.....	14
<b>2. Methodology .....</b>	<b>15</b>
2.1. Choice of methodology .....	15
2.2. Data collection (secondary, primary).....	16
2.3. Scientific strategy approach .....	16
2.4. Research Philosophy .....	17
2.5. Research Strategy.....	17
2.6. Research Method.....	17
<b>3. Theoretical framework .....</b>	<b>20</b>
3.1. Introduction .....	20
3.2. Market segmentation.....	20
3.3. Target markets.....	22
3.4. Positioning – concepts and strategies.....	23
3.4.1. Positioning Strategies.....	25
3.4.2. Steps for Positioning a Product.....	27
3.5. Marketing process .....	28
3.6. Product launch.....	30
3.6.1. Product design and development .....	31
3.7. Branding .....	32
3.7.1. Value proposition .....	33
3.7.2. Brand identity.....	34
3.7.3. Brand identity versus brand image.....	35
3.7.4. Corporate branding.....	36
3.7.5. Reviving a brand .....	38
3.8. Competition.....	39
3.9. SWOT – analysis .....	40
<b>4. Empirical material .....</b>	<b>42</b>
4.1. Research Design.....	42
4.2. Ethical issues.....	43
4.3. Sample.....	43
4.4. Reliability, Validity and Generalisability .....	44
4.4.1. Reliability .....	44
4.4.2. Validity.....	45
4.4.3. Generalisability .....	45
4.5. The Questionnaire .....	45
4.5.1. Category Questions .....	46
4.5.2. Rating Questions .....	46

4.5.3.	Quantitative and Qualitative Questions .....	46
4.6.	Data collection .....	47
<b>5.</b>	<b>Analysis .....</b>	<b>48</b>
5.1.	Introduction .....	48
5.2.	Analysis of Survey Questions .....	50
	Corporate brand perception .....	51
	First impression .....	52
	Statements .....	53
	Profile driver .....	63
	Want .....	65
	Afford .....	65
	<b>Theme: Want and Afford .....</b>	<b>65</b>
	Main competitors .....	68
	Strength of the main competitor .....	70
	Core owners and intenders .....	72
	Change of car .....	73
	<b>Theme: Most likely to buy the XF .....</b>	<b>73</b>
	Further opinions .....	74
5.3.	Jaguar in relation to the theoretical framework .....	75
5.3.1.	Jaguar's business objective .....	75
5.3.2.	The Consumer .....	76
5.3.3.	The Market – segmentation, targeting and positioning .....	78
5.3.4.	Competition .....	79
5.3.5.	The Marketing Process .....	80
5.3.6.	Branding .....	81
5.4.	Swot analysis .....	82
5.5.	Malmö and pre-clinics .....	84
<b>6.</b>	<b>Conclusions .....</b>	<b>87</b>
6.1.	Answering the research questions .....	87
6.2.	The effect of the event in the eyes of the present consumer .....	91
6.3.	Criticism of the research .....	92
	References .....	93
	Appendix 2 .....	98
	Appendix 3 .....	100
	Appendix 4 .....	102

### List of figures and tables

Figure 1 – Concepts and Strategies .....	24
Figure 2 Position in Relation to Price and Quality .....	26
Figure 3. Marketing process .....	29
Figure 4 Value Proposition .....	34
Figure 5 The identity structure .....	35
Figure 6 Identity and image .....	36

Figure 7 Corporate branding .....	37
Figure 8 Gender.....	63
Figure 9 Income .....	63
Figure 10 Age.....	64
Figure 11 The strengths/benefits of the #1 competitor-BMW to the XF.....	71
Figure 12 The XF Key Message .....	76
Figure 13 Premium D/E segment.....	79
Figure 14 Brand communication strategy.....	82
Table 1 Gender.....	50
Table 2 Gender Distribution.....	51
Table 3 Age Distribution.....	51
Table 4 Perception of the Jaguar brand before the XF launch.....	52
Table 5 Rating statements of the XF from 1-5.....	54
Table 6 Powerful.....	55
Table 7 Beautiful designed.....	55
Table 8 Unique.....	56
Table 9 Innovative .....	56
Table 10 Luxurious .....	57
Table 11 Elegant .....	57
Table 12 Stylish .....	58
Table 13 Sporty.....	58
Table 14 Exciting .....	59
Table 15 Tough .....	59
Table 16 Class-leading.....	60
Table 17 Manly .....	60
Table 18 Female.....	61
Table 19 User friendly .....	61
Table 20 Beautiful interior design.....	62
Table 21 Want versus gender.....	66
Table 22 Afford versus gender.....	67
Table 23 Want versus Afford.....	67
Table 24 The nr. 1 competitor to the XF.....	68

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Table 25 The nr. 2 competitor to the XF.....	69
Table 26 The nr.3 competitor to the XF.....	70
Table 27 Current Car/Cars .....	72

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## ***Chapter 1 – Introduction***

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*The first chapter is presenting the background of the dissertation. It starts with the history of the company and a discussion of the problem. Further, research questions, purpose and limitations are defined as well as the outline of the dissertation.*

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### ***1.1. Background***

The car company Jaguar is launching a brand-new car model, the XF, which is intended to give Jaguar a tougher, younger and more contemporary image. Our objective is to follow Jaguar through a part of the launching process and study how the model is received by the public in Sweden and more specifically in Malmö.

Jaguar Cars in Sweden has featured a strong focus on a special preview of the Jaguar XF this autumn of 2007. It is a road show with customer one-to-one events in Stockholm, Gothenburg and Malmö. The events are intended for highly selected VIP customers to successfully launch the new Jaguar XF. This activity is used by Jaguar Cars as a mean of ensuring customer contact with the vehicle, given that the cars will not start to appear in dealerships until March 2008. The new XF is intended to attract a new, younger audience with a car that is more relevant to them and a step away from previous views of Jaguar.

### ***1.2. History***

Jaguar Cars Limited is a luxury car manufacturer and was originally based on Browns Lane, Coventry, England, but is now operating in Whitley, Coventry. The company was founded in 1922 by two motorcycle enthusiasts, Sir William Lyons and William Walmsley, and the company was at that time called the Swallow Sidecar Company. The name Jaguar first appeared on a 2.5 litre saloon called the SS Jaguar in 1935. The entire company was given the name Jaguar in 1945. The

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company has now been owned by the Ford Motor Company since 1989 and currently forms a part of Ford's Premier Automotive Group with Volvo and Land Rover. The headquarters in Sweden is situated in Angered, Gothenburg together with the Ford Motor Company, Volvo and Land Rover.

Jaguar was recognised in the 1950s for its elegantly-styled sport cars and luxury saloons. The company bought the Daimler car company in 1960 and from that time, Daimler was used as a brand name for Jaguar's most luxurious saloons (Jaguar Cars, 2007).

Jaguar merged with the British Motor Corporation (BMC), the Austin-Morris combine, to form British Motor Holdings (BMH) in 1966. After merging with Leyland and Rover, the resultant company then became British Leyland Motor Corporation (BLMC) in 1968. Financial difficulties and the publication of the Ryder Report led to effective nationalization in 1975 and the company became BL Ltd (Jaguar Cars, 2007).

In 1984, Jaguar was floated off as a separate company on the stock market — one of the Thatcher government's many privatizations. The Ford Motor Company made an offer to purchase the company in September 1989 which was accepted at an Extraordinary General Meeting in January 1990 and Jaguar was removed from the London Stock Exchange listings on 28 February 1990 (Jaguar Web Site, 2007). In 1999 it became part of Ford's new Premier Automotive Group along with Aston Martin, Volvo Cars and, from 2000, Land Rover; Aston Martin was subsequently sold off in 2007. Since Ford purchased Jaguar in 1989 it has yet to earn a profit for the Dearborn-based auto manufacturer (Jaguar Cars, 2007).

Jaguar cars gained a reputation for unreliability during the 1970s and 1980s, but under Ford the reliability and build quality improved dramatically, with the company coming 7th (out of 30) in the J. D. Power Customer Satisfaction Survey (the '242-million mile road test'), and the S-Type coming 9th out of 105 cars in the same survey. In the 2003 *Top Gear* Survey, the XJ8 (X308) model came first. Also, in 2007, another survey by J.D. Power & Associates showed Jaguar to be

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the number one car company in customer satisfaction; scoring the highest ratings ever recorded (Jaguar Cars, 2007).

The company was originally located in Blackpool but moved to Coventry in 1928 when demand for the Austin Swallow became too great for the factory's capacity (Jaguar Enthusiasts). Today, Jaguars are assembled at Castle Bromwich in Birmingham and Halewood in Liverpool. The historic Browns Lane plant closed in 2005, leaving the XJ, XK and S-Type production at Castle Bromwich and the X-Type at Halewood, alongside the new Land Rover Freelander 2, from 2007.

Since Land Rover's 2002 purchase by Ford, it has been closely associated with Jaguar. In many countries they share a common sales and distribution network (including shared dealerships), and some models now share common components, although the only shared production facility is Halewood, for the X-Type and the Freelander 2 (Jaguar Cars, 2007).

On 11 June 2007, Ford announced that it planned to sell Jaguar, along with Land Rover. The buyer was initially expected to be announced by September 2007, possibly a private equity group, but the sale was delayed, and an announcement will not be made until the end of 2007. India's Tata Motors and Mahindra and Mahindra have expressed interest in purchasing Jaguar and Land Rover from the Ford Motor Company (Forbes, 2007) (CNN, 2007).

### ***1.3. The Jaguar XF***

The **Jaguar XF** is a mid-size luxury car / sports sedan that will replace the S-Type in the British carmaker Jaguar Cars lineup. The production version of the XF debuted at the 2007 Frankfurt Motor Show (Top Speed, 2007), with customer deliveries set to commence in March 2008, depending on market.

The XF has been developed at their Whitley design and development HQ in Coventry, UK and will be built in Castle Bromwich, Birmingham, UK.

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The Jaguar XF indicates a new design direction for Jaguar Cars. The C-XF, concept car was revealed at the North American International Auto Show in Detroit, Michigan. Details of the concept were officially unveiled by Jaguar on 3 January 2007 (Jaguar XF, 2007).

The current and previous generations of Jaguar cars were notably "retro" in design, being heavily influenced by styling cues from classic Jaguars from the 1960s. The XF represents a departure from that design strategy. Although the XF has four doors, its shape is very much that of a coupe, following a design trend started by the already successful Mercedes-Benz CLS-Class. Jaguar knows this approach will limit the potential market for the car, but the thinking within Jaguar is that its current woes are down to an overly ambitious, poorly conceived and executed plan to turn Jaguar into a large-volume rival for BMW, Mercedes-Benz and Audi. So now, instead of building the 200,000 cars per year, mooted at the turn of the century it will aim for somewhat less than 100,000, turning Jaguar into an exclusive, low-volume manufacturer of high-quality premium sporting cars. The role of the large-volume rival against the established luxury German brands will be therefore played by Volvo, the most successful and profitable company in Premier Automotive Group, Ford's stable of luxury brands in Europe. The Jaguar XK was the first tentative step in this direction - the XF is the giant leap, as Ian Callum (Jaguar design director) puts it: "*Jaguars should be perceived as cool cars, and cool cars attract interesting, edgy people.*" (Jaguar XF, 2007).

#### ***1.4. Jaguar's intention with the XF***

Jaguar has performed pre- and post-clinics in Italy, the UK and the US to examine people's perceptions of Jaguar and the new XF. These clinics, along with other extensive research conducted, help Jaguar to deliver the responses it set out to achieve. The clinics show that the XF has a major potential of moving Jaguar's brand forward to be perceived as a more dynamic and contemporary brand. Broaden the customer base by appealing to a larger more purchase strong public. The XF was the No.1 choice in comparison to the BMW 5 series, Audi A6 and the Mercedes E-Class. The C-XF, concept car, received standing ovations at the

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Detroit car fair, and was elected the most beautiful car. The concept car has now become reality in the newly launched XF model (Jaguar Cars, 2007).

According to Jaguar Cars, the XF is intended to embody Jaguars philosophy of Beautiful Fast Cars. The product should accelerate the brand's acceptance by luxury customers and address misconceptions about the brand Jaguar and its products (Jaguar Cars, 2007).

### ***1.5. Discussion concerning problem***

What Jaguar has been faced with is that it had been successful at building a brand image and differentiate an offering from those of the competitors but only been attracting a few customers in Sweden. The view of the brand is largely due to historical associations and a brand image based on the symbolic value at an emotional level which has been build over the years. So much of the success is due to the history of the brand. It is of importance to view the associations as the key to stakeholder's perception of a brand. In the case of the Jaguar XF that would be the brand's heritage and product related associations such as the car's new modern design and technique.

This dissertation will look into the difficulties a company is facing when launching a new product in a high-tech industry. The paper aims at presenting the company with an analysis to support the decision making process and offer suggestions based on our findings/analysis. The company is operating in the high-tech industry and is interested in entering the market of modern cars targeting a younger audience. The environment consists of increased competition and high demanding customers, creating a complexity of products requiring increased technologies and competences in the development process.

The company is facing the difficulty of defining positioning and gaining a competitive advantage within the industry. Because of these circumstances, high-tech companies like Jaguar can no longer solely rely on the traditional tools and models such as Porters, resource-based and dynamic capabilities models, of strategic management to analyze the market and find a winning strategy. The

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company has limitations in finding ways to strengthen its position. The company and its customers must be considered simultaneously in an incorporated synergy. The synergy among these elements will be the base for the competitive advantage. An analysis of the consumer, the company and the competition will be conducted in order to identify the main applications for the XF. A well defined analysis can result in a new approach to successfully enter the market of cars. This approach is particularly useful for companies competing in uncertain industries with complex environments and ever changing conditions.

In order reach our goal of understanding how the consumers perceive the Jaguar XF we need to attain a considerable amount of knowledge about the different aspects and theories of marketing. We want to concentrate our studies within this field mainly to the following tools; the segmentation of the market, the target groups in the segment and the positioning strategies of the company.

### ***1.6. Research questions***

Our research questions are divided into three main scopes concerning the perception of the Jaguar customer and the positioning of the brand.

- How has Jaguar worked at positioning the Jaguar XF?
- How does the customer perceive the Jaguar XF?
- How can Jaguar use the extended information about perceptions in their marketing of the Jaguar XF?

### ***1.7. Purpose***

We want to reveal how the target group perceives the Jaguar brand right now and how that perception might have changed after the introduction of the new model. Furthermore, we are analysing the Malmö market to see how Jaguar can improve their marketing to gain market shares.

It is interesting to study the subject of product launching and the difficulty of getting it right. Jaguar has been struggling over the years, currently being a company in crisis. This launch is of crucial importance for the Jaguars survival in Sweden and future success or failure. This decade has brought increased

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competition and complexity of products. A number of technologies and competences are needed in the development process leading high tech companies to develop new strategies for defining the positioning in the launch of a new product. It is essential to understand the importance of branding and brand investment for the attainment of positional advantages. To maintain the brand's heritage if positive, and the brands core value, including having an understanding of how brand perceptions are developed.

### ***1.8. Limitations***

The scope of this dissertation is limited by the time constraint, geographical closeness and financial resources to only include Sweden and more specifically the Malmö area. Concerning the empirical study, we decided to only study the guests invited to the Jaguar XF event in Malmö. These limitations will of course affect the outcome of the results and the results validity. The time constraint reduces our ability to go into real depth of Jaguar. It also makes it impossible for us to follow up the sales and marketing activities made by Jaguar, and how the outcome of these will turn out in the spring of 2008. The geographical closeness narrowed our empirical work into just an investigation of the Malmö market. Our findings were thereby limited and say nothing about the rest of the market in Sweden. The dissertation's geographical limitation is also due to our limited financial resources. Jaguar in Sweden arranged a road-show across Sweden with XF events in Gothenburg, Stockholm and Malmö. Our survey was only performed in Malmö for the reason that we did not have the financial resources to travel and participate at all of the events arranged by Jaguar. When a survey like this is administered, the researchers control over the environment will be somewhat limited. This loss of control means the validity of the results is more reliant on the honesty of the respondent. Consequently, it is more difficult to claim complete objectivity with questionnaire data than with results of a tightly controlled lab test. In general, questionnaires are better suited to gather reliable subjective measures, such as user satisfaction, of the system or interface in question. For that reason we still believe that reliable data can be collected which will make for an interesting and trustworthy analysis.

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### *1.9. Outline*

The dissertation has the following outline:

#### *Chapter 2:*

This chapter describes the methodology. It starts by explaining the data collection. Thereafter, we describe the scientific strategy approach and the research philosophy. Finally, we explain the research method.

#### *Chapter 3:*

This chapter presents the theoretical framework. Theories describing the segmentation, targeting and positioning of the markets are presented followed by theories in product launch, branding and on competition. Finally, theory on SWOT-analysis is presented.

#### *Chapter 4:*

This chapter presents the empirical material. First, the research design is presented which followed by a discussion of the ethical issues. Thereafter, we are defining the concept of sampling. This chapter also contains a discussion on the reliability and validity of this the empirical material. Finally, the structure of the questionnaire is described and argued for.

#### *Chapter 5:*

This chapter presents the analysis of our research. First there will be an analysis of the results collected for each question. Thereafter we are analyzing the questions in different constellations in order to intertwine the answers in interesting ways.

#### *Chapter 6:*

This chapter presents the conclusions that we have come to in this dissertation. Moreover, we share our opinion and discuss possible practical implications.

## 2. Methodology

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*In this chapter we present and discuss the method used for our research. We also explain the collection and use of data: both primary data and secondary data. Finally, we bring up our scientific approach and research strategy.*

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### 2.1. Choice of methodology

As described in the introduction, our aim is to find out how Jaguar XF is perceived by the customers and if the introduction of the Jaguar XF will lead to a change in the consumer's minds about the brand image of Jaguar.

We decided to follow Jaguar in the launching process of the new car model XF. This was an excellent opportunity for us to both theoretically and empirically examine the field of marketing and more specifically product launching. Moreover, to investigate what can be made, strategically to improve the brand's positioning in consumer's mind.

In order to go through with our intended research we have sifted through the literature available within the field. In search of relevant articles within the subject; product launching, product development, brand value, brand image and customer behaviour we have found an abundance of articles to chose from. Moreover, we have chosen to use the literature of Philip Kotler, *Principles of Marketing and Marketing Management*, Philip Kotler is considered a guru within the marketing field. We have also found the book of *Foundations of Marketing* to be interesting to have as a base for our theoretical framework. In addition, we will conduct an empirical research to gather primary data which we will apply the chosen theories on.

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## **2.2. *Data collection (secondary, primary)***

We have collected data by going through secondary data provided by the company. This data consists partly of the pre- and post-clinic studies done in three different markets approximately one year ago. During the pre-clinic studies the concept car C-XF was tested on focus groups in the USA, Italy and the UK.

We have also done a literature review where we found books and articles in the field of marketing and particularly product launching and customer behaviour. The empirical material is going to be collected through a face-to-face survey method. The place for the implementation of the survey is an event arranged by Jaguar where the car will be viewed by customers. Therefore, in addition to the survey we will also be able to observe the reactions the customers might have about the car. The fact that we are able to study reactions and comments during the event makes it a combination of methods where it is possible to obtain insightful interpretations.

## **2.3. *Scientific strategy approach***

There are two approaches used when performing research: the inductive and the deductive approach. The deductive approach is more applicable for our research since our purpose is to examine how the newcomer in the Jaguar family, the Jaguar XF is perceived by the consumers. The deductive approach means testing theory, an approach which starts in the theory and the collection of a sufficient size of quantitative data. It then continues with the development of hypotheses, which should be operationalised and tested. The aim of a deductive approach is to generalise and the researchers should be independent of what is being studied (Saunders, 2003).

We will investigate our research questions by the development of a survey, which will be empirically tested. In addition, an evaluation of the results will be done to find the relationship between the Jaguar XF and people's perception of the brand. Hence, we will use a deductive approach.

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#### **2.4. Research Philosophy**

We had to develop knowledge for this dissertation and decide which philosophy that would fit us the best. There are different ways of thinking of the development of knowledge. A positivistic research philosophy has its origins from natural science and includes law-like generalisations and quantifiable observations with the purpose to facilitate repetition the method are highly structured. The philosophy requires the researcher to be independent and to neither affect nor be affected by the subject of the research. An interpretivistic philosophy is critical to the positivistic philosophy because interpretivistic researchers do not believe that general conclusions can be drawn in an environment that is so multifaceted. Instead it is important to understand the motives, actions and intentions of partakers. A realistic philosophy acknowledges that reality exists but also that there are social forces that affects people's perception. Realism is similar to positivism in some ways as example the view of an external objective nature but in a social context (Saunders, 2003).

This dissertation falls into the category realistic philosophy since we are to investigate how people's perceptions are being affected by large –scale social forces. However, the positivistic philosophy is also close to our approach since it is linked to our deductive approach and the fact that we are objective viewers drawing conclusions from a social reality.

#### **2.5. Research Strategy**

We decided that the best research strategy for our dissertation, in view of our limitations, was the development of a survey. The survey was handed out both at the XF event and used in our face-to-face interviews with the attendant's of the event. The survey was handed out to those guests that we were not able to interview. A survey is normally associated with a deductive approach.

#### **2.6. Research Method**

The empirical material for this dissertation has been collected through a survey at an event held by Jaguar in Malmö. The event was attended by approximately 160 invited guests.

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The respondents were invited by the company and consisted of Jaguar owners and owners of competitor's cars. This was an extraordinary opportunity for us to collect primary data since we could be sure that the invited would be the target customers of Jaguar. Considering that the main purpose of our research is to investigate whether or not the company is successful at positioning the Jaguar XF in the mind of the target customers, it is of great importance that we have the opportunity to ask the target customers how they actually perceive the XF. This dissertation is written parallel to the company's own process of launching the Jaguar XF and at a point when the marketing of the Jaguar XF has not yet begun. This brings us the great opportunity to perform our research when the market is exposed to the new product. The analysis in this research implicates what is reasonable for us to suggest to the company in order for it to have a clear dialogue in its communication with the chosen target group. Below is a clarification of the survey and our thoughts behind the composition of the questions.

In the composition of the questionnaire we faced the challenge of keeping it short and simple enough so that a higher frequency of people would want to participate and at the same time collecting the needed answers. In order to have a small number of questions we needed to be restrictive also in what needs to be answered, to keep the questionnaire short and concise needed carefulness and time.

After a couple of drafts and after our tutor and the company Jaguar had approved the questions we had a questionnaire consisting of two pages. We performed a pilot-test and asked friends and family, approximately ten people to give us some input on how it could be more fluent and easy to get through. The questionnaire took approximately five minutes to go through. The input from the respondents of the pilot-test was overall that they thought a word or two sounded funny and that they would rather have it replaced with another expression. Some of the respondents thought that the questionnaire consisted of too many questions and that we should consider if some of the questions did not give the same or similar answers. The findings were discussed and some changes were made. One question that was said to be provocative was; "Can you afford to buy the Jaguar XF?" This

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was a crucial question to enable us to see how many of the respondents that are actual possible customers. We presented the survey to the marketing manager of Jaguar for approval and to our dissertation tutor. They both understood our dilemma and agreed with our conclusion to keep the question.

The hand-out version of the questionnaire is in Swedish and is to be found in Appendix 1. The English translation of the questionnaire is in Appendix 2. The purpose of the chosen questions and what answers were expected are presented in Appendix 3.

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### **3. Theoretical framework**

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*In this chapter a review of the literature with focus on segmentation and positioning will be presented. The relevant theories define our theoretical framework and lay the foundation for our research and the background for our analysis.*

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#### **3.1. Introduction**

Marketing is everywhere, all around us. Marketing is changing at the same speed as the world is changing. To be updated with the marketplace it is important to put focus on the customer rather than the product that is being 'customer centric'. This means that you have to be updated with all the aspects that are closely related to customer requirements (Soni & Cohen, 2007).

When thinking of marketing the first that comes to mind is advertising. People encounter advertising and they see a company that wants to sell them something. However, marketing has much more to it than the two aspects of advertising and selling. The core of successful marketing is dealing with customer-value and customer-satisfaction. Good marketing is because of this reason difficult to achieve and sustain. To be able to offer the customer's value and satisfaction the company must be strongly customer focused and aim to create and deliver superior value and satisfaction. (Kotler, 1999) The management of delivering value, satisfaction and benefits through offers must go hand in hand with benchmarking with competitors' strategies. A very simplified way of saying it would be that companies produce what customers want.

#### **3.2. Market segmentation**

Market segmentation is an adaptive strategy. It consists of the partition of the market with the purpose of selecting one or more market segments which the organization can target through the development of specific marketing mixes that adapt to particular market needs. But market segmentation need not be a purely

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adaptive strategy: The process of market segmentation can also consist of the selection of those segments for which a firm might be particularly well suited to serve by having competitive advantages relative to competitors in the segment, reducing the cost of adaptation in order to gain a niche. This application of market segmentation serves the purpose of developing competitive scope, which can have a "powerful effect on competitive advantage because it shapes the configuration of the value chain." (Porter, 1985, p. 53).

According to Porter, the fact that segments differs widely in structural attractiveness and their requirements for competitive advantage brings about two crucial strategic questions: the determination of (a) where in an industry to compete and (b) in which segments would focus strategies be sustainable by building barriers between segments (Porter, 1985).

Most often a company addressing the whole market is considered to be truly inefficient. When taking into consideration the simple fact that customers have different patterns and ways of life, one can see that it is hard as a company to put together a set of benefits that fit all existing needs. Therefore, a company must start its path to the customer by dividing the market into different categories or segments.

Segmenting the market is dividing the whole market into smaller markets that are called sub segments which thereafter the company activity is focused on. More specifically, the customers that are going to be focused on are defined in which aspects they have needs, perceptions and buying behaviours that are similar.

When segmenting the market it should be considered where the company acts best in order to be more successful. The geographic segmentation takes this into consideration. For example, a company can as an example choose to narrow the market from being global to Sweden as a country and can choose to concentrate to an even narrower segment like the market of big cities like Stockholm, Gothenburg and Malmö. To further concentrate the market a company can demographically segment the market by defining age-group, gender, occupation,

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education and income. Kotler (1999) mentions five criteria for an effective segmentation:

- *Measurable*: It has to be possible to determine the values of the variables used for segmentation with justifiable efforts. This is important especially for demographic and geographic variables. For an organization with direct sales (without intermediaries), its own customer database could deliver valuable information on buying behavior (frequency, volume, product groups, mode of payment etc).
- *Relevant*: The size and profit potential of a market segment have to be large enough to economically justify separate marketing activities for this segment.
- *Accessible*: The segment has to be accessible and servable for the organization. That means, for instance, that there are target-group specific advertising media, as magazines or websites the target audience likes to use.
- *Distinguishable*: The market segments have to be that diverse that they show different reactions to different marketing mixes.
- *Feasible*: It has to be possible to approach each segment with a particular marketing program and to draw advantages from that.

In conclusion, segmenting the market is dividing the whole market into smaller markets that are called sub segments which thereafter the company activity is focused on. When segmenting the market it should be considered where the company acts best in order to be more successful. To further concentrate the market a company can demographically segment the market by defining age-group, gender, occupation, education and income. Finally, effective segmentation must be measurable, relevant, assessable, distinguishable and feasible.

### 3.3. *Target markets*

Kotler and Keller (2006) point out that the target market is the part of the available market that the company chooses to pursue, within the chosen segment. It is a significant decision to define the target market well in order to produce and

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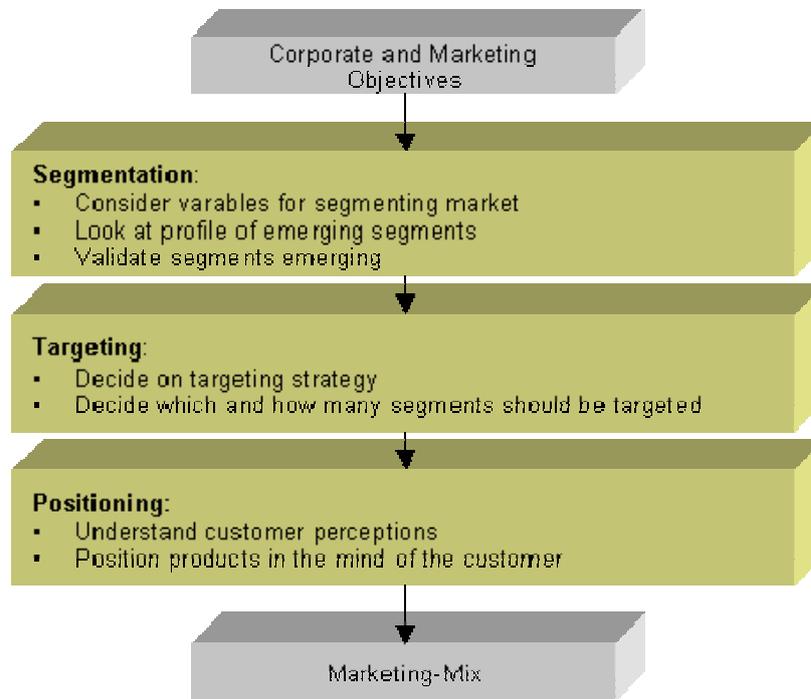
direct the product to customers who are most likely to buy it. Researching the customers and trying to discover their specific needs, qualities and behavioural patterns is what makes the company define its niche market. To niche the market and to make the product offering customized to the target customers' specific needs makes it not likely to attract many competitors (Kotler & Keller, 2006).

Fortin (2007) points out that the target market is defined after examination of geographic, demographic, psychographic and behavioural differences among customers. Demographics are defined by race, culture, gender, age, education level, and income etc. Demographics actually give you the answer to who needs the product of the company. Geographics are the country, location and the establishments that your target group exists in. Psychography is about emotions, personality, lifestyle, behaviour, social class and so on. Variables like hobbies, buying patterns are explained when researching the psychographics. These variables will unfold the answer to who wants the product of the company. Who and why are the two main questions that needs answering in target marketing and these questions are answered by demographics and psychographics (Fortin, 2007).

#### ***3.4. Positioning – concepts and strategies***

After the company has segmented the market and selected its target market it is in the phase of positioning itself within that chosen segment. The positioning is the profile in the consumer's mind that the company wants to have. Furthermore, the position of a product is what the customer believes and not what the company producing the product wants it to believe. The consumers will try the product and position it by comparing the products benefits and advantages compared to competitors products (Kotler, 1999). For example a car like Skoda is normally positioned on economy and a car like Jaguar on luxury.

These three elements; segmentation, targeting and positioning work closely together when determining which way to offer a product or a service, in which markets and to which target group. To better understand how these three elements relate and to each other and are constructed, it is easier describe by the use of an illustration, see Figure 1.



**Figure 1** – Concepts and Strategies (Dibb, Simkin, Pride and Farrell)

Once the organization has decided which customer groups within which market segments to target, it has to determine how to present the product to this target audience. This allows to exactly addressing the needs and expectations of the target groups with a tangible marketing mix that consists of product characteristics, price, promotional activities and places to present the product (Ralf Leszinski and Michael v. Marn in The McKinsey Quarterly, 1997).

In this stage it is important to select the competitive advantages that are unique for the product and that can be built a strong positioning on. Finally, it is important to make the consumers acknowledge the positioning by communicating the chosen position to the market, (Kotler, 1999).

According to Leszinski and Marn, these statements about the relation to other elements of the marketing plan already point to an important element of positioning: customers' perception. Any offer has to have particular

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characteristics that set it apart from competition in the eyes of the customers. Since positioning is based on customers' perceptions, it is only partly within the control of marketers. External developments could change the way customers think about a product. This can be so diverse things like for instance changes in price or characteristics of competing products and substitutes, tests by independent magazines and institutions, new legal requirements, or changes in customers' preferences.

#### *3.4.1. Positioning Strategies*

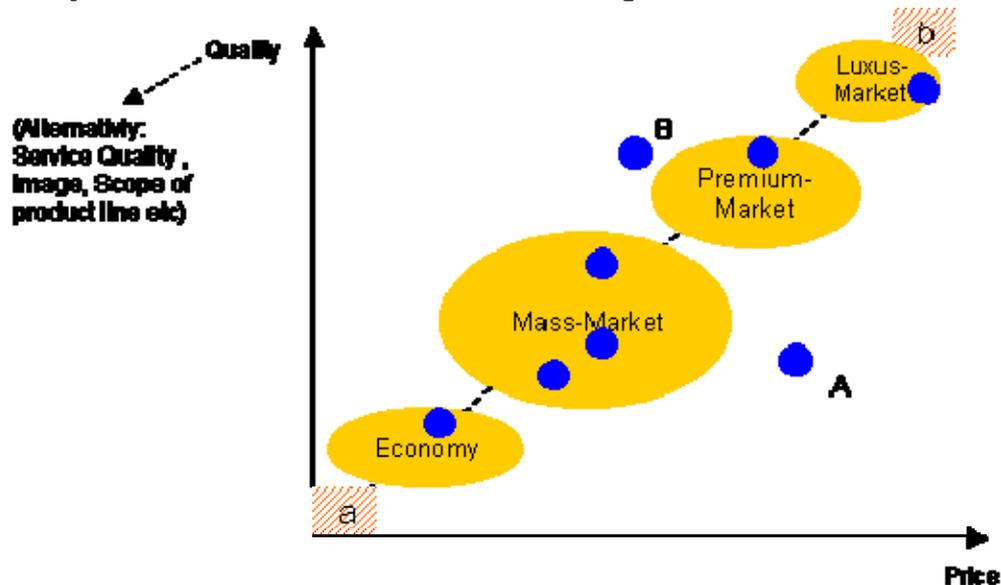
A company can differentiate its physical product. At one extreme, some companies offer highly standardized products that allow little variation. Other companies offer products that can be highly differentiated, such as cars. Here the company faces an abundance of design parameters (Harvard Business Review, See David A. Garvin, 1987). It can offer a variety of standard or optional features not provided by the competitors. Car companies can also differentiate their products on performance, style and design. Many car buyers will pay a premium for Jaguar cars because of their extraordinary look, even though Jaguar sometimes had a poor reliability record (Kotler, 1999).

A firm's competitive advantage and its product's position can be quite different. A competitive advantage is the strength of a company, while a product's position is a prospect's perception of a product (Kotler, 1999). Positions are described by variables and within parameters that are important to the customers. Common examples are price, supporting services, quality, reliability, and value for money. Often, customers position a product in relation to a brand or product that is especially visible to them. This could be the market leader or any other offer with a high media exposure and an above average marketing budget. Therefore, it is advisable to use in-depth market research to determine relevant parameters in order to understand how customers rate different products and marketing variables.

The number of relevant parameters is normally low. Most often, they can be described with a two- or three-dimensional matrix. The tool, see Figure 2, is to

visually depict customers' perceptions of a product and its position is called perceptual mapping (The Manager, 2007).

**Example: Position in Relation to Price and Quality**



**Figure 2** Position in Relation to Price and Quality (Dagmar Recklies, July 2001, The Manager, 2007)

Normally, most suppliers in a market or in a market segment will be positioned along the diagonal. This diagonal is called the Value-Equivalence-Line (VEL), since value and price are balanced there. In this example, product A is positioned unfavourably. It is too expensive for the mass market and its quality is not good enough for the premium segment. In general, there are the following strategies for repositioning; however, their feasibility will depend on the particular situation (The Manager, 2007).

- Change the relation of price and quality for the existing brand; e.g. product re-launch with improved characteristics
- Change the relation of price and quality by introducing a new brand; e.g. introduction of clone under a 'cheap' brand or a retailers own brand
- Alter believes about the brand; e.g. image campaign, creation of a 'hype'

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- Alter believes about competitive brands; e.g. comparing advertisements
  - Alter customers' rankings of important factors; e.g. focus on additional features and characteristics (example: car manufacturers focus on very different product characteristics in their commercials, for instance security, fuel consumption, image, luxury interior, fun)
  - Introduction of new or neglected attributes; e.g. product re-launch with new features that are new for the whole market segment.

When planning such activities it is critical to think about possible reactions of competitors. A shift of a product into a more favourable position in the price-quality-map above the diagonal (e.g. into position B) will normally lead to a shift of market shares in favour of this product. Competitors could react with a reduction of general price level, thus moving the VEL to the left. Product B would lose its superior position.

Moreover, it is advisable to keep in mind that customer and their individual preferences of a price-quality-combination are not distributed equally along the VEL. Neglecting the distribution of customers could lead to the following problems:

- Positioning in a segment with very few potential customers (e.g. positioning in a middle-segment in a market where customers prefer either the budget-product or the premium product).
- Positioning in a too low or too high price-value-combination (segments a and b in the example). This product does not appeal to a large proportion of the market, since customers either expect a higher quality (a) or are not willing to pay that high prices (b).

#### *3.4.2. Steps for Positioning a Product*

Dibb, Simkin, Pride and Farell (2005) recommend the following steps for determining and implementing the positioning of a product. Although they focus

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on new product development, these steps are applicable to a re-launch with new features or for a repositioning of an existing product too.

1. Define the segments in a particular market.
2. Decide which segments to target.
3. Understand what the target consumers expect and believe to be the most important considerations when deciding on the purchase.
4. Develop a product (or products) that cater specifically for these needs and expectations.
5. Evaluate the positioning and images, as perceived by the target customers, of competing products in the selected market segments.
6. Select an image that sets the product apart from the competing products, thus ensuring that the chosen image matches the aspirations of the target customers.
7. Inform target customers about the product (promotion) (Dibb, Simkin, Pride and Farrell).

In conclusion, after the company has segmented the market and selected its target market it is in the phase of positioning itself within that chosen segment. The positioning is the profile in the consumer's mind that the company wants to have. A competitive advantage is the strength of a company, while a product's position is a prospect's perception of a product. Often, customers position a product in relation to a brand or product that is especially visible to them. Sometimes a company need to reposition themselves. When planning such activities it is critical to think about possible reactions of competitors and carefully go through the strategies and steps for positioning.

### **3.5. *Marketing process***

The marketing process is a model that consists of several actions that are to be implemented in a company that is customer-centric. That means putting the target consumers in the core of the model, representing the goal that the company wants to reach with its marketing. The model, see Figure 3, presents all the aspects that marketing consists of. The marketing mix consists of price, product, place and promotion and when used effectively, is what will position the brand or the

product in the target groups mind in a way that will lead to strong brand image and a chance to charge a price-premium. The marketing strategy is moreover affected by how the company segments, targets and positions itself and the strength of the competitive advantage that is closely affected by these factors.



**Figure 3.** Marketing process (Kotler, 1999).

The company has to consider also the impact on the company's marketing strategy coming from the external environment. The external environment consists of technological-natural environment, political and legal environment, economic-demographic environment and the socio cultural environment (Kotler, 1999).

This model summarises the aspects of our field of study very well and is an illustrative way that captures all the important factors that exists in the marketing strategy. This dissertation focuses on Jaguars strategies of re-positioning its brand and the consumer's perception of the new Jaguar. The company's process and strategies to get a strong positioning and a strong brand image and in that way to

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gain competitive advantage within the segment is fundamental in this research. Our aim is to measure the perception and the positioning of the Jaguar XF as it is in the mind of the consumer. We intend to point out the similarities and the differences, of the positioning of the new Jaguar, between the customers and the company by using the model of the marketing process.

### ***3.6. Product launch***

Soni and Cohen (2007) show that market share is gained by focusing on developing products to match customer needs and requirements. The authors present the factors necessary to take into consideration when an attempt to launch a product is made. To successfully launch a product one has to consider several factors. One of the factors is the marketplace for the product, which needs to be thoroughly examined. In the examination of the marketplace it is significant to put the focus on the customer rather than the product, in other words to be 'customer centric' instead of being 'product centric'. To be updated with the marketplace you have to be updated with all the aspects that are closely related to customer requirements.

An important factor for the product launch process is to have a smooth organisation with developed processes for communication, product development and launch. In order to improve the product and to prepare it for the launch on the market on time, it is essential that the cross-functional areas cooperate. In addition to this, during the product launch process it is important to review the company's strategy, customer's requirements and all other aspects of the marketplace. Furthermore, it is important to test the product and to have an internal preparation done before launching it.

Communication when launching a product consists of marketing aspects of the product. The positioning of the product, the message it communicates and how to create interest in the product are key aspects of this phase. All these aspects need attention and modifying from the beginning of the product development until the end of it. Finally, after the product launch a post launch review is made where the performance in financial, timeline and distribution of the product is to be

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measured. It is then to be learned what can be improved for future launches. It is important that the whole perspective of the company is captured (Soni & Cohen, 2007).

### *3.6.1. Product design and development*

The whole process of launching a product takes years to develop: from idea to planning, designing, manufacturing etc. A.J. Peters, E.M. Rooney, J.H. Rogerson, R.E. McQuater, M. Spring and B.G. Dale (1999) analyzes two stages of product launch more in depth. The two stages are product design and product development. The authors have, through case-studies, found that that it is difficult to get formal certification of procedures used within the companies. A weak pillar of the company as lack of time, funding and internal structure makes it difficult to achieve the initial identification of the new product design and development (NPDD) process. According to the authors it is important that the companies write procedures on what actually is happening rather than to write procedures in forehand to state what they think may happen. It is important that managers are aware of processes so that they in combination with their earlier experience come up with improvements of the processes. The authors present three phases of process identification:

#### *1. Pre-design and development*

The first phase is the phase where the business opportunities are identified. It is then crucial to develop business propositions for the suitable opportunities and decide whether to precede with more detailed feasibility studies or not.

#### *2. Design and development*

In the second phase a solution is sought to fulfil the internal and external requirements. Production instructions are set and initial testing is made to see if production requirements are being met. Moreover, pre-production validation is important to optimize the method of production. A trial run is made which consists of a trial production and testing of the product.

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### 3. *Post-design/development*

The last phase is when the production is started and the product is launched and delivered. It is emphasized by the authors that a collection of data concerning the progress of the product and analysis of the data is important for making improvements of the product.

To make the NPDD process smooth the authors brings up some points that companies should consider: overall strategic direction, effectiveness achieved by accessible information, encouragement of all types of communication, importance information management, review NPDD by checking if the requirements are met and stop the process if they are not (A.J. Peters, E.M. Rooney, J.H. Rogerson, R.E. McQuater, M. Spring & B.G. Dale, 1999).

This dissertation very much concentrates on the process of launching the new Jaguar. The aim of this project is to examine the dependency of new product and its influence on the consumer's brand perception. Therefore, we find literature on product launch significant to the topic of our study because it points out various important stages in the process of product planning on a managerial level. It also outlines other aspects of product launching such as marketing. The three phases, as presented above, to design and develop a new product are a help to clarify activities and develop an understanding of the process. Moreover, it is a help for managers that gain a helicopter view on the process of designing and developing a strong product.

#### 3.7. *Branding*

Pelsmacker, Geuens and Bergh (2004) point out the various benefits that a strong brand offers for a company and the consumer. A strong brand can assure the consumer in providing a constant level of quality and enables the consumer to assess value and quality simply by knowing the brand and its image. If the brand's identity is successfully communicated the company attains a position to charge a price-premium for the benefits offered. Furthermore, a well-known brand presents

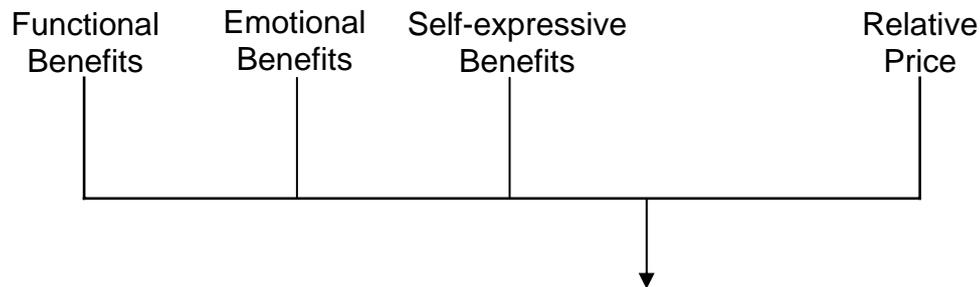
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trustworthiness and has the opportunity to develop favourable attitudes for it (Pelsmacker, Geuens & Bergh, 2004).

Barnes (2003) points out that it is of importance to build a strong brand image since this is one of the offerings that go with the product. The brand image is built up by associations in the consumers mind. Barnes further points out that “[t]he extent to which meaning is present in a customer relationship depends entirely on the perceptions of the customer” (Barnes, 2003, p. 179). Creating value for customers is what leads to their satisfaction of the brand and their loyalty towards it. The author furthermore argues that the customer/brand relationship can be investigated by looking into the different aspects of **meaning** created in the customer mind. In a sense it is a matter of creating a personality of the brand by the creation of brand characteristics and attributes and can lead to an emotion-based relationship with the brand. Secondly, the brand must try to reflect what **core values** that it stands for and what makes it so special in comparison to other brands. This will help the customers in identifying with the brand. Finally, to come even closer to the customer, a brand can mean something special to a certain customer group. This is enduring customer loyalty and the brand has a lot in common with the customers in things that really matter to them and where it even helps the customer in defining himself (Barnes, 2003).

### *3.7.1. Value proposition*

Aaker (1996) presents a model for the, value proposition that consists the benefits that a company offers in relation to its price. It is significant to propose benefits to the customer that will enable the brand to be highly valued in the consumers' minds so that it justifies a price premium. The author sums the factors that make up the value proposition as can be seen in Figure 4:



**Figure 4** Value Proposition (Aaker, 1996)

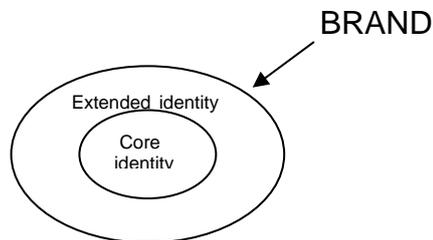
## VALUE PROPOSITION

Barnes (2003) defines the **functional benefits** as values that are created if the brand is practical and saves the customer time and money. **Emotional benefits** are values that are created when a company is successful in making customers feel respect, understanding, recognition or special. If a company is successful in creating high levels of functional and emotional value it earns customer loyalty (Barnes, 2003). **Self-expressive benefits** are about the psychological reward that the consumer obtains when a brand is a symbol for status (Pelsmacker, Geuens & Bergh, 2004). Aaker's (1996) model shows that if a brand succeeds to convince the consumers that the benefits outweigh the price it can sell the value-proposition. A brand that is considered being overpriced carries the meaning that the consumers do not appreciate the benefits to be valuable enough to be worth the price. However, it should be kept in mind that a high price can be perceived as an indication of quality, as can be in the luxury industry (Aaker, 1996).

### 3.7.2. Brand identity

The brand identity is how the company wants the brand to be perceived by the consumers (Aaker, 1996). It is important to construct a message in how to clearly show the identity of the brand to the consumers. To be able to communicate the identity to the consumers it is of great significance that the understanding of the brand identity, within the company, is clear (Kapferer, 1998). Aperia and Back (2004) explain the difference between brand identity and brand image in a concise way "[b]rand identity is thus the sum of signals sent by the company, while brand image is the picture of the brand that emerges in the consumers' minds" (Aperia &

Back, 2004). Aaker (1996) explains the brand identity by dividing it into two main areas: core identity and extended identity, see Figure 5 (Aaker, 1996).



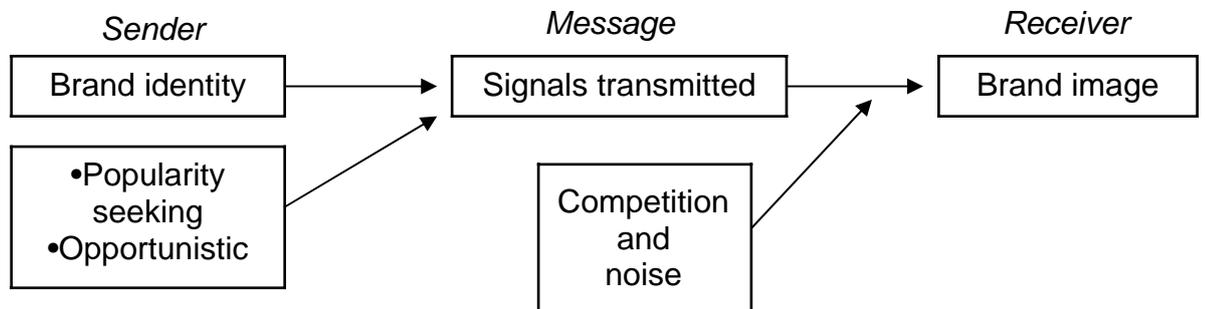
**Figure 5** The identity structure (Aaker, 1996).

The **core identity** is the absolute essence of the brand. The brand's uniqueness and value lie within the core identity. It is considered to be timeless and the fundamental aspects of the brand, like the main ideas within the organization and the soul of the brand, are represented within the core identity. These aspects, as well as the main associations connected to the brand are least likely to change in the future. The core identity is described by defining value attributes, quality, uses, and service and so on. The **extended identity** consists of complements to the core identity and brings completeness in identifying the brand (Aaker, 1996). Aaker and Joachimsthaler (as cited in Aperia & Back, 2004) proposed advantages that extend the identity to be richer: a detailed brand identity reflects a more reliable brand that makes it easier to communicate a clear message to the consumers. Finally, to think strategically and tactically, symbols that express the brand personality and help in associating to the brand identity for the consumers is an enriching tool to develop an extended brand identity (Aperia & Back, 2004).

### 3.7.3. *Brand identity versus brand image*

As explained above, the brand identity means the perception that the company wants its brand to have in the mind of the consumers. Brand image, however, is what the actual perception of the brand is in the consumers' minds. The challenge for brand managers is which tools to use and how to use them in order to enable the brand identity to come as close to the brand image as possible. Kapferer (1998) shows see *Figure 6*, what happens to a brand identity and what factors act as

complements to an incomplete brand identity on its way from being a message sent by the company to the chosen target group.



**Figure 6** Identity and image (Kapferer, 1998)

The brand identity is complemented by the company's mimics of some of the the popular attributes of the competitor' products. The competition disturbs the message when the company is positioning the brand. Finally, the consumer's interpretation of the message builds the brand image. The most important factor is to have a clear brand identity but it is also significant to see what factors that blur the message before it is received by the consumers (Kapferer, 1998).

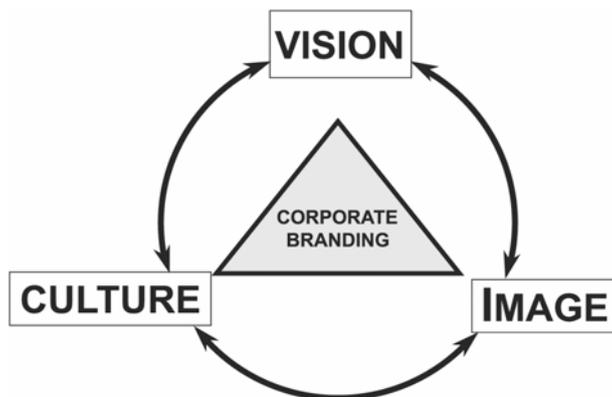
#### 3.7.4. Corporate branding

Aaker (1996) points out that organizational associations are often connected to corporate brands because of the fact that the corporate brand is very much about the executives and other members of the corporation like designers, marketers etc. Moreover, it can be mentioned that the corporate brand captures the values of all the **product brands** altogether. Therefore the corporate brand and the associations connected to it, like for instance quality, can be transferred to the product brand. Hatch and Schultz (2003) and Aaker (1996) argue that a strong corporate brand creates positive consumer perceptions of practically all products offered by that brand. Kapferer (1998) argues that a corporate brand is the parent brand in the sense that it offers its identity, the core value, to the daughter brand, in other words the brand of the product. Aaker (1996) also points out that positive association of a strong corporate brand have a multiplied effect on product brands within the company, in other words economies of scale in building organizational

associations. An opposite effect is possible if the corporate brand carries negative associations with it, which will lead to diseconomies of scale.

According to the author, the brand value is highly dependent on brand loyalty. A loyal customer base brings down the costs since these are higher to attain new customers than to retain existing customers. This is an implication that the loyal customers should not be taken for granted when in pursuit of new customers. If this was to happen, the customers might cross over to the competitors' product. A solid way of keeping the customers loyal is to offer improved services and products (Aaker, 1996).

Hatch and Schultz (2003) argue that a corporate brand is built by the interplay of vision, culture and stakeholders image. The interplay in which a corporate brand is formed can be easily viewed by a model presented by the authors, see Figure 7.



**Figure 7** Corporate branding (Hatch and Schultz, 2003).

The **vision** is explained by what the company ambitions are. It is a strategy expressed and designed by the executives of the corporation and is to be integrated with the organisation structure as a whole. The organisation needs to be transparent in the communication to its multiple stakeholders in order to attract attention, interest and support for its vision. The image of the corporation is a tool in the communication to the stakeholders in order to build a long lived relationship, i.e. a strong corporate brand. The authors state that it “is because a successful corporate brand is formed by the interplay between strategic vision,

organisational culture and the corporate images held by its stakeholders” (Hatch & Schultz, 2003, p. 5). The second important tool that is useful in building a corporate brand is **culture**, which consists of the internal values and beliefs that the members of the organisation have. Melewar, T.C. gave a clear definition of what determines culture (as cited in Pelsmacker, Geuens & Bergh, 2004, p.12), the corporate philosophy, values, mission, principles, guidelines, history, the founder of the company and the origin. The organisation is viewed externally, hence the importance of the reflection that it has on its members. The third important tool to builds the corporate brand is the corporate **image** held by the stakeholders. The image consists of the perceptions altogether held by the customers, the media, the stakeholders and so on. It is furthermore argued that to establish a corporate brand the focus is to create **value** for the corporation in order to attract the attention of the stakeholders and to position the brand within the chosen segment.

The important difference between a corporate brand and a product brand is that a corporate brand is the organisations past, present and the future, which means that it is long-lived, while the product brand is short-lived and needs to be revived to get new strengths in its purpose to attract customers (Hatch & Schultz, 2003).

#### *3.7.5. Reviving a brand*

Aaker (1996) mentions several reasons behind a company's decision to bring new life to its corporate brand through a product launch: an attempt to recover from the sufferings that the company has led from the sales being at the rock bottom, to break the downwards going trend in sales, the ageing brand that is in need of rejuvenating etc. (Aaker, 1996). Kapferer (1998), on the other hand points out various effects that a product launch can lead to. A brand can be seen in a new light, communicating a more interesting and younger image. With new benefits added to the product or service, it can be differentiated and positioned in a new segment, to attract a new set of consumers (Kapferer, 1998). Aaker (1996) argues that a strong brand will become reality when the management have applied brand strategies keeping a clear vision and without changing the core identity of the brand (Aaker, 1996).

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This dissertation concentrates on the aspects of the re-positioning of a brand. The launch of a new product in a highly competitive industry as the automobile industry is often dependent on associations to the brand. The influence that the new product has on the consumer's brand perception is an important aspect to the topic of our study. Hence the chosen literature on branding that describes how to use the tools to build the right brand image within the consumer' mind and that is a help in managerial level to understand the process of reviving a brand.

### 3.8. *Competition*

In conclusion and to sum up the theoretical framework, one can say that, if you are offering exactly the same thing as your competitor, customers have no particular reason to buy from you rather than him – unless you are selling at a substantially lower price. Distinguishing one self from the competition by selling more cheaply is a perfect feasible strategy, but seldom a viable option for companies operating in high cost industrialized countries. They generally have to try to find other things to offer that their competitors cannot (Andersson B., 1994). Further, Andersson explains that the Latin verb *differe* means to carry apart, and that is what differentiation is all about: developing or highlighting differences. Differentiated strategy is also called product differentiation or brand differentiation. It means that a company changes its product to adapt to the needs of a chosen market segment, in such a way that it clearly and communicably differs from competitor's products (Andersson B., 1994).

Critics claim that firms are harmed and competition reduced when companies expand by acquiring competitors rather than by developing their own new products. In the car industry alone there has been a spate of acquisitions over the past decade: General Motors bought the British sports car maker, Lotus; Ford Acquired 75 per cent of Britain's Aton Martin, which makes hand built, high-tech performance cars and Jaguar; Fiat absorbed Ferrari; BMW has taken over the Rover Group; Volkswagen controls Skoda (Kotler, 1999). These large acquisitions have caused concern that more and more competitors will be absorbed and that competition will be reduced.

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It is getting harder to come up with relevant physical differences between products. A company that introduces a new customer benefit cannot hope to keep it exclusive for very long. Previously other companies in the industry could afford to wait and see whether the market would accept the new idea. If so, they eventually followed suit. Now, nobody dares to let a competitor keep a new idea to himself. The others go right ahead and copy it, or find other ways to offer the same benefit. The process which have taken ten years, now only takes months (Andersson B., 1994).

The differences between products in any given category are therefore constantly diminishing. At the same time, innovation has become ‘key’ to survival. Customers expect frequent improvements. Companies like Jaguar that launch new products increase their market shares, while those that do not launch new products lose market shares. The need for rapid product development, frequent launches and forceful, consistent marketing, is far greater than it used to be (Andersson B., 1994).

### **3.9. SWOT – analysis**

A swot analysis gives a summary of the strengths and weaknesses of the company together with the opportunities and threats it faces. The headquarters then have to decide what portfolio of businesses and products is best for the company and how much support to give to each one. The SWOT analysis should include costs and other non-marketing variables.

Managers need to identify the main threats and opportunities that their company faces. The purpose of the analysis is to make the manager anticipate important developments that can have an impact on the firm (Kotler, 1999). According to Kotler (1999), the opportunities can be:

- Economic climate
- Demographic changes
- Market
- Technology

The threats for a company can be:

- Competitive activity

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- Channel pressure
  - Demographic changes
  - Politics

Further, the manager should focus on the most probable and harmful threats and prepare plans in advance to meet them. Opportunities occur when an environmental trend plays to a company's strength. The manager should assess each opportunity according to its potential attractiveness and the company's probability of success. The development of opportunities does however often involve risks and therefore the manager must decide whether the expected returns justify these risks (Kotler, 1999).

The strengths and weaknesses in the SWOT analysis is a list of a company's features, but it should only be a list of the features related to the critical success factors<sup>1</sup> of the company. If the list of these features is too long it betrays a lack of focus of the company and an inability to discriminate what is important. The strengths should be based on fact because a failure to understand true strengths can be dangerous (Kotler, 1999).

Having studied the strengths, weaknesses, opportunities and threats, the company sets objectives and considers issues that will affect them. The objectives are goals that the company would like to attain during the plan's term.

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<sup>1</sup> Critical success factors are the strengths and weaknesses that most critically affect an organization's success. These are measured relative to the competition (Kotler, 1999).

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#### ***4. Empirical material***

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*In this chapter the empirical method is presented. It starts by presenting the research design and thereafter it continues with the ethical issues, validity, reliability and generalisability of the research. Finally a presentation of the questionnaire is made as well as the data collection.*

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##### ***4.1. Research Design***

The empirical material for this dissertation has been collected through a survey at an event held by Jaguar in Malmö. The survey was design as a questionnaire with twelve questions. The Jaguar XF event was attended by approximately 160 invited customers. The duration of the event was about two hours and we had a time limit of one hour to hand out and collect the surveys. We had a total of 120 questionnaires. The main idea was to perform as many face to face surveys as possible. With the limitation of time and considering the fact that we were only two persons to perform the survey, we only managed to perform the face to face surveys in a small number. Having considered the restraints in this empirical research, especially the limited time, we took additional actions to collect as many questionnaires as possible.

We arrived to the place of the event in forehand in order to prepare ourselves before the event was to start. We also met the Marketing manager and one of the designers to talk about the Jaguar XF. We got a table to use for the questionnaire and got a tour around in the location for the event. The Marketing manager showed us the Jaguar XF and gave us information about the features of it. We sat in the car and it gave us an opportunity to experience it first hand.

When the guests arrived they were welcomed at the door by two hostesses working for a marketing company and hired by Jaguar for this event. A buffé was

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served with small dishes like sushi, risotto etc. At this stage the car was covered and centred within the location. The guests could eat and mingle for an hour, and then music started to play to get the guests attention. The time came to gather the invited guests around the car. The CEO, Marketing manager and the designer presented the new car to the target group. The CEO encouraged everyone to come near the car and started a presentation of it. He also took the time to present our marketing research and asked them to help us with their valuable answers. The car was then uncovered by the CEO and the designer. The designer, a Swedish woman in her late twenties, started to present all the features of the car. After the presentation the car was available for everyone to look at closer, both at the interior and the exterior.

#### **4.2. Ethical issues**

It was made clear that the participants in the research remained anonymous. The participation was voluntary. An explanation was made of how the data would be collected and how the information would be used. We remained objective during the research.

#### **4.3. Sample**

A sample is a segment of the population selected for marketing research to represent the population as a whole. Ideally, the sample should be representative, so that the researcher can make accurate estimates of the thoughts and behaviors of the larger population (Kotler, 1999).

Designing the sample calls for three decisions, according to Kotler (1999); first, **who** is to be surveyed? The answer for our survey is the guests invited to the XF event in Malmö. Second, **how many** people are to be surveyed? The surveyed people were approximately 160 people. Third, **how** are the people in the sample to be **chosen**? The people in the sample was chosen by Jaguar Cars and specially invited by the company. The invited guest consisted of Jaguar owners and possible intenders, who are people that Jaguar thinks might be interested in buying a Jaguar car, but today drives another brand. What sampling technique to use in the third question depends on the needs for the research project. There are

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two sampling techniques, *probability samples* and *non-probability samples*. *Probability sampling* means that each population member has a known chance of being included in the sample, and the researchers can calculate confidence limits for sampling error. But when probability samples costs too much or takes too long, marketing researchers often take *non-probability samples*, even though their sampling error is not measurable (Kotler, 1999). This is when the researcher selects the easiest population members from which to obtain information. We have used the *non-probability samples* since we had time and costs limitation to consider.

#### **4.4. Reliability, Validity and Generalisability**

This part will describe the reliability and validity of the dissertation. Reliability and validity is used to lessen the risk of prejudices in the response, when transferring theory to empirical observations. The difference between reliability and validity is that reliability is concerned with whether the result is the same as what others would have observed, while validity is concerned whether the findings reflect the reality. Generalisability is when the research findings can be generalized to a greater population or other setting (Saunders, 2003).

##### *4.4.1. Reliability*

The term reliability means “repeatedly” or “consistently”. If one thinks of the word reliable, it might also give a hint of what it means. A measure is considered reliable if it would give us the same result over and over again; assuming that what is measured is not changing.

Since peoples perceptions changes over time and is affected by a number of reasons, it is not guaranteed that the results will be the same if it will be conducted at another point in time, or by other researchers. This fact is giving us a low reliability in our research. Moreover, all the respondents at the event have been personally invited by the company Jaguar and have most likely accepted the invitation because they already have an interest in the new XF. This might affect people to be partial and more positive toward Jaguar and the XF.

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#### 4.4.2. *Validity*

Validity refers to the measure of the correspondence between what a questionnaire is supposed to measure and what it actually measures. Validity is in other words, the absence of systematical measuring errors (Körner S. & Wahlgren L, 2002). Validity is a question of whether you actually succeeded in measuring what you were trying to measure and how well it corresponds to reality (Saunders, 2003). The problem here can be that the respondents might not have answered truthfully. Also, the survey was only performed at one event and will therefore not be representative to people's perception of the XF in general. Further, questions can be perceived in different ways which affect the validity of the answers.

#### 4.4.3. *Generalisability*

Generalisability is when the research findings can be generalized to a greater population or other setting. If a research is completely valid in one setting it does not mean that it will be as valid in another one (Saunders, 2003). The research presented in this dissertation is of a relatively small sample size to be generalized to the Swedish population. However, we argue that this study can in some extent be generalized to the three largest cities of Sweden: Stockholm, Gothenburg and Malmö. However, the findings should be seen only as indications

#### 4.5. *The Questionnaire*

A questionnaire can deal with something that is happening or has already taken place, on one or several occasions. Direct observations and opinion polls can be more or less structured. We had a structured research where the questions were formed beforehand and several different alternatives were given as answers. The questionnaire was dealt with as an interview and through mail. The questionnaire was self-administered; a delivering and collection questionnaire.

A survey research is the approach best suited for gathering descriptive information. A company that wants to know about people's knowledge, attitude, preference or buying behaviour can often find out by asking them directly (Kotler, 1999). Survey research may be direct or indirect. In the direct approach, the researcher asks direct questions about the behaviour or thoughts (Kotler, 1999).

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For example, question nr 2 in our questionnaire was: ‘What were your first thoughts after having seen the new Jaguar XF?’. An indirect question on the other hand may discover reasons the consumer is not conscious of. An example of an indirect question which we used in the questionnaire was nr 4: ‘Whom would you say is most likely to be attracted to the new Jaguar XF?’, and then the respondent was given category questions to choose from.

#### *4.5.1. Category Questions*

In the questionnaire, there were six category questions; male v. female, nr 4, 5, 6, 7 and 11. A category question is for example where the respondent marked whether they were male or female. Category questions are often used when asking for demographic situation.

#### *4.5.2. Rating Questions*

There were also two rating questions in the questionnaire; nr 3 and nr 8. Question nr 3 is where the respondent can mark on a scale from 1 to 5 how much they agree with an assertion about the new Jaguar XF. Question nr 8 asked the respondent to grade the three main competitors from one to three to the Jaguar XF. When using rating questions, the grade of importance can be seen for each factor.

#### *4.5.3. Quantitative and Qualitative Questions*

Questions can be designed to gather either qualitative or quantitative data. By their very nature, quantitative questions are more exact than qualitative. For example, the word "easy" and "difficult" can mean radically different things to different people. Any question must be carefully crafted, but in particular questions that assess a qualitative measure must be phrased to avoid ambiguity. Qualitative questions may also require more thought on the part of the participant and may cause them to become bored with the questionnaire sooner. In general, we can say that questionnaires can measure both qualitative and quantitative data well, but that qualitative questions require more care in design, administration, and interpretation. The questionnaire contained five open ended questions; nr 2, 8, 9, 10 and 12, here the respondent was free to express his or her opinion on the given question.

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#### **4.6. Data collection**

At the XF event, after the presentation of the car, the guests had a chance to sit in it and build an opinion, a perception of it. We then approached them by presenting ourselves by name and by explaining the purpose for our study and approximately how long it would take for them to answer our questions. People were very cooperative and contributed with answers. We were turned down twice of the ones we asked to answer the questions. One of them did not speak Swedish and the other one was not interested in answering our questions.

During the one hour that we had to collect information we managed to gather 50 samples, consisting of the ones we asked face to face and the ones that filled in the answers themselves. In addition, we handed out the questionnaire, along with an envelope to the ones that would rather fill it in at home. We also handed out the questionnaire to people who we had not had time to ask during the event. The total number of questionnaires that were sent to us by mail was 13 out of 45 handed out. The losses of the handed out questionnaires is 32 and together with the two that turned us down at the event, counts to a total sum of 34 losses. In conclusion, the total number of filled out questionnaires are 63.

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## 5. Analysis

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*In this chapter the results of the research will be presented and an analysis of the survey questions will be made. It starts with an introduction and continues with an analysis of the questions and a summary of the findings. Finally an analysis of Jaguar in relation to the theoretical framework will be presented.*

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### 5.1. Introduction

The analysis will describe the connection between the theoretical framework and empirical material. Further, the analysis should be seen as an indication of how the new Jaguar XF is perceived by the public and how Jaguar has worked at positioning the Jaguar XF. However the investigation made for this dissertation is narrowed and in some degree limited since it only includes the Malmö area. Therefore, the findings presented in this analysis should be seen as indications only. When analyzing the data from the survey the statistic computer program SPSS was used.

The analyses starts by analyzing people's perception of the Jaguar brand *before* the reveal of the new XF model, and continues with their first thoughts after having seen the new car. It then continues with various descriptive statements about the XF for the respondent to grade from 1-5, which gives us an insight in how the respondent views the new car.

The next question is who they think will be most attracted to the new XF, and different options are given to the respondent to choose from. This provides us with the respondent's belief of who the driver/owner of this car is.

The next two questions ask if the respondent would *want* to buy the car and if they have the *ability* to buy it. These questions are in regard of the respondent's ability and desire to buy the car. These two questions are particularly important since it is

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valuable to study if Jaguar has invited the right group of people to the event, in other words been successful at targeting their target group - people who have both the ability and desire to buy the car. Then we wanted to examine what, if anything makes people hesitant to buy a Jaguar XF. Here we also provided the respondent with different answers to choose from to make it easier to answer, but kept one answer open-ended for the respondent to state if there was any other reason why he/she would feel hesitant. Then we wanted the respondent to list the three closest competitors to the XF, and what strengths/benefits the nr 1 competitor possessed. This was to map out the competition and see where the XF will position itself.

The final questions were what car the respondent is driving today and if he or she had any contemplation about changing vehicle in the nearest future and then ending the questionnaire with an open-ended question where the respondent was free to express if it had any other comments.

To better understand the analysis, frequencies tables and different charts from the SPSS program was used to visualize the respondent's answers and our results. In the statistics, the word *valid* refers to the amount of respondents that have answered the question, *missing* refers to the amount of respondents that have *not* answered the question. The *mean* refers to the average answer of all the collected responses.

## 5.2. Analysis of Survey Questions

The questionnaire starts with two questions where we want to find out how many male versus female respondents have taken part in our research and what their age was. These are category questions to reveal the demographic variables of the respondents.

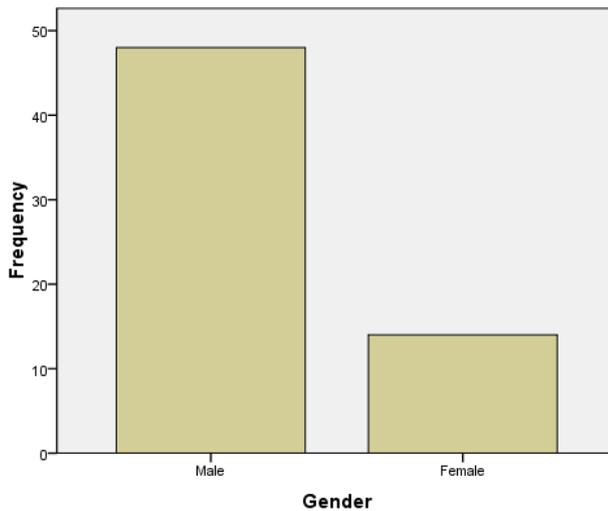
Out of the 63 respondents 14 was women and 49 was men. This gives us a percentage of 77% men and 23% women, as illustrated in table 1 and 2.

**Table 1** Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	48	76,2	<b>77,4</b>	77,4
	Female	14	22,2	<b>22,6</b>	100,0
	Total	62	98,4	100,0	
Missing	System	1	1,6		
Total		63	100,0		

The findings here show that a vast majority of the invited guests was men. Whether this is an indication that men are more interested in cars or that men are more likely to be a possible Jaguar XF owners/customers is hard to tell.

**Table 2** Gender Distribution



The other important demographic variable was age. Here it is evident that the age's range from 22 to 82 years, as illustrated in table 3. The mean age of the invited guest at the event was 51 years.

**Table 3** Age Distribution

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Age	63	22	82	<b>50,56</b>	15,642
Valid N (listwise)	63				

The results show that the mean age of the guests attending the event in Malmö was high. These two findings concerning gender and age strengthen the perception of the Jaguar owner as being the middle age man.

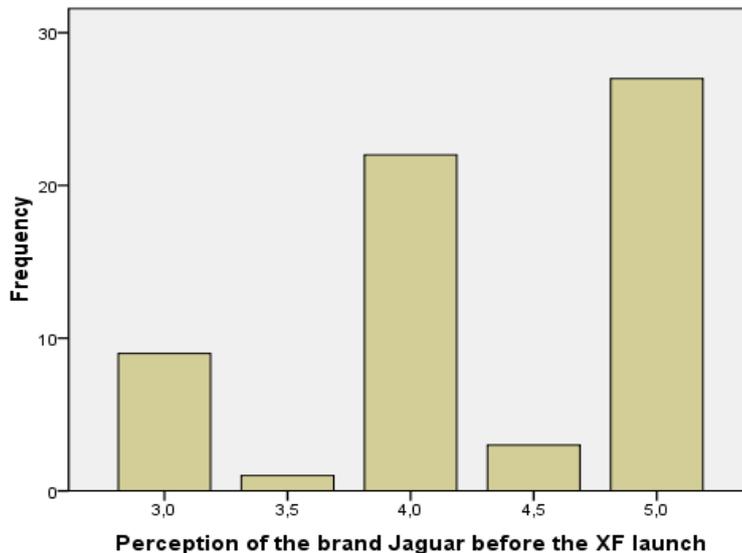
### Corporate brand perception

*What was your perception of the Jaguar brand before you came here today?*

This question gives an implication of people's perception of the Jaguar brand before the reveal of the new XF, and what they thought about Jaguar previous to the event. The question was laid out as a rating question where the respondent could rate the Jaguar brand on a scale from 1-5, where 1 equals a weak brand and 5 equals a strong brand.

People's perceptions of the Jaguar brand vary from 3 to 5, see table 4. The mean of the perceptions is between 4 and 5, which indicates people's perceptions of Jaguar as a strong brand already before the launch of the new XF.

**Table 4** Perception of the Jaguar brand before the XF launch



### First impression

*What were your first thoughts after seeing the new Jaguar XF?*

This is an open ended question of qualitative character where the respondent was free to express his/her opinions about the first impressions after seeing the Jaguar XF. To analyse the answers given to this question we think that it is important to keep in mind that both the negative and the positive comments should be brought up as well as the frequency of appearance. Three of the 63 respondents chose not to answer this question.

The **positive** first impressions of the Jaguar XF were of 90 per cent. The general summary of these positive reactions will now be presented. The most frequent descriptions of the first impressions were: "beautiful" which appeared 17 times, "elegant" appeared in seven of the answers, "well-designed" was answered by nine respondents and the expression "wow" appeared three times. Moreover, ten of the answers were positive comments on the fact that the company has embarked on a new path and two answers were a comparison between the new XF and its precursors. Nine of these comments were about Jaguar being modernized,

more beautiful and on the right path with the XF. One respondent answered that the XF is not as “old” as before. Finally, two of the respondents expressed that their first impression of the Jaguar XF were that they wanted to buy it.

Three of the respondents can be considered being **neutral** since they had both positive and negative impressions of the XF. One of these respondents thought that the car was beautiful, but not the grill. The second respondent thought that it is “a good design but not a classic”. The third answered that the first impression is very good, but the aluminium panel should be changed to a panel in wood. Three of the respondents had **negative** first impressions of the new Jaguar model. One of these respondents had higher expectations of the car. The second respondent answered that his/her thoughts of the XF were “low”. The third one answered that the older models of Jaguar were nicer. The overall impression of the answers is that the positive first impressions are much more frequent than the negative ones.

Statements:

*Which of the following statements suits the best/least in describing the new Jaguar XF, according to you?*

The statements given to the respondent to rate from 1 to 5 were the following; powerful, beautiful designed, unique, innovative, luxurious, elegant, stylish, sporty, exciting, tough, class-leading, manly, female, user friendly, beautiful interior design. This question gives an insight into people’s view of the XF. It points out what attributes are perceived to be most appealing and correspond the best to their expectations of the new Jaguar XF.

Below are the statistics of the statements given to the respondent, illustrating how valid the responds are in each statement and how many that is missing to respond - that is not having rated the statement. Looking at the statistics of the answers in table 5; beautifully designed, luxurious, elegant and sporty have been answered and rated by all of the 63 respondents. Further, beautiful designed was rated the highest with a mean of 4.52 then came elegant and beautiful interior design. The statement rated the lowest was female, with a mean of 3.23, then came class-leading and innovative.

**Table 5** Rating statements of the XF from 1-5

		<b>Statistics</b>						
		Powerful	Beautiful Designed	Unique	Innovative	Luxurious	Elegant	Stylish
N	Valid	59	63	62	61	63	63	62
	Missing	4	0	1	2	0	0	1
Mean		4,32	<b>4,52</b>	3,74	3,70	4,29	<b>4,46</b>	4,32

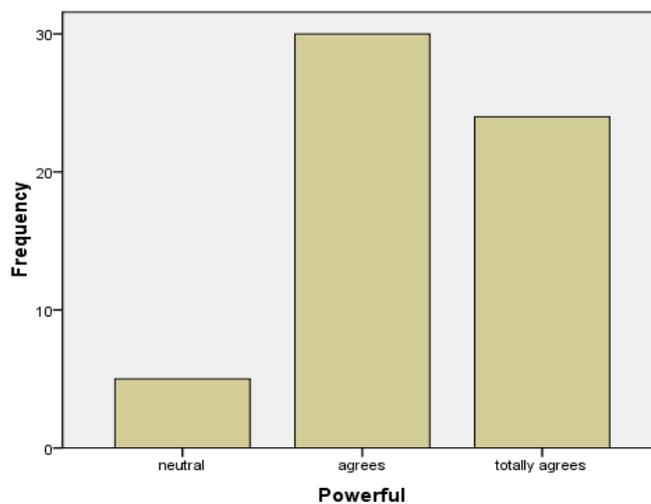
**Table 5** continued... rating statements of the XF from 1-5

		<b>Statistics</b>							
		Sporty	Exciting	Tough	Class- leading	Manly	Female	User friendly	Beautiful interior design
N	Valid	63	62	62	60	62	61	54	58
	Missing	0	1	1	3	1	2	9	5
Mean		4,08	4,03	3,87	3,67	3,82	3,23	4,22	<b>4,43</b>

All of the responses to the statements are visualized below in bar charts. Frequency is the number of answers for the particular rating 1-5 were 1= disagrees, 2= disagrees slightly, 3= neutral, 4= agrees and 5= totally agrees.

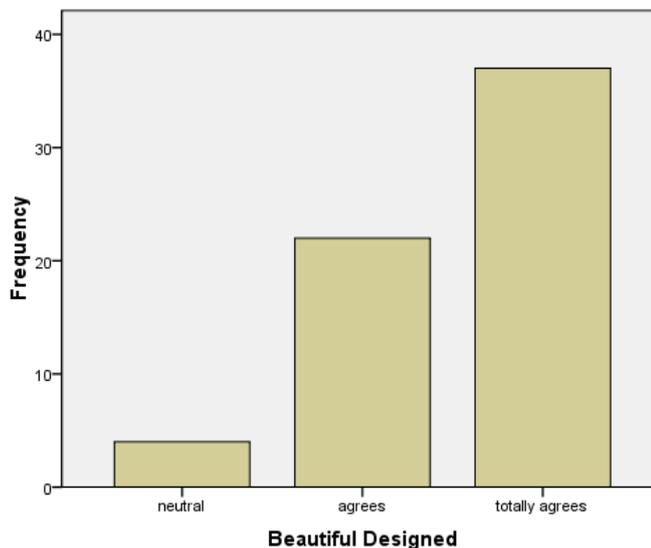
The statement *powerful* has a mean of 4.32 out the responses. The greater part of 30 respondents agreed with the statement, 24 totally agreed, 5 were neutral toward the statement and 5 responses were missing, see table 6, which point to the fact that a vast majority of the respondents more than agreed with the statement that the Jaguar XF is powerful.

**Table 6** Powerful



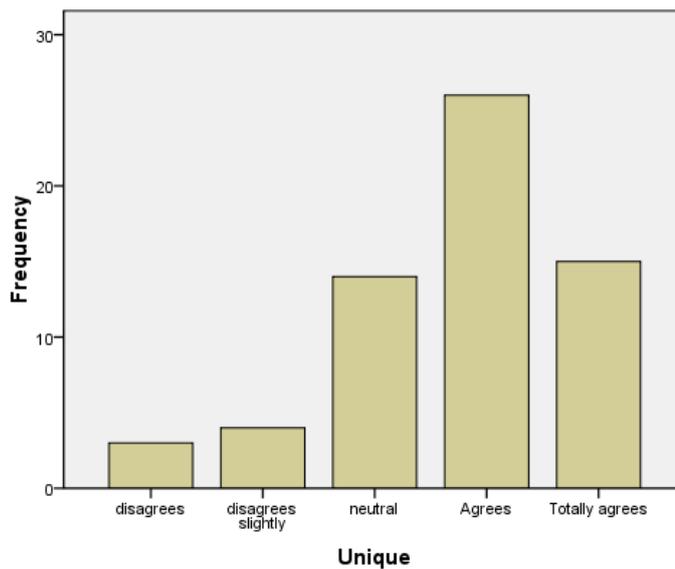
The statement *beautiful designed* was given the mean of 4.52, which was the highest mean out of all the statements. An entire 37 respondents totally agreed, 22 agreed and 4 were neutral, see table 7. These findings indicate that a majority of the respondents totally agreed with the statement that the Jaguar XF is beautiful designed.

**Table 7** Beautiful designed



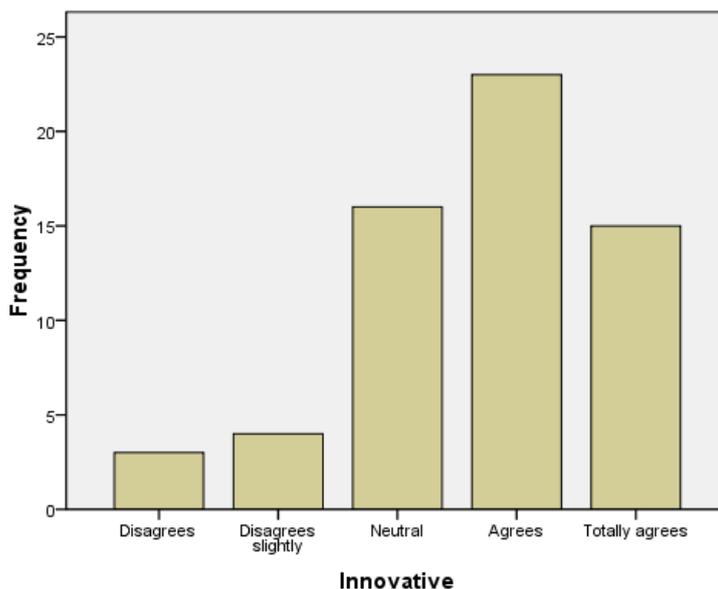
The statement *unique* was given a mean of 3.74, 26 out of the respondents agreed with the statement, 15 totally agreed, 14 was neutral, 4 disagreed slightly, 3 disagreed and 1 response was missing, see table 8 This indicates that this statement set the respondents apart, although the vast majority still agrees to the statement that the XF is unique.

**Table 8** Unique



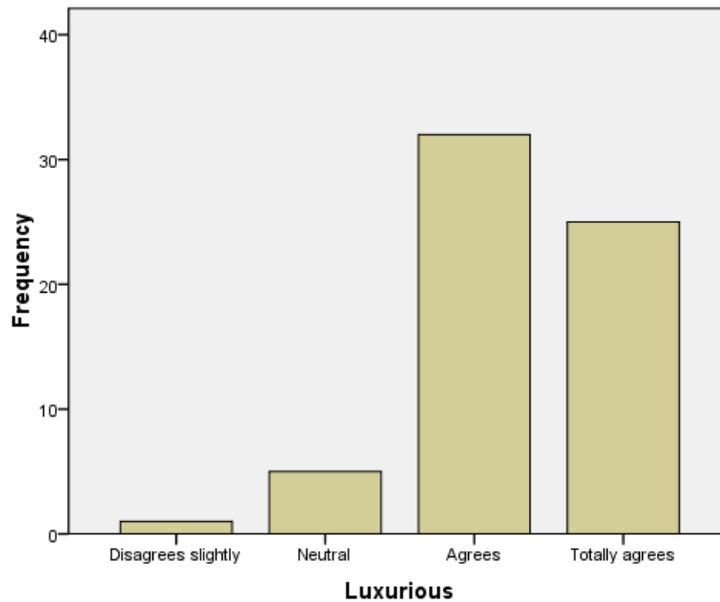
The statement *innovative* was given a mean of 3.70, 23 of the respondents agreed, 16 was neutral, 15 totally agreed, 4 disagrees slightly, 3 disagreed and 2 responses were missing, see table 9 This indicates that the majority agrees with the statement that the Jaguar XF is innovative.

**Table 9** Innovative



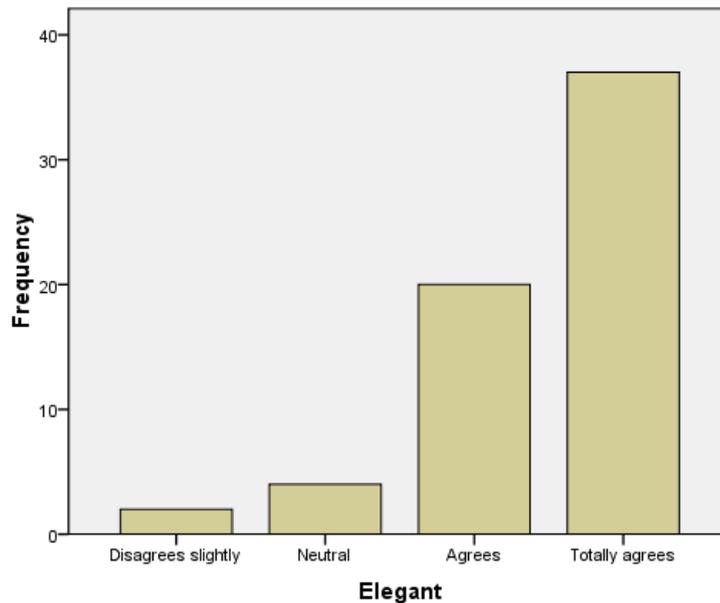
The statement *luxurious* was given a mean of 4.29, 32 of the respondents agreed, 25 totally agreed, 5 was neutral and 1 disagreed slightly, see table 10. According to these statistics, a majority of the people agreed that the XF is luxurious.

**Table 10** Luxurious



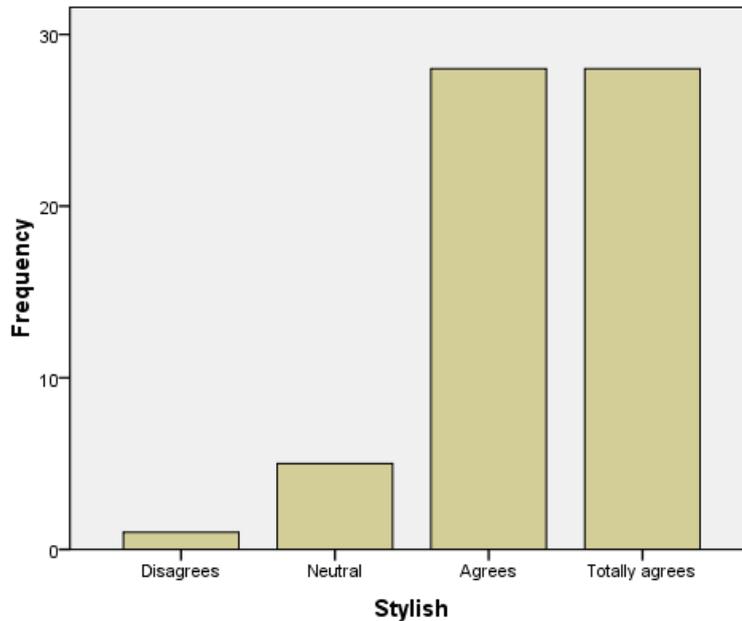
The statement *elegant* was given a mean of 4.46, 37 respondents totally agreed, 20 agreed, 4 was neutral and 2 disagrees slightly, see table 11. This was the second highest mean out of all the statements, which indicate that a vast majority of the respondents agreed that the XF is elegant.

**Table 11** Elegant



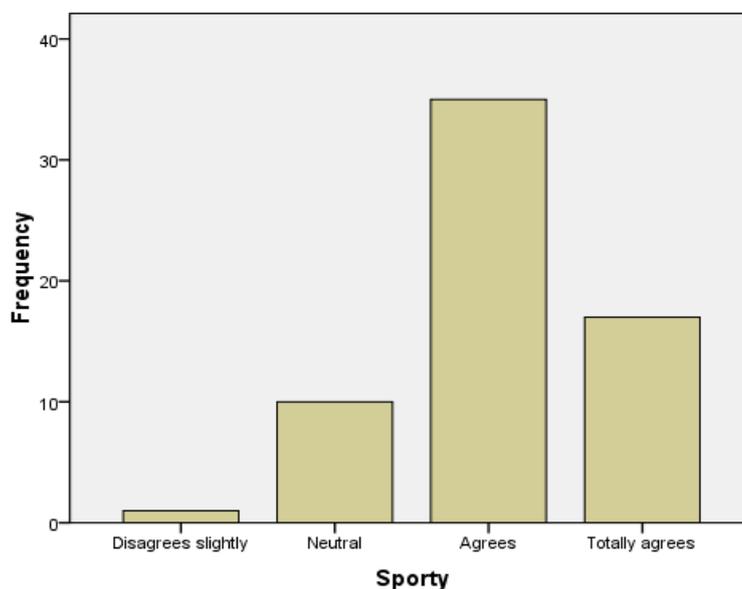
The statement *stylish* was given a mean of 4.32, 28 respondents totally agreed, 28 agreed, 5 was neutral, 1 disagreed and 1 response was missing, see table 12. This illustrates that many of the respondents agrees to the XF being stylish.

**Table 12** Stylish



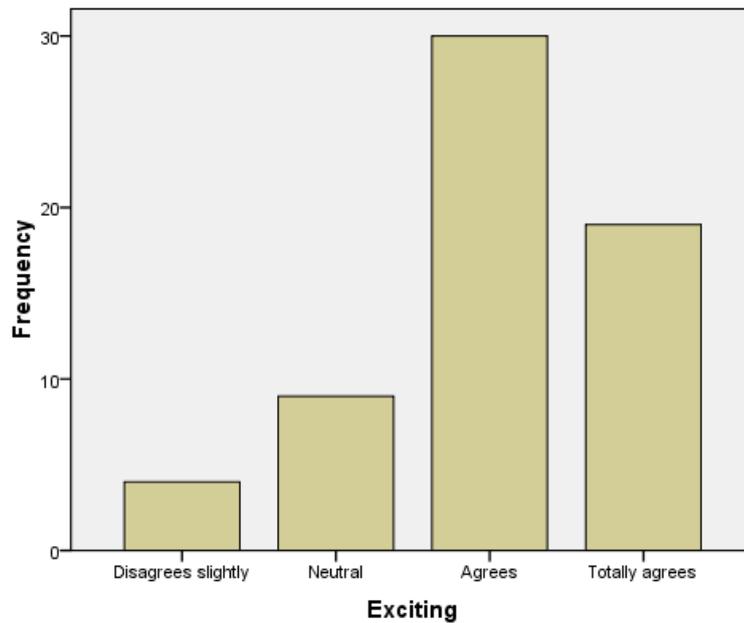
The statement *sporty* was given a mean of 4.08, 35 of the respondents agreed, 17 totally agreed, 10 was neutral and 1 disagreed slightly, see table 13. This shows that the statement sporty is something that most of the respondents agree with regarding the new XF.

**Table 13** Sporty



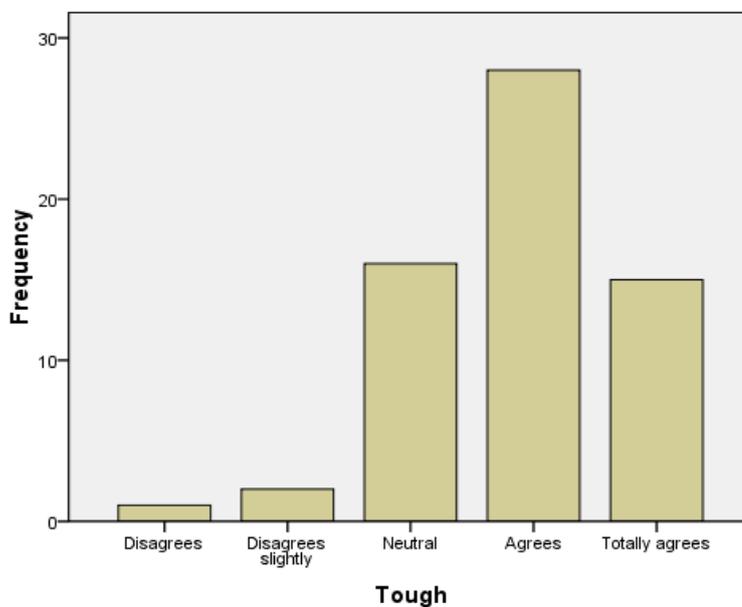
The statement *exciting* was given a mean of 4.03, 30 respondents agreed, 19 totally agreed, 9 was neutral, 4 disagreed slightly and 1 response was missing, see table 14. Many of the respondents agreed to the statement that the XF is exciting.

**Table 14** Exciting



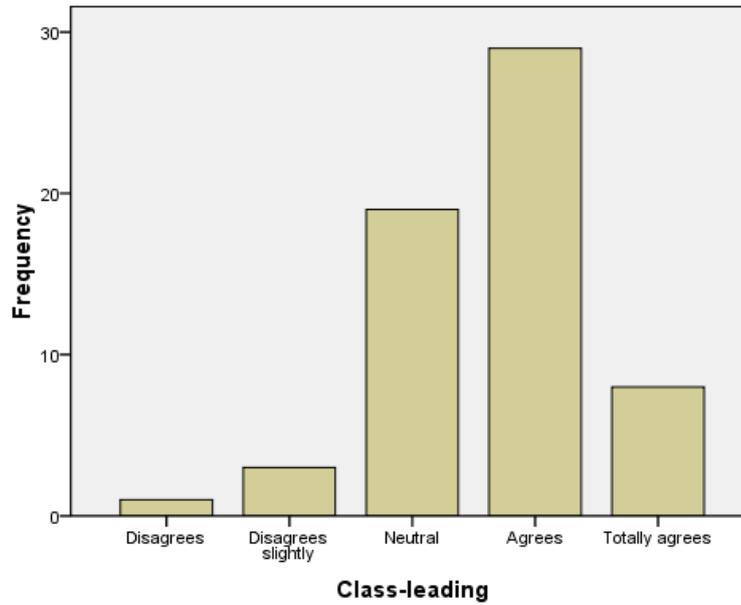
The statement *tough* was given a mean of 3.87, 28 of the respondents agreed, 15 totally agreed, 16 was neutral, 2 disagreed slightly, 1 disagreed and 1 response was missing, see table 15. This indicates that most the people could agree to the statement that the XF is tough.

**Table 15** Tough



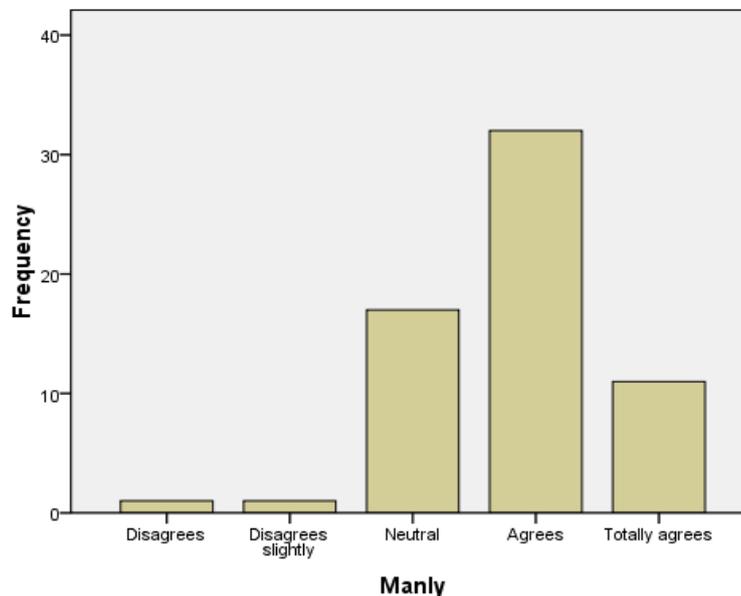
The statement *class-leading* was given the mean of 3.67, 29 of the respondents agreed, 19 was neutral, 8 totally agreed, 3 disagreed slightly, 1 disagreed and 3 responses were missing, see table 16. Most of the respondents agreed to the statement that the XF is class-leading.

**Table 16** Class-leading



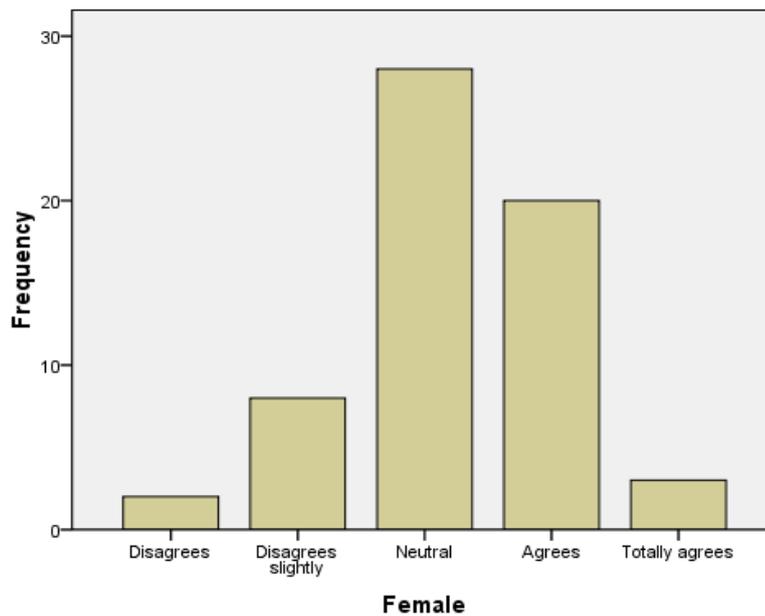
The statement *manly* was given the mean of 3.82, 32 of the respondents agreed, 17 was neutral, 11 totally agreed, 1 disagreed slightly, 1 disagreed and 1 response was missing, see table 17. Most of the respondents agreed that the XF is manly.

**Table 17** Manly



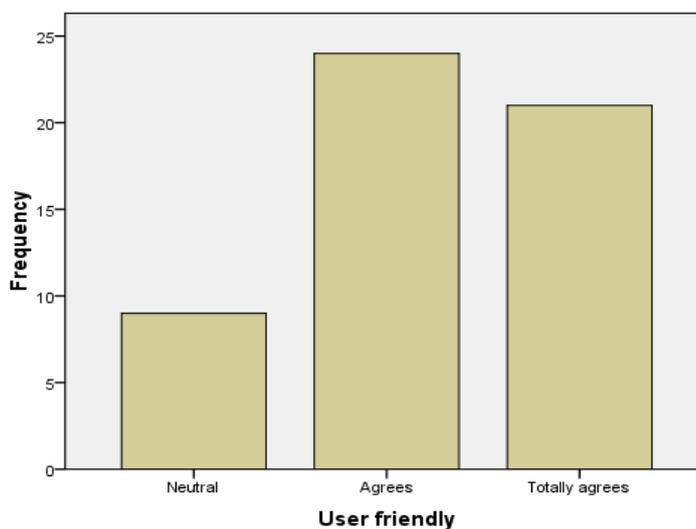
The statement *female* was given the mean of 3.23, 28 of the respondents was neutral, 20 agreed, 8 disagreed slightly, 3 totally agreed, 1 disagreed and 2 responses were missing, see table 18. This statement had the lowest mean out of all the responses, which indicates that the XF is not really being perceived as a female vehicle.

**Table 18** Female



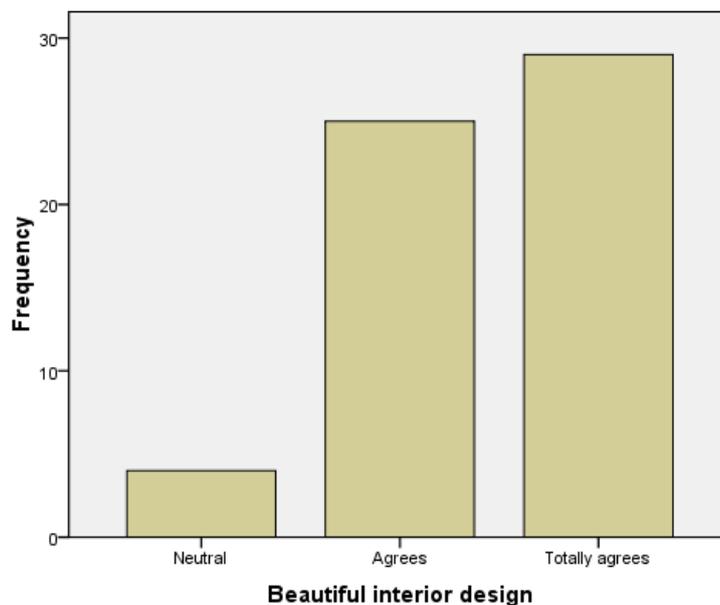
The statement *user friendly* was given a mean of 4.22, 24 of the respondents agreed, 21 totally agreed, 9 was neutral and here 9 responses were missing, see table 19. This shows that most of the people agreed to the statement that the XF is user friendly, but that some of the respondents found it difficult to rate this statement and therefore skipped it.

**Table 19** User friendly



The statement *beautiful interior design* was given a mean of 4.43, 29 of the respondents totally agreed, and 25 agreed, 4 were neutral and 5 responses were missing, see table 20. This statement had the third highest mean which indicates that a vast majority of the people agreed that the XF has a beautiful interior design.

**Table 20** Beautiful interior design



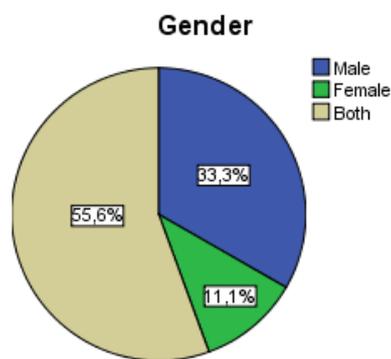
### Summary

The conclusion from the analysis of the statements in question nr 3 was that the statement most respondents agreed to was that the new XF is beautifully designed. Second was elegant and third was beautiful interior design. These are all expressions that best describes the appearance of the XF, according to the respondents. These findings give the conclusion that the XF comes across as a very beautiful car to the respondents. It can therefore be made out that the new design language communicated by Jaguar has been successful. People are appealed to the new image of the XF. However, viewing the statistics one also finds that the statements rated the lowest were female, class-leading and innovative. This might indicate that people do perceive the new XF as a beautiful vehicle, but do not think that Jaguar has presented a very ground-breaking model and do not view the XF as being particularly class-leading within the segment.

Profile driver:

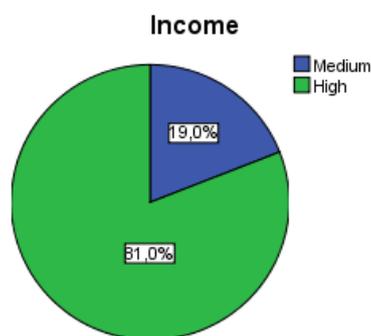
*Who do you think would be more attracted to Jaguar XF?*

The respondents' perception of the owner/driver of the Jaguar XF was divided into three categories: gender, income and age. When asked about which gender they expected to be the most attracted to the Jaguar XF. The most frequent answer, with 56 per cent, was both of the genders, see Figure 8.



**Figure 8** Gender

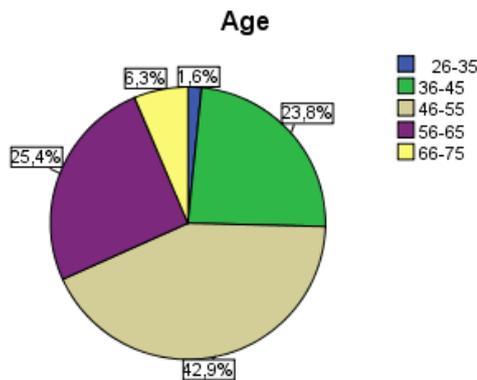
The second most frequent answer, with 33 per cent of the answers was that the new model, according to the respondents, mostly attracts male consumers, see Figure 8. The respondents answered that the Jaguar XF would mostly attract female consumers in 11 per cent of the answers.



**Figure 9** Income

When asked about what income the Jaguar XF owner would have, the most frequent answer was a high income, with 81 per cent of the answers. The other 19 per cent answered a medium income. When asked about the age of the consumers most attracted to the Jaguar XF the answer was the age-group of 46-55 years with a response rate of 43 per cent. The least frequent answers were in the age-group of

26-35 years, 1.5 per cent of the answers, see Figure 10. The second least frequent answers was in the age-group of 66-75 years, with 6.5 per cent of the answers. The two age-groups of 36-45 years and 56-65 years had the same frequency in the answers with 24 per cent.



**Figure 10** Age

Since the most frequent answers were in the age-group of 46-55 years with a response rate of 43 per cent. This means that 91 per cent answered that the potential consumer would be in the ages between 36 to 65 years. To conclude the results for this question it can be said that when the respondents analyzes the market for the Jaguar XF they think that both men and woman are equally attracted by this car. The consumer has a high income and most often is in the age-group of 46-55 years.

In analyzing the data collected for this question it is interesting to see how the consumers perceive the consumer of the Jaguar XF but also to look at similarities and differences in how the consumer versus the Jaguar XF is positioned in its segment. The important element in positioning is the customer's perception. Kotler (1999), as cited above, points out that the product's position is the prospect's perception of the product. In other words, it is of significance to look at the product from the consumer's point of view. The answers to question 4 shows that consumers strongly position the Jaguar XF as being a car for a high-income customer. Furthermore, it is to be seen that even though most of the respondents feel that this car is attractive to both genders, the Jaguar XF is more for men than for women. The profile of the driver of the Jaguar XF is, according to the

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consumers: probably a man, with a high income and somewhere in the ages of 46-55 years old.

Want:

*Is the Jaguar XF a car that you would want to buy?*

A total of 62 respondents answered to this question: 48 of them answered “yes”, 6 of them answered “do not know” and 8 of the respondents answers were “no”. The answers to this question reveal that 77.5 per cent wants the Jaguar XF and almost 13 per cent do not want it. These results show that Jaguar has been successful in meeting the requirements of the people that were invited to this event. Some of the respondents, 9.5 per cent, were not sure whether they wanted it or not. This is interesting to know because these consumers have not yet made up their minds about the car. It is reasonable to assume that these consumers will be easier to communicate to by marketing than the ones that answered “no”.

Afford:

*Could you afford to buy a Jaguar XF?*

This question was answered by 61 respondents: 69 per cent of them answered yes and 31 per cent answered no. This means that there is a clear majority on respondents that can afford to buy the Jaguar XF. It seems like Jaguar has, in the matter of income, invited the right people to the event. Further analysis of the variable “afford” will be made in comparisons and cross tabulations with questions 5, and 11.

**Theme: Want and Afford:**

*Is the Jaguar XF a car you would want to buy, and could you afford to buy the Jaguar XF?*

Question 5 and question 6 look at the respondent rate of the ones that would want to own the Jaguar XF and the ones that would actually afford to buy it. The two variables of wanting and affording a Jaguar XF together with gender will make for an interesting analysis. First we will present and analyze the findings in two tables: want versus gender and afford versus gender, then we will analyze afford versus want.

Crossing the two variables of **gender** and **want** gives us an interesting cross tabulation to analyze. As visualized in Table 21, the gender of the respondents and the frequency of the answers given to question 5. Looking at the table one can see that women have answered “no” more frequently than the men. However, the women respondents being a smaller group it is more truth worthy to look at the percentage of women respondents to compare with the male. The women that has answered “no” is 14.5 per cent of the total of women respondents and the male response rate is 12.5. The female response rate when looking at answers given on “yes, is 79.5 per cent while the male response rate is 77 per cent. This means that there is no considerable difference between the female and male respondents on which of the genders would want the Jaguar XF the most. This finding is important because it is a sign that the Jaguar XF appeals the both sexes the same. This table also shows that 22.3 per cent of the respondents have answered “do not know” or “no”. This group would need more effort from Jaguar to build positive associations to the Jaguar XF. The company should work on sending a clear message of the brand identity that it wants to project on the target group. As it has been mentioned in the theoretical chapter, it is important to clearly communicate the brand to enable the consumers to see it in a new light (Kapferer, 1998).

**Table 21** Want versus gender

<b>GENDER</b> <b>WANT</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TOT.</b>
<b>DON'T KNOW</b>	5	1	6
<b>YES</b>	<b>37</b>	<b>11</b>	48
<b>NO</b>	<b>6</b>	<b>2</b>	8
<b>TOT.</b>	48	14	62

The second table is a cross tabulation of **afford** and **gender**, see table 22. These two variables show if there is a difference in the purchase power of women and men. Only 50 per cent of the women would afford to buy the Jaguar XF while for the men the rate is 75 per cent. This is an indication that men have more purchase power than women.

**Table 22** Afford versus gender.

<b>AFFORD</b> <b>GENDER</b>	<b>YES</b>	<b>NO</b>	<b>TOT.</b>
<b>MALE</b>	<b>35</b>	<b>12</b>	47
<b>FEMALE</b>	<b>7</b>	<b>7</b>	14
<b>TOT.</b>	42	19	61

Finally, it is important to analyze the variable **afford** versus **want** in table 23. This cross tabulation consists of an immense amount of information that is interesting and significant to analyze. The most important box for Jaguar is the box that gives the answer yes on both want and afford. The reason is that the higher this figure is the more certain the indication is that the company is in bringing an appreciated model to the market. The ones that have responded yes on both afford and want think that the benefits of the brand justifies its price. The result shows that 53 per cent of the respondents want and can afford the Jaguar XF. This group can be considered as being the right people that have attended this event. Jaguar has been able to develop and design a car that appeals to them and they can also afford to buy it. When taking the “do not know if I want it but I can afford it” answers into account as well, one can draw the conclusion that 63 per cent of the respondents are possible future customers.

**Table 23** Want versus Afford

<b>AFFORD</b> <b>WANT</b>	<b>YES</b>	<b>NO</b>	<b>TOT.</b>
<b>DON'T KNOW</b>	6	0	6
<b>YES</b>	<b>33</b>	<b>15</b>	48
<b>NO</b>	<b>4</b>	<b>4</b>	8
<b>TOT.</b>	43	19	62

The unsure group is not persuaded yet and needs further information and communication about the core identity and the extended identity. This is important in order to position the Jaguar XF and to have a clear brand image of the car. The group that feels that this car is not for them is the ones that have

answered no on both of the questions. This group is 6.5 per cent and could be considered as a non interesting group for Jaguar within the nearest future.

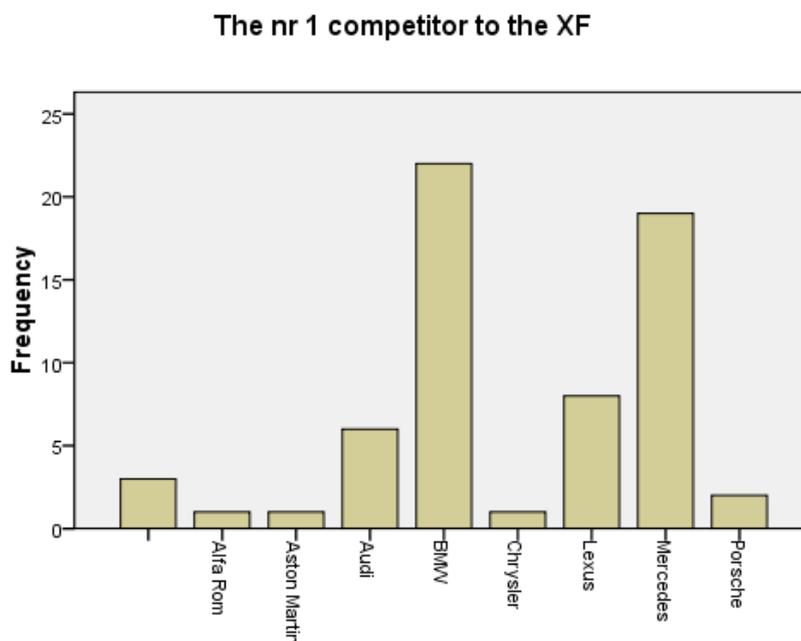
Main competitors:

*Which are the three main competitors, according to you?*

In this question the respondent was asked to name and rate the three main competitors according to them. This was to map out the competition and by that obtain a better picture of what cars are viewed as competitors to the XF. This was also to see if the consumers positioning of the XF correlate to where Jaguar expects the XF to be positioned. Below is a presentation of the nr 1, the nr 2 and the nr 3 competitor, according to the respondents. The findings are visualized with bar charts and measured in frequency of occurrence. Respondents whom have not named a competitor to the XF are visualized with the bar with no name (-).

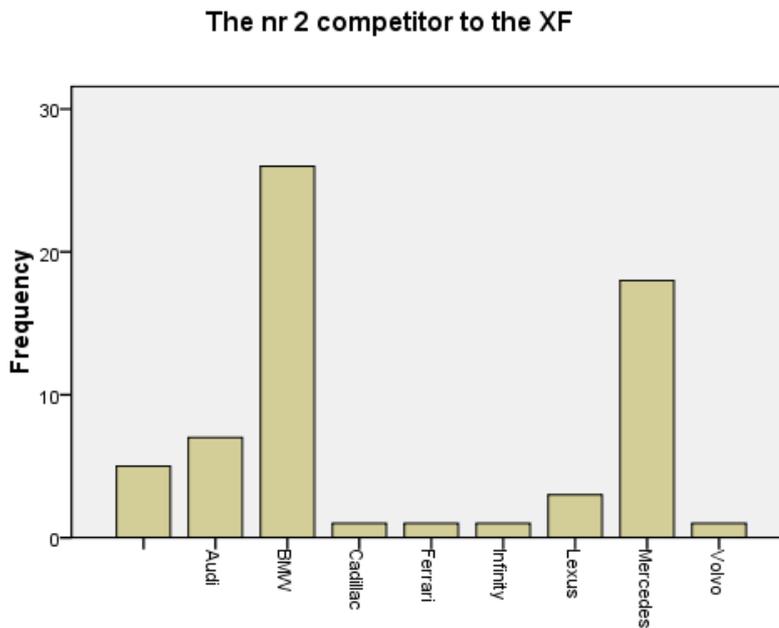
According to the collected answers, see table 21, the *number one* competitor to the XF is the **BMW**. The BMW brand was chosen with a frequency of 22 out of the 63 responses. The Mercedes brand was named the number one competitor by 19 out of the respondents and 8 answered the Lexus. The other brands chosen are showed in table 24.

**Table 24** The nr. 1 competitor to the XF



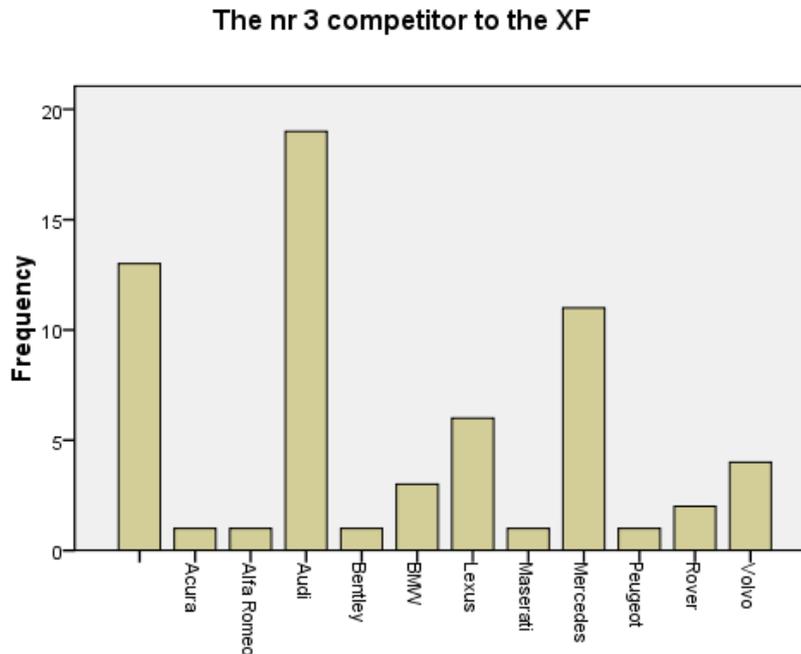
The *second* competitor to the XF according to the respondents was again the **BMW**. The BMW brand was chosen with a frequency of 26 out of the 63 responses, see table 22. The Mercedes brand was chosen with a frequency of 18 out of the respondents and 7 answered the Audi brand. The other brands chosen are shown in table 25.

**Table 25** The nr. 2 competitor to the XF



The *third* competitor to the XF, according to the respondents was the **Audi**. The Audi brand was chosen with a frequency of 19 out of the 63 responses, see table 23. 13 out of the 63 respondents had chosen to not name a third competitor and 11 answered the Mercedes brand. The other brands mentioned as the third competitor are shown in table 26.

**Table 26** The nr.3 competitor to the XF



### Summary

The conclusion from the findings in question nr 8 is that the number one competitor to the XF is the BMW. This car brand was not only seen as the number one competitor but also ranked as the number two. The BMW was, however, in close competition with the Mercedes brand for both places, since the Mercedes was seen as a strong competitor by many of the respondents. Further down in the analysis is a presentation of how Jaguar Cars look at its competition and where it wants to position itself. Parallels will then be drawn to this section and these findings in the purpose of studying if these findings somewhat correlate with how Jaguar sees the competition.

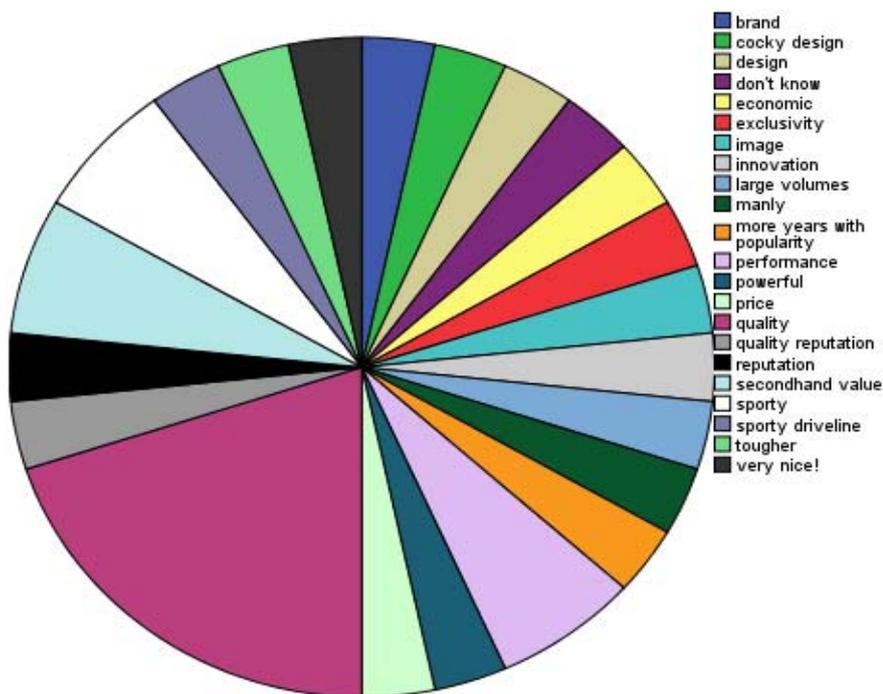
### Strength of the main competitor:

#### *What strength/benefit does the main competitor hold?*

In this question the respondent was asked to clarify why he/she had chosen that specific brand to be the number one competitor to the XF. To do that the respondent was asked to name the strength or benefit that this competitor holds, in their view. This was to enlighten the competitive strength the number one competitor holds to the XF. Since the BMW was the competitor chosen most

frequently to the XF, the strengths/benefits for this car are presented below. These strengths and benefits are presented in Figure 11, as they were expressed by the 22 respondents whom chose BMW as the number one competitor. 3 of these 22 respondents chose not to name a strength or benefit.

**The strenghts/benefits of the #1 competitor -BMW to the Jaguar XF**



**Figure 11** The strenghts/benefits of the #1 competitor-BMW to the XF

### Summary

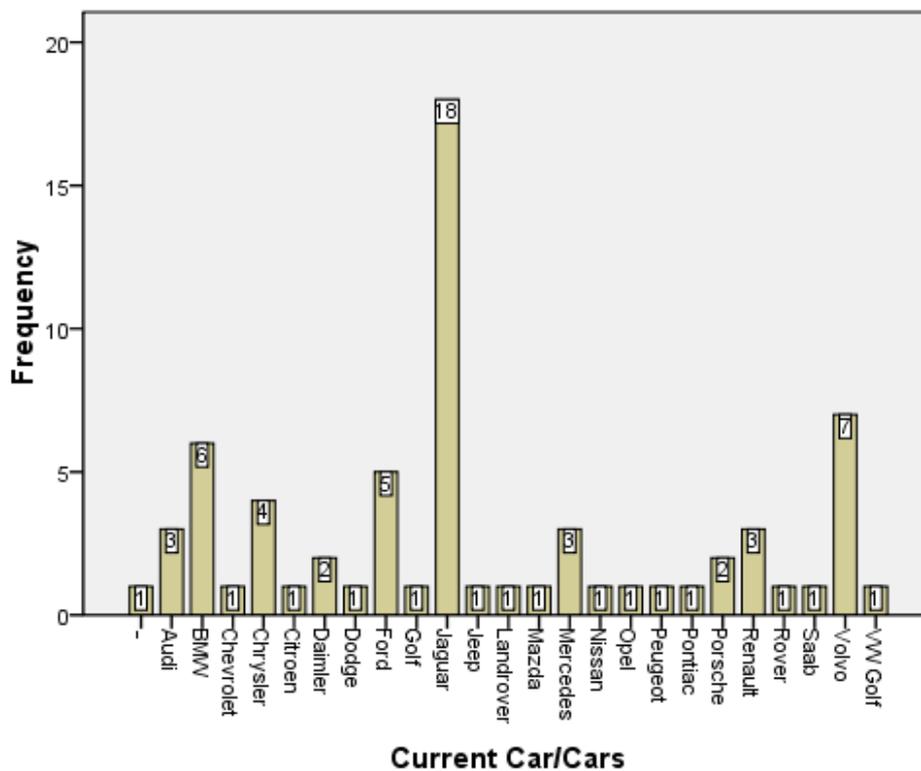
The conclusion of these strengths and benefits expressed in this question is that the primary strength/benefit of the BMW is most frequently expressed to be the **quality**. Many of the expressions are also regarding the image and design of the BMW. Also, the second hand value is of importance to the respondents as well as the performance and sportiveness of the car. In other words, the BMW's competitive strength seems to be good quality and performance of the car, as well as an appealing design with an agreeable secondhand value.

Core owners and intenders:

*What car/cars are you driving today?*

In this question the respondent was asked to reveal what car he or she drives today. This is an interesting question since the answer might say something about how likely the respondent is to be a potential prospect to the new XF. Additionally, it reveals if the respondent is a Jaguar owner or not. According to the answers, illustrated in table 27, a majority of the respondents were Jaguar owners. The second largest group was Volvo owners and the third largest was BMW owners.

**Table 27** Current Car/Cars



**Summary**

The conclusion from these findings is that the majority of the invited guests were current Jaguar owners. The second most common car to own was Volvo and the third was BMW. In view of the fact that the majority of the guests were Jaguar owners, one can conclude that these people already are fond of the brand. So for them to reject the brand would be highly unlikely. For the other group of people

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the brand may be within their consideration set, but they do not actively shop the brand. The challenge here is for Jaguar to get people to love and buy the Jaguar brand in the present tense. To do this, Jaguar need to re-define the role of the Jaguar brand with events just like the one arranged in Malmö.

*Change of car:*

*Do you plan to change cars within the near future?*

Four options were possible: within six months, between 7 and 12 months, next year or no plans to change cars. The results are as follows: 22.2 per cent do not plan on a changing car and 33.3 plan on changing car within the next year. Moreover, 9.5 per cent is planning to change cars within one year and 35 per cent is planning on changing cars within six months.

*Theme: Most likely to buy the XF:*

We decided to analyze three variables together, these are: want the Jaguar XF, can afford to buy it and want to change cars within this or next year.

First, we will see how these three variables interact when the respondents have answered *yes on can afford the XF and that they want to change cars but no on wanting the car*. It is significant to see what the causes are that the XF do not make the cut. Therefore we decided to take a closer look on the profiles of the three respondents that answered in this way. These are all men between 38 and 43 years old. They have answered the same when describing to whom the XF should be more appealing: women with a medium income and at an age between 36-45 years. Looking at the answers gathered on question 3 one finds that the least suiting statements of the Jaguar XF, with the lowest rates one and two, are stylish, manly, elegant, luxurious and exciting. Additionally, the respondents hesitate to buy a Jaguar XF because of: the design, not their taste, comfort and space and the size of the car. The statements that made it as the most suiting were: user friendly interior, sporty, female, unique, beautiful interior and exterior design, powerful and stylish. The respondents are currently driving VW Golf, Dodge Magnum and Jaguar XKR. Jaguar has apparently not been successful in designing and developing a car that these respondents feel strongly about. The Jaguar XF is not

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considered being a car of their standards and is compared to its main competitors, according to these respondents, which are Aston Martin, BMW 5-series and Lexus. They explain that the strengths of the competitors are the motor and being manly.

An even more interesting angle to look at is the people whom answered yes on all three questions; they are planning to *change car*, they can *afford* to buy and *want* to buy. These respondents account for 29 people which represent 46 per cent of all the respondents. This group is then clearly the most prospect customer of a Jaguar XF. The Jaguar XF has here evidently communicated the brand identity through positioning itself correctly in the target groups' minds. 15 of these respondents are current Jaguar owners, the remaining 14 respondents are owners of competitor' cars. The Jaguar owners in this group do not state many hesitations for not buying the Jaguar XF. One of them does however state, that the resale price of the Jaguar S-type is not that high and another says that she is happy with the Jaguar that she already own. The ages of the respondents of this group are another significant aspect to shed light on. Three of the respondents are in the age group of 36-45 years, 5 are in the 46-55 years, 13 are in the 56-65 and 8 are in the 66-75. This means that only 27.6 per cent of this group is under the age of 56 years, 72,4 are over 56 years. This can be considered somewhat above the target age for the XF.

*Further opinions:*

*Comments?*

This is the last question on the survey and the fifth open ended question of qualitative character. Here the respondent was free to express his or her opinions around the event in general. The general comments toward the event were that Jaguar had arranged a professional and enjoyable event. One of the comments was "A very elegant way of presenting the car, much more professional than the competitors". Another was; "Pleasant arrangement with good food. One becomes very positively toward Jaguar after this. Well done!" Further; "A very nice presentation of the XF with thoughts around the design and technology, a reasonable price level".

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Comments from respondents which were more negatively toward the XF was counted to five out of a total of sixty three respondents, within these sixty three - thirty one had no comments. One of these five comments was; “The design of this new Jaguar is no telling. It does not say that this is a typical Jaguar and it feels more like a mix of influences from competitor’s design”. Another was; “I think Jaguar has lost its charm and character with this model”. In conclusion, the general comments around the event were positive and appreciative of what Jaguar had arranged.

### ***5.3. Jaguar in relation to the theoretical framework***

In this section, an analysis of Jaguar in relation to the theoretical framework will be presented. It starts with the consumer and continues with the market which includes the segmentation, the targeting and the positioning. Then it continues with the competition and the marketing process followed by branding.

#### *5.3.1. Jaguar’s business objective*

The primary business objective according to Jaguar Cars (2007) is for the Jaguar XF to become the heartland for the Jaguar brand delivering the core volume and profitable growth within the segment. The Jaguar XF is the second product in the range to reflect Jaguar’s new design direction, and the first time it has been applied to a Jaguar sports saloon. The Jaguar XF is a four-door sports saloon that not only looks like a sports car but also is intended to perform as one.

The Jaguar XF will build on the work already done to date with the launch of the Jaguar XK and the ‘Gorgeous’ campaign. The XF should be a statement about Jaguar’s design leadership and the brand’s role in defining automotive culture. This product will accelerate the brand’s acceptance by luxury customers and will address misconceptions about the brand and its products.

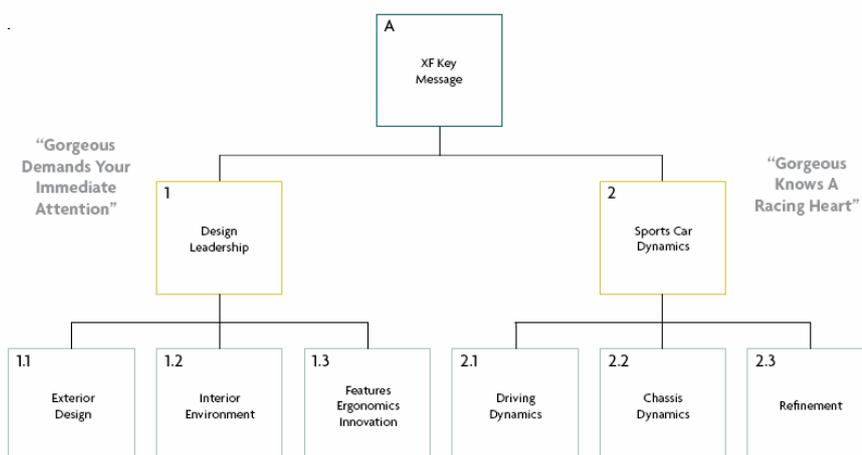
Further, Jaguar explains that the XF is intended to move Jaguar on from being a brand that customers see as desirable in many respects, but not for them, to being a brand that they see as reflecting the person they want to be. It is a car to take

Jaguar towards the future – a brand that is forward looking, relevant to them, and reflecting their lifestyles, needs and aspirations.

### 5.3.2. The Consumer

Jaguar in Sweden has limited economical and personnel resources and, therefore, they have to focus on reaching potential customers in a smart and effective way. Jaguar Cars in Sweden has, as explained before, featured a strong focus on a special preview of the Jaguar XF this autumn of 2007. It was a road show with customer one-to-one events in Stockholm, Gothenburg and Malmö. The events were intended for highly selected VIP customers to successfully launch the new Jaguar XF. This activity is used by Jaguar Cars as a mean of ensuring customer contact with the vehicle, given that the cars will not start to appear in dealerships until March 2008. The event also allows dealers to bring in their prospects to see the XF, introduced them to the detail of the vehicles design and reviews the full colour and trim options.

Jaguar has also created a global key message it want to communicate to the consumer. It is of importance that this message is clear and well defined by the company. The message should summarize what the new XF is all about. Figure 12 illustrates that Jaguar wants the XF to communicate a design leadership and sports car dynamics.



**Figure 12** The XF Key Message

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Jaguar Cars wants to broaden its customer base and appeal to a new audience. According to Jaguar, a strong marketing position is rooted in understanding the customer: Who are the potential XF customers, what are their lifestyles, their values and behavior patterns? Above all, what are their brand loyalties, their automotive needs and aspirations and their reasons for purchase – or rejection?

The customer profile of the Jaguar XF, according to Jaguar is as follows;

- The customer profile is predominantly male, but females are an important secondary target in some markets, including the USA.
- Likely to be late 30s, 40s or early 50s – younger than the existing profile.
- Successful, career-minded, affluent, drive for both work and pleasure.
- Many have families, and family motoring is important to them (Jaguar Cars, 2007).

Moreover, Jaguar has defined the consumer lifestyle to be recognized as customers that are at the stage of building their luxury lifestyle, rather than already being settled into it. The consumer does not live extravagantly or decadently, but they do choose carefully. For example, luxury purchases are driven by striking design, lasting quality, high functionality. Preferred brands include Armani, Bang & Olufsen, Hugo Boss, Dualit, Joseph, Kenneth Cole, Omega, Paul Smith, Ralph Lauren and Villeroy and Boch. Luxury items, especially cars, are important for their emotional and aspirational qualities. The personal image is successful, individual, knowledgeable and tasteful – but subtle, rather than brash, and definitely not ‘trying too hard’ (Jaguar Cars, 2007).

According to the clinics of extended research that Jaguar has conducted in Italy, the US and the UK showed that the Jaguar XF has a significant positive impact on perceptions of the Jaguar brand. The XF was seen to have clear design strengths, particularly in respect of the exterior design, evidenced by it having the highest rate of first choices in all markets. In the UK and Italy its acceptance is very strong. Very significantly, the impression of the XF confirms a very clear appeal to the younger buyer, and towards a far more relevant ‘modern, sporty and elegant’ car that most respondents felt was “definitely for them” (Jaguar Cars Clinics, 2007).

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### 5.3.3. *The Market – segmentation, targeting and positioning*

Jaguar has stated that it wants to be in the so called the D/E segment, which is a premium segment of cars like Audi A6, BMW 5-series, Mercedes E-class and Lexus GS among others within the same price, size and range. The projected forecast size of the Premium D/E segment (by major region) does not only demonstrate the regeneration of this sector but also the emergence of new leading markets. The combination of sector and market growth will see a change to the market ranking. Currently, the top five markets are US, Germany, UK, China and Sweden. By 2010, the top five is forecast as USA, Germany, China, Japan and UK (Jaguar Cars, 2007).

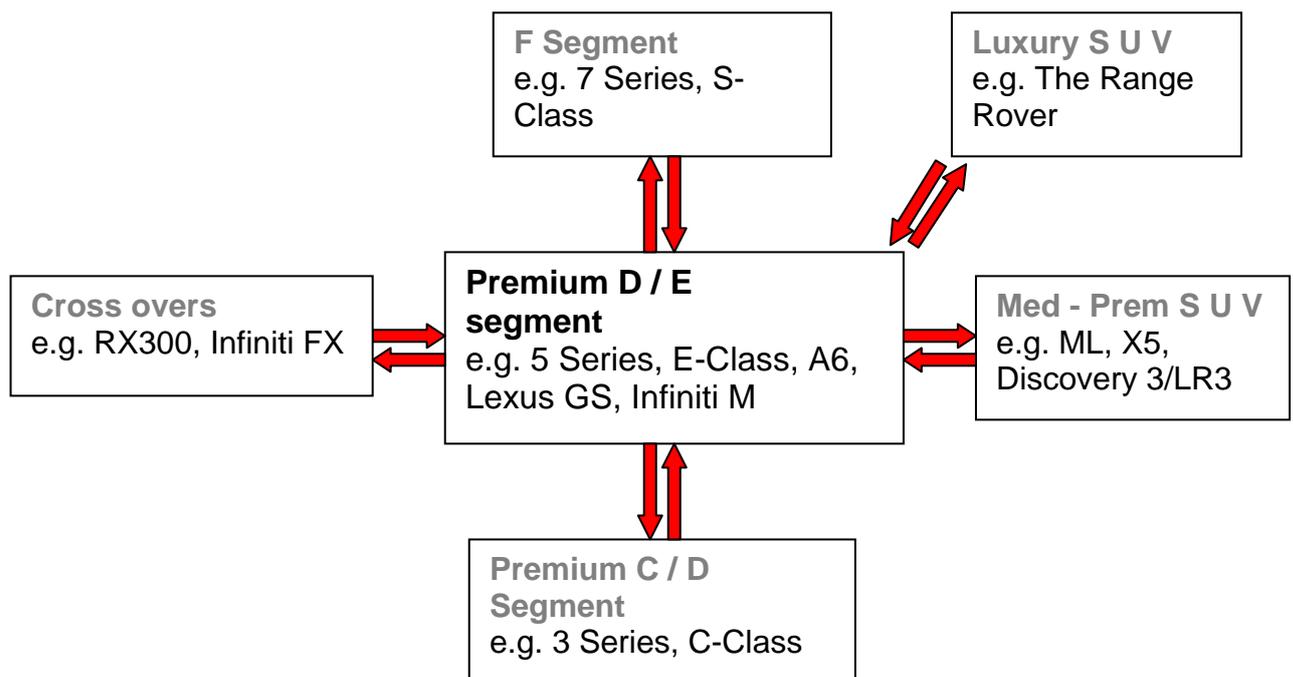
In the Premium D/E automotive segment (or Medium Premium Sedan segment), there is an established pattern of dominance, but increasingly, the boundaries are becoming blurred as customers aspire to bigger or better cars, and as the definition of luxury continues to shift. For example, the German premium manufacturers, Audi, BMW and Mercedes-Benz, continue to dominate the Premium D/E segment as it is traditionally defined, and between them account for more than 60 percent of the segment's sales. The dominance of the German manufacturers means they are, on the surface, well poised to meet future developments. However, the Jaguar XF launch timing takes advantage of a major window of opportunity before the launch of direct competitors.

This presents a unique opportunity for the Jaguar XF to establish a strong position within the segment, from the start. The segment is sometimes seen as a transition point between other segments – both by customers working their way up to even more aspirational cars (for instance from BMW 5 Series to 7 Series), and by manufacturers offering a growing number of adjacent alternatives, such as cross-overs and SUVs. Cars like the Mercedes-Benz CLS also challenge the traditional concept of the three-box saloon within the segment. The number of markets within the segment has grown, particularly in the US market where brands such as Acura and Infiniti have launched credible D/E products in recent years. The blurring of boundaries gives the aspirational Premium D/E segment customer

more choice than ever, with new consideration sets both from within the segment and from adjacent segments and alternatives.

#### 5.3.4. Competition

When it comes to the competition Jaguar has, as mentioned above, stated that it wants to be in the so called the D/E segment, a premium segment of cars like Audi A6, BMW 5-series, Mercedes E-class and Lexus GS among others within the same price, size and range, see Figure 13. The company is said to anticipate attracting approximately 45-50% new customers coming from outside the brand, 35-38% coming from S-TYPE and 13-15% to be former X-TYPE owners. The demographic and psychographic profile for the Jaguar XF customer is broad, and moves the formerly typical Jaguar-buyer profile in vital new directions (Jaguar Cars, 2007).



**Figure 13** Premium D/E segment

The Jaguar XF fits Jaguar's new premium-niche strategy, and subtly positions itself within the brand map as a contemporary, luxurious, sporty car that is also practical and accessible (Jaguar Cars, 2007). The Jaguar XF competes against a familiar basket of mid-sized premium cars from brands led by Audi, BMW, Lexus, Mercedes-Benz, and in the US market by the same brands plus Acura and Infiniti.

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- The competitor set is familiar and well established.
  - No single manufacturer dominates the segment.
  - Cars in this segment generally embody wider brand characteristics rather than having strong individual model personalities.
  - The segment faces increasing competition from adjacent segments and emerging brands.
  - The Jaguar XF offers a new alternative for buyers of traditional saloons.
  - The Jaguar XF exploits a hugely important window of opportunity ahead of competitor launches (Jaguar Cars, 2007).

As mentioned earlier, there is an established pattern of dominance in the Premium D/E automotive segment, but increasingly the boundaries are becoming blurred as customers aspire to bigger or better cars, and as the definition of luxury continue to shift. There are clear trends in the segment that reflect the Premium D/E customer profile and broader direction of the automotive market. They present significant opportunities for the Jaguar XF to exploit. Individuality, innovation, styling and design (Jaguar Cars, 2007).

#### *5.3.5. The Marketing Process*

The marketing process presents a clear perspective of the marketing strategy used by the management of a company. This dissertation very much concentrates on researching how Jaguar has worked on positioning the Jaguar XF. The car has yet only been viewed in Sweden at the events held. However, the pre-clinic studies have enabled the company to investigate the three markets of the US, the UK and Italy. Jaguar has stated that it wants to be in the premium segment of cars. The results of this research study show that this segment is where the respondents position the Jaguar XF.

In Jaguar's positioning of the XF it is aiming on attracting the target group that is defined as being in their midst of their career, earning a salary of medium to high income and in the age of 35-45 years. In other words, the company's aim is on positioning the new XF in a younger sub segment than the S-type was positioned in. The re-positioning process that the Jaguar XF has gone through is an attempt

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to be more contemporary, capturing a larger market but still keeping its competitive advantage of being a unique brand.

### 5.3.6. Branding

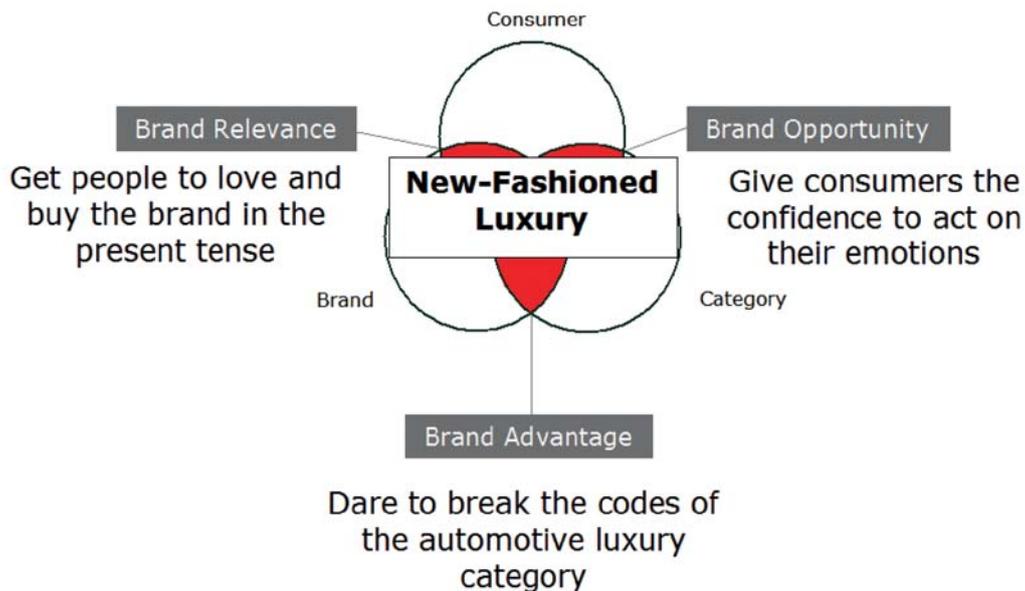
Jaguar has been struggling with previous media representations of the brand that were sending the wrong message and drove consumer's misunderstanding of the brand. Jaguar defines some of these consumers as *fond rejecters*. These people are fond of the brand because they respect the brand's individualism, complexity and sophistication and style. But they reject the brand because of perceived quality issues are negative owner imagery stereotypes. The brand may be within their consideration set, but they do not actively shop the brand. This is of brand relevance since the challenge is to get people to love and buy the Jaguar brand in the present tense. To do this, Jaguar need to re-define the role of the Jaguar brand in popular culture (Jaguar Cars, 2007)

The brand challenges are according to Jaguar, more specifically to establish a flawless and compelling brand image, to energize the distinctive positioning of the brand, to stimulate awareness, opinion and consideration, to increase the ability to command a premium, to enhance retailer capability to deliver the brand promise and to ensure 100% delivery of the essentials.

The company has also developed a communication strategy, which is defined as 'New-Fashioned Luxury', see Figure 14. This strategy is more contemporary and relevant as opposed to being 'old fashioned'. The emphasis is on 'luxury' which is unique positioning for Jaguar compared with competitors. The illustration below, see Figure 11, illustrates the rationale behind Jaguars primary brand communications strategy, in terms of the interaction and relationships between: the consumer, the brand and the category (or sector). There are three key communication challenges involved in restoring the Jaguar brand:

- *Brand relevance* refers to the relationship Jaguar want the consumer to have with the Jaguar brand: their overall perceptions of Jaguar

- *Brand opportunity* refers to how the company drives the customer to choose Jaguar over its competitors in the category
- *Brand advantage* refers to how Jaguar positions the Jaguar brand uniquely in its competitive set (Category), and how the company communicates this to the audiences.



**Figure 14** Brand communication strategy

#### 5.4. *Swot analysis*

This swot analysis focuses on presenting the threats and opportunities of Jaguar. The managers of jaguar need to identify the threats and opportunities that their company faces. The purpose is to make the manager anticipate important developments that can have an impact on the firm (Kotler, 1999).

Jaguar's threats:

- *Competitive activity.* The BMW is rated to be the nr 1 competitor to the Jaguar XF according to our survey, together with the Mercedes. These brands can therefore be considered to be the competitors that Jaguar needs to look out for.
- *Channel pressure.* Automotive segment boundaries are becoming blurred as a result of customers aspiring to bigger or better cars, and the world of

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luxury continues to grow in all directions. The blurring of boundaries gives the aspirational Premium D/E segment customer more choice than ever, with new consideration sets both from within the segment and from adjacent segments and alternatives.

- *Politics.* The increasing importance of environmentally friendly cars. People might want to be able to choose an environmental friendly alternative, which Jaguar so far does not offer.

Jaguar's opportunities;

- *Economic climate.* The economic climate in Sweden is to be considered good. People live well, earn more and have more money to spend. People are interested in building their luxury lifestyle.
- *Demographic changes.* The demographic and psychographic profile for the Jaguar XF customer is broad, and moves the formerly typical Jaguar-buyer profile in vital new directions.
- *Market.* The opportunity to enter the market of modern luxury cars targeting a younger audience. Automotive segment boundaries are, as mentioned above, becoming blurred as a result of customers aspiring to bigger or better cars, and the world of luxury continues to grow in all directions. However, the Jaguar XF launch timing takes advantage of a major window of opportunity before the launch of direct competitors. This presents a unique opportunity for the Jaguar XF to establish a strong position within the segment, from the start.

The dominance of the German manufacturers means they are, on the surface, well poised to meet future developments. However, the Jaguar XF launch timing takes advantage of a major window of opportunity before the launch of direct competitors.

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There is an established pattern of dominance in the Premium D/E automotive segment, but looking at how the definition of luxury continues to shift. There are clear trends in the segment that reflect the Premium D/E customer profile and broader direction of the automotive market. They present significant opportunities for the Jaguar XF to exploit individuality, innovation, styling and design.

- *Technology.* Jaguar should continue to communicate a design leadership and sports car dynamics. In this segment, innovation is normally fed down from more expensive models. The XF introduces many brand new features not seen before in other Jaguar models, but it also has an advantage in that it is able to derive some of the best technology features from other more expensive Jaguar models such as the New XJ and XK. With these new features the Jaguar XF has the potential to attract customers from different types of car, from SUV to more traditional sports cars and coupés. Moreover, the development of an environmentally friendly alternative should be considered as an opportunity for further segment growth. Energy efficiency will be increasingly important and environmental awareness will also impact the luxury world with the growth of eco-luxury.

### **5.5. *Malmö and pre-clinics***

The pre-clinic studies that were performed in the US, the UK and Italy show interesting results. Comparing these with the results from Malmö provides with more depth to our findings. The empirical research that has been performed in this study can not be generalized to represent the population of Sweden. Nevertheless, there are some interesting similarities in the results from the pre-clinics and the study in Malmö, which will now be presented.

In Malmö, the interior design was stated to be one of the strongest statements about the XF. In a more general perspective one can say that there is a unanimity between the markets about the interior design of the XF. It has attributes that are both high rated and low rated. The high-raters are excited about the technology and the use of modern materials. Moreover, they think that the interior is roomier

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than is expected from the outside. On the other hand, the low raters think that the technology raises the risk for things to go wrong and they also think that the materials used are too plasticky. The interior is strong in Italy and Malmö. In the UK it is not as strong but still preferred to its competitors. In the US the interior is second to Mercedes E-class.

An important aspect for Jaguar is to attract a younger segment and thereby gain market share. The studies indicate that the XF is not perceived as an old man's car and this would mean that Jaguar has been successful in its development of a contemporary model. Jaguar has strengths that are of utmost significance for a successful launch. The corporate brand is strong and the results show that there is an acceptance of Jaguar XF and that it reflects the strengths existent within the Jaguar brand. Moreover, the extended identity provided by the XF brings completeness in identifying the brand. However, all markets that have been studied, both in pre-clinics and in Malmö, show that there is some reluctance to purchase a Jaguar. This reluctance is referred to the poor resale value.

The pre-clinics and the survey both show that BMW is the main competitor to Jaguar. Close competitors are also Mercedes, Audi and Lexus. This means that it can be considered crucial for Jaguar to have a marketing that emphasizes the quality and other strengths that we have found about the competitors of the XF. We have also found indications that the strengths of the competitors are what are the existing gaps between the brand identity and brand image of the Jaguar XF. Moreover, it is important to mention that if the quality perceptions became stronger this would indirectly raise the second hand value.

The pre-clinics show which associations and statements that are strong in the three markets: in the US the XF is perceived as head-turning and stunningly beautiful. In the UK the XF is sporty and powerful. In Italy it is for open minded individuals who are not afraid to make their own choices but it is also contemporary and on a leading-edge. In Malmö the study was less extensive and the material gathered show that the XF is a car attracting both genders and the first impression of the car

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is strong. The strongest statements in Malmö were: elegant and beautiful design, both exterior and interior.

## 6. Conclusions

*In this chapter the conclusions of the dissertation is presented. First, the research questions are answered and then the effect of the event in the eyes of the present consumer and ending with criticism of the research.*

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### 6.1. Answering the research questions

The answer to the first research question, ***How has Jaguar worked at positioning the Jaguar XF?*** can be found in the analysis (chapter 5). In the analysis chapter a presentation of the consumer, the market and the competition are laid out. According to these statements made by the Jaguar Company, extensive work of positioning the XF has been done, and continuous work is being done.

Jaguar explains that the XF is intended to move Jaguar on from being a brand that customers see as desirable in many respects, but not for them, to being a brand that they see as reflecting the person they want to be. It is a car to take Jaguar towards the future – a brand that is forward looking, relevant to them, and reflecting their lifestyles, needs and aspirations. According to Jaguar, a strong marketing position is rooted in understanding the customer. Jaguar Cars in Sweden has featured a strong focus on a special preview of the Jaguar XF this autumn of 2007. It was a road show with customer one-to-one events in Stockholm, Gothenburg and Malmö. This activity was used by Jaguar Cars as a mean of ensuring customer contact with the vehicle, given that the cars will not start to appear in dealerships until March 2008.

#### *The background*

The XF should embody Jaguars philosophy of ‘Beautiful, Fast cars’ – and accelerate the brands acceptance by luxury customers and will address misconceptions about the brand and its products. Jaguar has taken a new direction with the launch of the XF and to communicate this exciting change of direction is crucial to the success of the Jaguar XF.

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*The competition*

The Jaguar XF fits Jaguar's new premium-niche strategy, and subtly positions itself within the brand map as a contemporary, luxurious, sporty car that is also practical and accessible. The Jaguar XF competes against a familiar basket of mid-sized premium cars from brands led by Audi, BMW, Lexus, Mercedes-Benz, and in the US market by the same brands plus Acura and Infiniti. The Jaguar XF exploits a hugely important window of opportunity ahead of competitor launches.

*The objective*

The business objective is essentially simple – to become the heart of the Jaguar brand. The Jaguar XF should grow beyond X-TYPE sales levels, with as little negative impact as possible on either X-TYPE or XJ.

*The role of communications/marketing*

Jaguar is working within the overall strategy of 'Beautiful Fast Cars' and 'New-Fashioned Luxury' and communication this strategy for the Jaguar XF. Jaguar has been building anticipation of the launch, and used the road show to drive brand image, desirability and consideration.

*The consumer*

The demographic and psychographic profile for the Jaguar XF customer is broad and moves the formerly typical Jaguar-buyer profile in vital new directions.

The customer profile for Jaguar XF is:

- predominantly male, but females are an important secondary target in some markets, including the USA
- likely to be late 30s, 40s or early 50s – younger than existing profile
- successful, career-minded, affluent, drive for both work and pleasure
- many have families, and family motoring is important to them.

Many customers are at the stage of building their luxury lifestyle, rather than being settled into it. They do not live extravagantly or decadently, but they do choose carefully.

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*Current brand perceptions and barriers*

The consumer is familiar with Jaguar, loves classic Jaguars such as the E-Type, even sees Jaguar as a once cool brand, but a brand that has recently lost its way.

*The Key for a successful launch*

If Jaguar is to make the launch of the Jaguar XF as successful as possible, the marketers should develop a communication program that creates awareness and changes misconceptions. The core values of Jaguar must be sustained and the extended values must be altered to fit the profile of a modern Jaguar. Moreover, it is also of importance to maintain the positive aspects of the classic Jaguar car. In order to do so, this must be kept in mind when marketing the XF. The Jaguar XF sits in a prestige market segment but it is accessible, practical and affordable.

*The target*

Jaguar has stated that it wants to be in the so called the D/E segment, which is a premium segment of cars like Audi A6, BMW 5-series, Mercedes E-class and Lexus GS among others within the same price, size and range. According to our findings in the survey, the respondents position the Jaguar XF in the same segment as BMW, Mercedes, Lexus and Audi.

To answer the second research question, ***How does the customer perceive the Jaguar XF?*** the results from the questionnaires were analysed. According to the theories, any offer has to have particular characteristics that set it apart from competition in the eyes of the customers. Since positioning is based on customer's perceptions it is only partly within the control of marketers. External developments could change the way customers think about a product. A company like Jaguar, offer products that can be highly differentiated. Here the company faced an abundance of design parameters. It can offer a variety of standard or optional features not provided by the competitors. Jaguar can also differentiate its products on performance, style and design. Many car buyers will pay a premium for Jaguar cars because of their extraordinary look.

Our research study shows that the overall perception of the Jaguar XF is positive. The invited consumers seem to perceive the Jaguar XF as a car able to meet their expectations of a modern Jaguar. The event was highly appreciated by the invited guests and was a perfect opportunity to create interest in the product and to clearly show the identity of the brand to the consumers. In other words, Jaguar has had a positive outcome of developing and designing a car that gives the right first impression to its target group. The presentation of the XF also brought important focus to one of the designers of the car. A young Swedish woman promoting and marketing the car in Sweden is a clever touch by Jaguar and an important detail in the rejuvenation of the brand. Even though this newcomer of the Jaguar family was well perceived and applauded there were respondents worried about the quality of the XF. Bearing in mind that quality is a part of a brand's core value it can be considered a difficult task for Jaguar to convince people otherwise. Even though the brand perception before the event was strong, it still seems to be a possibility for Jaguar to further strengthen the brand. Before the launch of the XF, Jaguar suffered of brand unpopularity and a decrease of sale. The positive reactions expressed by the respondents at the XF event might however, indicate that the future for the Jaguar XF looks bright.

To answer the third research question, *How can Jaguar use the extended information about perceptions in their marketing of the Jaguar XF?* the results from the questionnaire were analysed. The information collected by the survey shows that the XF comes across as a very beautiful car to the respondents. It can therefore be made out that the new design language communicated by Jaguar has been successful. People are appealed to the new image of the XF. However, viewing the statistics one also finds that the statements rated the lowest were female, class-leading and innovative. This might indicate that people do perceive the new XF as a beautiful vehicle, but do not think that Jaguar has presented a very ground-breaking model and do not view the XF as being particularly class-leading within the segment

The profile of the driver of the Jaguar XF is, according to the consumers: probably a man, with a high income and somewhere in the ages of 46-55 years

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old. The result shows that 53 per cent of the respondents want and can afford the Jaguar XF. This group can be considered as being the right people that have attended this event.

The number one competitor to the XF is the BMW. This car brand was not only seen as the number one competitor but also ranked as the number two. In other words, the BMW's competitive strength seems to be good quality and performance of the car, as well as an appealing design with an agreeable secondhand value. In conclusion, Jaguar can by looking at the BMW and its strengths see this as a guideline of what the customer is valuing in a car brand. According to our analysis about the customer's perception of the Jaguar brand, the negative aspects with Jaguar were laid out to be the perception of poor quality and a low second hand value. This can be considered to be a gap between the brand identity of Jaguar and its brand image and should be seen as an indication of what Jaguar needs to work on in order to close the gap.

In view of the fact that the majority of the guests were Jaguar owners, one can conclude that these people already are fond of the brand. So for them to reject the brand would be highly unlikely. For the other group of people the brand may be within their consideration set, but they do not actively shop the brand. The challenge here is for Jaguar to get people to love and buy the Jaguar brand in the present tense. To do this, Jaguar need to re-define the role of the Jaguar brand with events just like the one arranged in Malmö.

### ***6.2. The effect of the event in the eyes of the present consumer***

The arrangement of an event positively received by the consumers is a good start in affecting the brand image in the desired way. As the results of our research clearly shows, the event was successful in achieving a strong positive impression of the XF. The selected guests attending the event had a chance to meet representatives of the company: the CEO of Jaguar Cars Sweden, the marketing Manager and one of the designers. The designer is, as mentioned before, a Swedish woman in her late twenties. Introducing the young designer to the customers means that Jaguar is once again shedding light on its rejuvenation of

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the brand. In other words, the customers were given all the reasons to perceive the Jaguar XF as a model that is contemporary with a new design language.

### **6.3. *Criticism of the research***

Within our questionnaire there are some parts that could be put under criticism. During the performance of the survey we were faced with criticism towards some of the questions in the questionnaire. These questions were number 3, 6, 7. In question number three the respondents were somewhat negative towards the amount of statements and the similarities of them. Also, some confusion was expressed concerning the statements mainly and female. Further, question six was perceived slightly provocative since the question concerned affordability which is a sensitive subject. Finally, question seven had a statement about the performance of the XF. This statement was difficult for the respondents to consider since none of them had driven the car.

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Appendix 1

Kvinna  Man

Ålder: \_\_\_\_\_

1. Vad var din uppfattning om Jaguar som varumärke innan du kom hit idag?



2. Vilka är dina första tankar efter att ha sett den nya Jaguar XF?

3. Vilka av följande påståenden stämmer bäst/sämst in på nya Jaguar XF, enligt dig? (kryssa i boxarna) 1=stämmer sämst in, 5=stämmer bäst in

Kraftfull	1	2	3	4	5
Snyggt designad	1	2	3	4	5
Unik	1	2	3	4	5
Innovativ	1	2	3	4	5
Lyxig	1	2	3	4	5
Elegant	1	2	3	4	5
Stilren	1	2	3	4	5
Sportig	1	2	3	4	5
Spännande	1	2	3	4	5
Tuff	1	2	3	4	5
Klass-ledande	1	2	3	4	5
Manlig	1	2	3	4	5
Kvinnlig	1	2	3	4	5
Användar vänlig (interiört)	1	2	3	4	5
Snyggt designad (interiört)	1	2	3	4	5

4. Vem attraheras mest av Jaguar XF skulle du säga?

Kön:  Man  Kvinna  Båda

Inkomst:  Låg  Medel  Hög

Ålder:  25-35,  36-45,  46-55,  56-65,  66-75



Appendix 2

Woman  Man

Age: \_\_\_\_\_

1. What was your perception of the Jaguar brand before coming here today?



2. What were your first thoughts after seeing the new Jaguar XF?

3. Which of the following statements suits best/least in describing the new Jaguar XF, according to you? (fill in the boxes) 1=suits the least, 5=suits the best

Powerful	1	2	3	4	5
Beautifully designed	1	2	3	4	5
Unique	1	2	3	4	5
Innovative	1	2	3	4	5
Luxurious	1	2	3	4	5
Elegant	1	2	3	4	5
Stylish	1	2	3	4	5
Sporty	1	2	3	4	5
Exciting	1	2	3	4	5
Tough	1	2	3	4	5
Class Leading	1	2	3	4	5
Manly	1	2	3	4	5
Female	1	2	3	4	5
User-friendly (Interior)	1	2	3	4	5
Beautifully designed	1	2	3	4	5

4. Who do you think is most attracted to the Jaguar XF?

Gender:  Man  Woman  Both

Income:  Low  Medium  High

Age:  25-35,  36-45,  46-55,  56-65,  66-75



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## Appendix 3

### Analysis of the survey questions

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First, it is important for us to see how many male versus female respondents that have chosen to take part in our research. It is also of interest to find out the age of the respondents in order to see how the company can position the new Jaguar XF. We can also use this information in analyzing if the new XF model manages to attract a younger audience than the previous models.

- 1- We want to find out how strong the Jaguar brand is in the respondents mind.
- 2- This question gives the answer of what first impression the Jaguar XF gives. We want to find out how many of the respondents have a strong first impression of the Jaguar XF and how many of these are a Jaguar owner versus an owner of a competitor's car.
- 3- The answer gives us a deeper understanding of the respondent's perception of the Jaguar XF. We find out which definitions describe the Jaguar XF the best as well as which descriptions are the least suiting in the description of the car.
- 4- We want to find out how the respondent positions the Jaguar XF. By asking this question we give the respondent the opportunity of analysing the market for the Jaguar XF. We intend to compare the result with the subgroup that the company is targeting.
- 5- This question answers if the Jaguar XF has been successful in attracting the respondent by meeting its standards and demands.
- 6- It is interesting to find out how many of the respondents that would actually afford to buy the Jaguar XF.
- 7- The question answers if there is anything with the Jaguar XF that make the costumers hesitate to buy it.
- 8- We want to find out which competitors that the respondent thinks are the closest to Jaguar XF.
- 9- The answer defines the strengths of the number one competitor in the respondents mind.

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10- Is the respondent a user of a Jaguar or a competitor's car? It is interesting for us to analyse how and if the answers differ, depending on if the respondent is a Jaguar-owner or an intender.

11- Is this respondent thinking of changing cars within the near future or not?

12- It can be interesting to find out if there is anything special that the respondent wants to add.

*Appendix 4*



JAGUAR **XF**



JAGUAR **XF**



