A road to promote roadside assistance in Turkey

marketing communication advice by Joanne Visser and Annemarie Versteeg
Foreword

This communication advice is the extended answer to the main question of our thesis. It results in a road to promote roadside assistance for Marmassistance. In this advice you will find a description of the service, the market and the target group. Followed by objectives and a complementing strategy, executed in communication instruments.

On our way working on this advice we learned a lot. Many people showed us the way. With all their directions we started and finished our journey. We want to thank everyone for their time and kind instructions.

We especially want to thank Mr. Alemdaroğlu, marketing supervisor and supervisor of our thesis. His support, enthusiasm and his friendly “it is a pleasure to help you” were great. We also want to thank Mr. Biekmann from ARC Europe. It was very nice to meet him before our trip but certainly even more of a pleasure to see a Dutch face every so often in a Turkish office. We also want to thank Mr. Veen, our supervisor from the university in the Netherlands.

Last, but certainly not least, we want to show our gratitude to Dr. Ataç, director of Marmassistance. He invited us and welcomed us to Istanbul. Where we had the most wonderful and educative time.

It was a pleasure for us to work on this in the Marmassistance office.

Joanne Visser and Annemarie Versteeg
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**Theoretical frame**

To promote Marmassistance’s roadside assistance, a communication plan should be written. It includes the positioning and the communication message for the brand. According to Floor en van Raaij, a strategic marketing communication plan can guide future communication activities of a company. This plan consists of the following chapters: (Floor and van Raaij, 2006, p. 133)

- The research of the consumer and the product
- The marketing communication target group
- The marketing communication objectives
- The marketing communication strategy
- The marketing communication mix
- The execution in terms of creativity, etc.

We have worked with these classifications several times, and in our experience these are good fundamentals. That is why we will use them in our advice report for Marmassistance. Below we will explain these parts of the plan.

**Research of the consumer and the product**
Research is the basis of every marketing communication plan. It is a very important step in developing a successful marketing communication strategy. Intuition is not enough.

**The marketing communication target group**
The communication target group is the second part of the marketing communication plan. “The communication target group is the group of consumers, decision-makers, or companies to whom a communication campaign focuses.” (Floor and van Raaij, 2006, p. 170) Floor and van Raaij distinguish a consumer and a business target group.

According to Tooker (2010) there is a third category that represents the relationship of a significant percentage of the companies that market goods and services. “It is neither strictly B2B nor strictly B2C. It is both. B2B2C.”

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<tr>
<th>Characteristic</th>
<th>Consumer market</th>
<th>Business market</th>
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<tr>
<td>Number of (potential) buyers</td>
<td>Large</td>
<td>Small</td>
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<tr>
<td>Purchase price</td>
<td>High</td>
<td>Low</td>
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<tr>
<td>Need for information</td>
<td>Small</td>
<td>Large</td>
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<tr>
<td>Length of the buying process</td>
<td>Short</td>
<td>Long</td>
</tr>
<tr>
<td>Number of people involved in the decision making</td>
<td>Small</td>
<td>Large</td>
</tr>
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**The marketing communication objectives**
Next, the objectives will be defined. These objectives are often in terms of category need, brand awareness, brand knowledge, attitude, purchase intention, purchase facilitation, buying behavior, and satisfaction. During our research process, we remarked the terms category need and customer loyalty quite often with our interviewees. Therefore we will describe these terms based on Floor and van Raaij.

Category need means: “the customer’s primary demand and need for a product category.” When a product or service is new, it is unknown amongst customers. A brand needs to use a specific strategy focused on explaining the benefit of the service. (Floor and van Raaij, 2006, p. 196)

For customer loyalty Floor and van Raaij use the word brand loyalty. “Brand loyalty is a behavior, namely regularly, of always buying a particular brand. Brand loyalty is also an attitude, a preference for a certain brand which results in re-buying behavior.” (Floor and van Raaij, 2006, p. 181)
The marketing communication strategy
After having defined the target group and the objectives, a strategy needs to be determined. The strategy defines the core message and the positioning of the brand. The core message is the promise of the product or service towards the target group. The position of the brand is the place of the brand compared to other brands. (Floor and van Raaij, 2006, p. 216)

The marketing communication mix
Based on the chosen strategy, the marketing communication instruments can be determined. This combination of instruments is called the marketing communication mix. There are several marketing communication instruments: advertising, public relations, sponsorship, store communications etc. These instruments can be used to execute the strategy and reach the objectives.

Innovativeness
The structure of such a communication advice, using Floor and van Raaij is not so groundbreaking, especially not for Dutch communication professionals. Also the content of the advice might not seem very innovative, but it certainly is seeing the circumstances. Therewith we mean that seeing the Turkish culture, their knowledge and experience with marketing communications, Dutch basics become special. We bring European experience to another culture and level. Which also can be seen as innovation. For Marmassistance this advice is going to be innovative and not of the least importance achievable. We feel the main importance of our thesis is writing something feasible.
1 Research of the product and the consumer

“The aim of roadside assistance is to get the vehicle back on the road.”

Research is the foundation of every marketing communication plan. Prior to this marketing communication advice, we did an extended research to the product, the market and the consumer of Marmassistance. This chapter contains the basics of this research. It includes information on the consumer and the product. Whereas for Marmassistance, the product is a service.
1.1 Brand and product

Marmassistance is a quality focused company that profiles itself as ‘your extended arm since 1986’. It has served on the medical field since 1986. And has only recently entered the technical field. Marmassistance’s first strong point is its history as a leading medical company. Marmassistance has a 24/7 call center and two sister companies of which it can benefit. Also the flexible and cooperative attitude of Marmassistance are advantages. Altogether these strong points give Marmassistance a very advantageous position.

Marmassistance as a medical brand is well known and has a strong reputation. Marmassistance as a technical brand, is still in its infancy. But its current business partners are very positive and have a strong believe in Marmassistance. We can say Marmassistance’s experience on roadside assistance is limited, but it has a strong willing to improve the current standard of roadside assistance.

The service

Roadside assistance is providing services to a client in case of a vehicle breakdown, that aims to assist the client to safety continue his/her way as soon as possible. Car breakdowns can happen to passenger cars but also to a commercial vehicles like trucks or buses. But still in both cases the aim of roadside assistance is to get the vehicle or at least the passengers or the cargo back on the road.

To ensure the onward travel of the passenger or cargo there are several executive activities that can be done. The vehicle can be repaired on the roadside or the vehicle can be towed to a garage and repaired there. Most often the easy car problems do get repaired on spot, like: empty batteries, flat tires, broken cables and empty petrol reservoirs. In other cases the vehicle gets towed to a garage. These services are called primary services.

Whenever a repair cannot be done in time, secondary services are provided. Secondary services are services like arrangements for accommodation, transportation or replacement vehicles. So roadside assistance service aims to help the client or cargo back on the road. In the first place by providing direct repair on the road or towing to a garage for repair. On the second place helping the client or cargo in any other way to continue its journey.

The execution of the service

Marmassistance provides the organizational part of roadside assistance. This means it does not do the towing or repairing herself. Marmassistance has a call center. In the call centre calls from clients who require assistance come in. And arrangements for towing or repairing go out. The towing and repairing is done by the subcontractors: garages and towing companies.

The covering of the service

There are certain levels of roadside assistance covering. This means services are offered on several levels. Depending on the level, services are provided with or without additional payment. This will be explained with some examples. Towing can be offered to the nearest garage or to any garage. A replacement vehicle can be arranged for free or not for free. And when this vehicle is arranged the period of time the driver can make free use of it, can vary. Another level in services is whether the services are provided only in the home country or also abroad. The services levels differ, and are arranged in the conditions.
1.2 Consumer and market

The final consumer of roadside assistance services is always the person who experiences a car breakdown. But the service reaches this person via different routes: B2C, B2B and B2B2C.

**Business-to-business**

First of all, we will describe how Marmassistance offers roadside assistance packages to business partners on the B2B market. These business partners are car manufacturers and European service providers. They offer roadside assistance as a part of their product. Marmassistance has contracts with the business partners via ARC. ARC is a network company which establishes roadside assistance contracts on a European level.

**Business-to-consumer**

On the B2C market roadside assistance is offered to individual clients. Roadside assistance packages for individual consumers are called memberships. In Turkey roadside assistance as a membership is unknown. Therefore Marmassistance does not have any direct contracts with individual consumers, but it plans on operating its service on the B2C market.

**Business-to-business-to-consumer**

After all, there is another channel to operate roadside assistance: the B2B2C. The contract of the service provider with the individual consumer is initially and exclusively arranged via a business partner. Although Marmassistance does not offer contracts via intermediaries yet, it is a possibility.

Conclusively, on the B2B market roadside assistance is offered as a part of the new car warranty. A car manufacturer adds the services to its warranty package. It has a contract with the service provider to execute the roadside assistance. The reason for the business partners to offer roadside assistance is to make the life of their clients easier. For car manufacturers roadside assistance is part of their program to maintain customer loyalty.

On the B2C market roadside assistance is offered as an insurance. A car driver wants to be sure that he gets help whenever he experiences a car breakdown. Therefore he buys a roadside assistance membership.
Finally, we will describe the simple story of roadside assistance:

- The car driver receives a roadside assistance package with his vehicle or buys it himself;
- The driver experiences a vehicle break down and calls the assistance number;
- He explains the problem to a Marmassistance agent;
- The agent sends the right service attendant (towing or repairing);
- The car gets repaired;
- Or the car gets towed and repaired at the garage;
- The driver continues his way using his repaired car or replacement transportation.

**1.3 Recent developments on the automotive market**

Marmassistance roadside assistance operates on the automotive market. Over the last years there have been some developments that have strongly influenced the Turkish automotive market.

The first development is the overall growth of the market. The export increased as well as the import. Every year more Turks own and drive a car. This growth is strongly related with the negotiations with the European Union. This led to fading borders where Turkey could enter the European market and where European companies could enter the Turkish market. This also resulted in an increasing competition. Besides, the European Union changed warranty, which made the automotive market even more competitive. With the new rules car drivers no longer naturally stay with the car manufacturers’ authorized dealer. Not only on a European level, but also on a global level the competition grew. Due to the introduction of the Chinese car.

Growing competitiveness on both European and global level together with the changed conditions of warranty made it more important for car manufacturers to work on customer retention. The magic word for car manufacturers and importers is customer loyalty. Roadside assistance is becoming a marketing instrument for customer loyalty. This of course creates opportunities for roadside assistance providers to enlarge their business activities.

**1.4 Competitors**

Marmassistance is not the only actor on the roadside assistance market. As said before, Marmassistance is a service provider of ARC. Most of its business contracts are arranged via ARC. The main competition struggle is decided on European level.

On a European level ARC provides roadside assistance. There are also multinationals who offer roadside assistance services. These multinationals are AXA, Europ Assistance, Mondial Assistance and Tur Assist. They also provide services in Turkey. In addition, there is also a Turkish competitor: Assist Line.

Because European roadside assistance contracts are arranged by ARC, there is not much Marmassistance can do on a European level. The more Marmassistance should do on a Turkish level.

On the Turkish level, Marmassistance has some advantages. The competitors offer medical services, combined with technical services. Marmassistance can also offer a combination of these services. It even has an enormous advantage, because it is a specialized, leading medical company. Because medical services are Marmassistance basis, they are not very developed in the technical service. This little development of the technical service can be a disadvantage.
Compared to the multinationals that operate in Turkey, Marmassistance biggest advantage is its Turkish roots. It knows the Turkish culture and country very well.

Compared to the Turkish competitors, Marmassistance advantage is its relation with ARC, and therefore its European name and fame. For example, Marmassistance already has contracts via ARC with the car manufacturer. Because Marmassistance and the car manufacturer get to know each other via ARC, they are also willing to make agreements for additional services. These agreements are made separately from ARC.

On the consumer market it is a different story. As said before roadside assistance as a membership is unknown. This does not mean Turks do not have roadside assistance, cause some do. Roadside assistance is offered to consumers as a bonus product with other products. The main example of this is with the car insurance. Car insurance is mandatory in Turkey and every insurer offers roadside assistance with this.

The consumer can also receive a roadside assistance package from the car manufactures with his new car and, as said, from insurance companies with any car. Looking at it that way we can say they are competitors on the consumer market for Marmassistance. The only pitfall is that when a consumer actually uses the roadside assistance service of the insurer, he loses his claim-free years. This results in a higher premium. For this reason a Marmassistance membership is beneficial for the consumers. And because memberships are unknown on the market, we can say there is no equal competition.

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<th>Compared to:</th>
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<th>Disadvantage</th>
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<tr>
<td>All</td>
<td>Medical experience</td>
<td>Little technical experience</td>
</tr>
<tr>
<td>Multinationals</td>
<td>Knowledge of country and culture</td>
<td></td>
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<tr>
<td>Turkish companies</td>
<td>European name and fame</td>
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2 Marketing communication target group

“Directly with the business partner and indirectly via the business partner with the consumer.”

In this chapter the marketing communication target groups are put into words. We will describe who the target group and what it wants. To this target group Marmassistance will aim its marketing communication activities.
2 Marketing communication target group

The marketing communication target group can be divided into two groups:

- Business partners
- Consumers

2.1 Business partners

The business partners of Marmassistance are European service providers and car manufacturers. The European service providers are clubs like ANWB, AA and ADAC. European service provider contracts are arranged via ARC and there are not any relevant marketing communication activities towards them.

With its communication activities Marmassistance aims at car manufacturers. The market of car manufacturers and importers does require marketing communication activities.

Also, there are other potential business partners. For example, banks, dealers, insurance companies, fleet owners, fuel stations and tire manufacturers.

2.2 Consumers

Marmassistance wants to develop a consumer database. Because at the moment this way of communication between Marmassistance and the consumer does not exist. A consumer database is an amount of individual consumers with a roadside assistance membership. Having examined the roadside assistance market, we believe developing a consumer database is extremely difficult.

Because there is no consumer market for roadside assistance, the service is unknown. A company should create a category need to be able to sell services to the consumer market. This requires a huge investments in advertising and promotion. Also, when selling memberships, these are only for the duration of one year. Memberships need to be sold again every year.

Above we explained that directly communicating towards consumers is difficult. That is why we believe Marmassistance should make use of a different channel. Not directly, but indirectly via B2B2C communication. Of course it is strange and maybe even useless to communicate roadside assistance towards consumers of new cars. They receive roadside assistance packages with the warranty of the new car. But consumers of second hand cars and owners of new cars with expired warranty are the target group for roadside assistance memberships.


For clarity we will explain the difference between B2C, B2B and B2B2C communications to the end consumer. On the B2C market, the consumer buys roadside assistance from the service provider. He has direct contact with the service provider. On the B2B market the consumer receives the service from the business partner for free. On the B2B2C market, the consumer has contact with Marmassistance via the business partner. In this contact the consumer has the possibility to buy roadside assistance via the business partner, from Marmassistance.

In the figure below the relations with the target groups are showed: directly with the business partner (B2B) and indirectly via the business partner with the consumer (B2B2C).
2.4 Expectations of the business partners

Business partners have certain expectations on communication. Actually, their main interest is the product. They are more concerned about the suitability of the product than about the promotion of the product. So we reckon it is important to explain the suitability of a service in the communication.

To create an even more suitable product, cooperation and a cooperative attitude of both parties are desirable. Also, it is important for the business partners that Marmassistance has the ability to work under the name of the business partners brand. To complement the brand identity, because Marmassistance assists their clients and therefore is a part of the brand image.

While writing our thesis, we found out that to car manufacturers roadside assistance is not a sexy topic. To them roadside assistance service is a necessary evil. The car brands do not want to communicate widely about roadside assistance as a USP.

At last, in their communication, business partners appreciate face-to-face communication and telephone contact. General appreciations on the B2B market in Turkey are transparency and being a well informed, listening partner. Pushy and rigid communication are not valued. It certainly is a market where actions speak louder than words.
3 Marketing communication objectives

“Put its roadside assistance services on the map.”

*Having examined the service and the target group of Marmassistance, we will continue defining the marketing communication objectives.*
3 Marketing communication objectives

According to Floor and van Raaij, there are three different types of objectives:

- **The reach objective**
- **The process objective**
- **The effect objective**

3.1 The reach objective
First of all, the reach objective describes the target group that needs to be reached. For Marmassistance the reach objective is:

*In 2011 and 2012, Marmassistance will reach the car importers and manufacturers and at least one other type of business partner, with at least three communication instruments. In addition, Marmassistance will start to communicate with consumers via the B2B2C channel.*

3.2 The process objective
Second, the process objective concerns the communication process. For Marmassistance this process objective is:

*Marmassistance will ensure its communication to be focused on the technical part of its business and show a cooperative attitude.*

3.3 The effect objective
At last, the effect objective. It seems logical, but this objective describes the effect that must be achieved in the target group with the strategy. The reach and process objectives are the ingredients for this very important objective. (Floor and van Raaij, 2006, p. 190) For Marmassistance the effect objective is:

*By way of communicating its technical and cooperative qualities, Marmassistance will put its roadside assistance services on the map of business partners and of consumers, via business partners.*

‘Put its roadside assistance services on the map’ means give your product and your brand a place on the market, which basically is branding.
“Like a chameleon adjusts to its environment.”

To reach the marketing communication objectives, Marmassistance needs a strategy. In this strategy we will define a strategic position and a core message towards the target groups.
4 Marketing communication strategy

The target group of Marmassistance exists of business partners and consumers. As said before they both need to be reached, to start with the business partners. Because they also are the first link in the chain to reach the consumers.

Currently the marketing of Marmassistance is on quite a low level. The marketing and communication is integrated in everyday’s business. There is no specific product promotion, there mainly is promotion of Marmassistance. Therefore we can say the marketing and communication activities are on a corporate level.

But now it is time to also work on product promotion. Product promotion should be integrated in the current promotional activities and stay on a corporate level. Product promotion can add value and contribute to corporate communication. This way product promotion benefits from the corporate image and the corporate image strengthens and supplements with the help of product promotion.

4.1 The position towards the business partners

Roadside assistance services are well known on the B2B market. There are several other companies providing likewise services. It is important for Marmassistance to differentiate its service in its communication. To differentiate a service one should make use of the informational and transformational positioning. Both ways of positioning accentuate the distinctive qualities of the service and the brand.

The informational positioning emphasizes the functional benefits of the service. The distinctive functional benefits of roadside assistance of Marmassistance are:

The European service levels, which shows in speeds of service, 24/7 accessibility and quality of service. And the ability of adjusting the actual service package to the required demands of the business partner. Like a chameleon adjusts to its environment.

We want to lift the advice to a integrated level, where product promotion and corporate communication supplement each other. For that reason we will add the transformational positioning to the informational positioning.

The transformational positioning emphasizes the psychosocial values of the brand. The psychosocial values of Marmassistance are: their cooperative attitude and the ability of meeting the business partner’s needs.

Which all shows in Marmassistance’s ability to act like a chameleon. Therewith we mean, Marmassistance will handle the business partners client, like the business partner would handle its client itself. To keep the client satisfied and therefore loyal.

When combining these two into one position, Marmassistance can accentuate the benefits of the service with the strengths of the brand. The quality of the service is supported by the quality of the brand itself.
4.2 The position towards the consumers
To reach the consumer we advise the push strategy. When using the push strategy a brand communicates towards a consumer via a business partner.

Roadside assistance as a membership on the consumer market is a relatively new product. Therefore Marmassistance should create a category need for memberships at first.

Currently roadside assistance for consumers is only a bonus product they receive with their car insurance. But when one uses the service, one will lose the claim-free years. The benefit of roadside assistance as a membership is that one can make use of his membership and will not lose the claim-free years.

Marmassistance should use the informational positioning to inform the consumer, because informing is the first step towards category need. In this positioning it is important to mention the services and the benefits for the consumer. The benefits of roadside assistance for the consumer are: ensured mobility, without losing claim-free years.

4.3 The core message for roadside assistance
Out of the position the core message towards the target group follows. The core message is the promise you make to the target group.

For the business partners this core message is: Marmassistance’s roadside assistance service is flexible and cooperative like a chameleon, adjustable to you and your clients needs.

We believe this core message complements the current slogan of Marmassistance: “your extended arm since 1986”. To business partners Marmassistance is an extended arm, mainly because Marmassistance has the ability to handle the business partners client, like the business partner would handle its client itself. Marmassistance is the extended arm in customer loyalty programs.

For the consumers the core message is: A roadside assistance membership is the best option to ensure your mobility in case of a car breakdown. Without you losing your claim-free years.

We would like to explain that the core message to the consumer is focused on roadside assistance service. The reason for this is that roadside assistance service is pretty much unknown on the consumer market. Also Marmassistance is unknown on the consumer market. In the first phase mentioning Marmassistance is of minor importance. The service needs to be introduced. Afterwards Marmassistance can be introduced.

4.4 A strategic move
In addition, we want to give another strategic advice concerning the brand Marmassistance. Currently Marmassistance offers two different services under the same brand. Initially Marmassistance offered medical service. Therefore, the medical service is much more developed. And is the communication of the brand Marmassistance is mainly focused on the medical service.

In our opinion, to reflect both services in the best possible way, Marmassistance should be a multi-monobrand. A multi-monobrand has one main brand, a family brand, with individual accents or labels on diverse services or sub brands. (de Rijcke, 2000, p. 206) These individual accents will improve the clarity of both services. This way both services are independent but still have a strong link. They both will complement the overall image of Marmassistance.
“Working on relationships gains a better name and fame amongst stakeholders on the automotive market.”

Based on the determined strategy, we will choose which marketing communication instruments will reflect the strategy best. These instruments can execute the strategy. To eventually reach the objectives.
5.1 Instruments for B2B communication

In our opinion the following instruments can support and execute the B2B strategy:

- Public Relations;
- Personal selling;
- Promotions;
- Events.

The above enumerated instruments ensure Marmassistance’s objective. It will put Marmassistance roadside assistance on the map of the business partners.

Public Relations

Public relations is not directly focused on turnover. The main goal of public relations is to build and maintain relationships. Using this instrument Marmassistance can work on its relations to gain a better name and fame amongst stakeholders on the automotive market. This is one of the instruments on a corporate level. (Floor and van Raaij, 2006, p. 391)

Personal selling

According to Floor and van Raaij, personal selling is the oldest and mostly the best marketing communication instrument. Especially when there is a limited amount of prospects, a small market area, price negotiation and a long term duty. Which is exactly the case of Marmassistance. The main benefit of personal selling: the brands message can be tuned to the potential buyer. (Floor and van Raaij, 2006, p. 532) We believe this really fits the chameleon idea.

Promotions

Turks are very price sensitive. Competitions main struggle is prices. Therefore, being aware and working on prices is very important. Promotion is a very good way of communicating competitive prices. (Floor and van Raaij, 2006, p. 434)

Events

In the automotive market, huge incentives and events are really appreciated. Events as a communication instrument are huge investments, but can also return a lot. Events are the best way to make your prospects and business partners experience your brand. Marmassistance will be able to show off its qualities and its cooperative attitude.

5.2 Instruments for B2B2C communication

In our opinion the following instruments can support and execute the B2B2C strategy:

- Store communication;
- Advertising;
- Direct marketing communication;
- Promotion.

Store communication

Store communication is the collective noun for all forms of marketing communications in stores. Of course Marmassistance does not have a store. But their business partners, especially dealers, do have stores. Marmassistance can make use of this place to meet the consumers. (Floor and van Raaij, 2006, p. 499)
Advertising
Advertising is an excellent instrument to influence the knowledge and the attitude of the consumer. This also is a way to put Marmassistance’s roadside assistance on the map of consumers. (Floor and van Raaij, 2006, p. 655)

Direct marketing communications
This instrument differs from others, because it involves personal data of potential and current clients. Due to this, a brand can completely tune its message to the target group and even to individual consumers. This gives the consumer the possibility to directly respond to the brand. This way Marmassistance can build a sustainable relation with the consumer. (Floor and van Raaij, 2006, p. 472)

Promotions
As said before, Turks are very price sensitive. Marmassistance could respond to this by communicating promotions. (Floor and van Raaij, 2006, p. 434)
6 Marketing communication execution

“Together strengthen the corporate image.”

In this chapter one finds the execution of almost everything: the objectives and the strategy. A concrete plan. A plan that puts Marmassistance on the map of its target group.
6 Marketing communication execution

To get to a complete execution of the strategy, we will describe three aspects. The proposition, the creative concept and the execution.

6.1 Proposition

Basically, the proposition is the core message and the promise of the brand towards the consumer. Below we will mention the core message for the roadside assistance service of Marmassistance again.

For the business partners this core message is:
*Marmassistance’s roadside assistance is flexible and cooperative like a chameleon, adjustable to you and your clients needs.*

For the consumers the core message is:
*A roadside assistance membership is the best option to ensure your mobility in case of a car breakdown. Without you losing your claim-free years.*

6.2 Concept

This roadside assistance message needs a creative concept, a creative translation. This is a way to communicate the promise of the service towards target groups. It needs to appeal to the target group.

Of course Marmassistance already has a slogan. But we believe the roadside assistance service of Marmassistance also needs a specified slogan. A slogan that will complement the current slogan of Marmassistance: “your extended arm since 1986”.

For the business partners possible slogans are:
*Marmassistance. Your cooperative business partner in roadside assistance.*

*Marmassistance. Your road to customer loyalty*

For the consumers this slogan could be:
*Marmassistance. Your mobility ensured*

6.3 General execution

For the communication execution we will first give some general advices. The first advice concerns the integration of the marketing. Currently there are several independent marketing managers, working separately. We think this are all very capable people, but we suggest they work more in cooperation. To ensure the activities supplement. And together strengthen the corporate image. Perhaps in consultation one of them can coordinate the cooperation of the diverse activities. Or someone else can be named to coordinate the team.

The second advice concerns the change to the multi mono brand. We suggest Marmassistance starts to use the Marmassistance brand with additional individual accents for the medical and the technical service. A proposal for a multi mono brand design is added as an attachment.

There is an individual accent for both the medical and the technical service. This accent returns in color and icon. For the overall brand name, no icon or both icons are used. And red is the appropriate color for the overall Marmassistance logo. For the medical services the red cross is the icon. For the roadside assistance we created a tire. To handle this on a professional level, we advice to have the final execution of corporate design done by a PR or advertising company.

6.4 Execution of B2B communication

In chapter 5 we described the four instruments that should be used towards the business partners. Beneath we will describe how these instruments will
be used:
- Public Relations;
- Personal selling;
- Promotions;
- Events.

**Public relations**
Marmassistance should expand its network on the automotive market. We know there are many people working at Marmassistance who are very capable of networking. The first target has to be OSD, the automotive manufacturers association. Marmassistance should introduce itself to this association. This opens roads to many car brands in Turkey. Afterwards, a list should be made of all the contact details of car brands. And the car brands should be approached.

Initially this introduction should be focused on personal and telephone contact. The introduction can be supported with a good presentation about Marmassistance as a company and its roadside assistance. Please ensure that this presentation is made within the Marmassistance corporate design. Most ideally this presentation is created in a format, which is designed by professionals.

**Personal selling**
The relations created by public relations can be used for personal selling. Personal selling is a very time intensive instrument. But very effective for the B2B market, because there is only a little amount of prospects. In addition, personal selling gives Marmassistance the opportunity to tune the service and communication to the prospect every time. The focus of personal selling should be pointed towards marketing and after sales managers of the brands. We believe this really fits the chameleon idea.

Personal selling can be supported with a product portfolio. Certainly, the content of the portfolio is very important. The service needs to connect to the prospect. But from a communication point of view, the appearance is even so important. This product portfolio not necessarily needs to be printed. Also a digital pdf format is very suitable. The design of the portfolio does not have to be created by a graphic design agency per se, an employee with experience with graphic design is very useful. In this case we advice to ask Doruk Baglan.

**Promotions**
As said before, competitions main struggle in the automotive branch is prices. Working on prices is very important. This is something Marmassistance already does. And it certainly should maintain this price consciousness.

To Marmassistance promotions are special prices for certain business partners. When communicating to business partners, it is important to emphasize that the promotions are tailor made. The promotions is tuned to one business partner. Communicating of promotion is executed using personal selling. In personal meetings, e-mails and presentations.

**Events**
On the B2B market, events and fairs are widely used. On the automotive market, huge incentives are appreciated. Combining these two into one event is a enjoyable and an effective way of communication.

A concept of an event for Marmassistance is as follows. Prospects should be invited in a chic hotel or conference room. Where they can enjoy a nice dinner or lunch. During this informal network meeting, it has to be more than clear that Marmassistance is the facilitator. Marmassistance should give a presentation, handout information and the room should be hang with
logos of Marmassistance. Also, in cooperation with some sophisticated brands, goody bags can be provided. The icing on the cake will be a helicopter flight above Istanbul for business partners. Which can be organized by Marmassistance’s sister company Redstar Aviation.

6.5 Execution of B2B2C communication

In chapter 6 we described the four instruments that should be used for the B2B2C channel. Below we will describe how these instruments will be used:

- Store communication;
- Advertising;
- Direct marketing communication;
- Promotion.

Store communication

It might be clear that Marmassistance does not have stores. When using the B2B2C channel, Marmassistance can make use of the stores of dealers. Dealer stores are places where many customers come to buy a car. It is a very suitable place to communicate towards consumers. Especially because buying a car and roadside assistance are closely related.

In store communication posters, leaflets and carton stands can be used. Examples of some of these communication tools are added in the attachment. Also Marmassistance can make use of commercials, amusing short films to illustrate roadside assistance. These tools should at first contain information about the benefits of a roadside assistance membership. To support all this written information it is important to use verbal communication. In cooperation with dealers, store employees should inform the consumers.

Advertising

In addition to store communication, there is advertising via the same business partners. Turks really like gadgets. Therefore we think Marmassistance should respond to this and create gadgets. These gadgets should be handy or funny and inside the car. They should contain a message from Marmassistance sensing like: “Do you have a mechanical breakdown. Do you need help? Call Marmassistance”.

The gadgets should be distributed by business partners. Examples of these gadgets are air fresheners, sun screens, chair covers and wobbling animals. Maybe even little t-shirts in cooperation with football clubs. Some more examples of these gadgets you will find in the attachment.

Direct marketing communication

This instrument involves personal data of potential and current clients. The ideal client is a customer with a new car and expired warranty. And therefore expired roadside assistance. It is the right time for such a customer to purchase a roadside assistance membership.

For example, the AA in England has agreements with car manufacturers to receive contact details of clients in the above named situation. Marmassistance could make a deal with car manufacturers, write a letter with a special membership offer and send it to the car manufacturers client.

Promotion

Special price discounts for consumers should be communicated using the above enumerated communication instruments.

Dear reader, please note that in all above called communication instruments the earlier described position of Marmassistance should be made clear.
We think our advice is easily executable and very achievable. Also for a company where there are no marketing communication professionals.

At this moment it is impossible to make a planning as the roadside assistance product is still in development. Without knowing where the product is going only general advice can be given. Therefore we worked on instruments that are useful any time and at the same time. They do not require a special order as it would if this was a temporarily campaign.

Although there is a special order in which the instruments complement each other. To start with the business market.

Marmassistance already uses personal selling. To enlarge the amount of contacts for personal selling the instrument public relations should be used. This will widen the publicity and lay a nice soil for personal selling. Besides the organizing of an event will strengthen the publicity and soil even more to finally come back to personal selling. Promotion is an instrument that should be used during the whole process of personal selling.

On the consumer market there are several instruments that reach the consumer via the business partner. These instruments can be used any time and at the same time. They complement and support each other.

Again we want to emphasize that this advice is very executable and achievable, also for a product and a company which are still developing.
8 Conclusion

In this advice we defined a reach, a process and finally an effect objective; 
*By way of communicating its technical and cooperative qualities, Marmassistance will put its roadside assistance services on the map of business partners and of consumers, via business partners.*

The business partners and consumers are the target group of Marmassistance. To reach the objectives a strategy is thought. The strategy for the business partners and the consumers differ.

For the business partners a strategy that differentiates is suitable. The strategy makes use of an informational and a transformational positioning. The informational positioning explains the distinctive functional benefits of the service: European service levels and capability to adjust to the business partner and its clients needs. The transformational positioning explains the psychosocial values of the brand; cooperative and handling the clients like the business partner would handle the clients itself. The core message is: *Marmassistance’s roadside assistance service is flexible and cooperative like a chameleon, adjustable to you and your clients needs.*

On the consumer market, roadside assistance service as a membership is unknown. A category need should be created. Therefore an informational strategy is suitable. This explains the functional benefits of the service. The core message is: *A roadside assistance membership is the best option to ensure your mobility in case of a car breakdown. Without you losing your claim-free years.*

The strategy is executed with the use of diverse communication instruments.
Bibliography

Marmassistance as a multi-mono brand

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* available for download at www.dafont.com
Marmassistance advertising tools
Marmassistance store communication