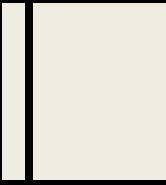


The Delorean Project



THE DELORIAN PROJECT



Marketing Analysis / Design Brief

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INTRODUCTION

History of Company

In 1975 the Delorean motor company was founded by John Delorean. John Delorean had worked for General motors with Chevrolet and Pontiac. He was heavily involved in the development of the popular Pontiac GTO muscle car and the Pontiac Firebird. The company had many financial issues due to various reasons, such as higher than expected production costs, poor exchange rates and lower than projected sales. The company went bankrupt in 1982 after John Delorean was accused of drug trafficking, these charges were later dropped due to entrapment, however, the charges destroyed investor confidence.

In 1995 a new company was reformed by Stephen Wynne using the same name. The company does reproduce Delorean using parts of scrapped Delorean, it is primarily a support company for Delorean owners.

History of Product

The DMC-12 was released in 1981, the car sold around 9000 units over the following 2 years until the company went bankrupt. Interestingly there is a 1983 model, although in reality it is just the 1982 model with VIN numbers dated 1983.

In 1985 the DMC-12 was made world famous when it was used in the Back to the Future films as a time machine, ironically the company no longer existed when the demand for the Delorean was created by the movie.

The Delorean is famous for its distinct gullwing doors and stainless steel body. The car is quite expensive to maintain, however, this is mostly due to the fact that many spare parts are harder to come by. It has a fairly low performance compared to other small sports cars in the same class.

PROBLEM FORMULATION

Based upon initial research we have come up with the following problem formulation of how we would like to re-launch the product:-

“How can we promote an updated Delorean car as a high-end electric sports car in the Danish market using its original image in various digital media? “

MISSION, VISION, VALUES

Mission

To compete with other leading mid-range sports car producers by using purely electrically run vehicles.

Vision

To produce an exclusive high performance sports car that is environmentally friendly whilst maintaining a classic image.

Values

To maintain the Delorean look without remodelling it annually (like other cars companies)
We see ourselves as:-

A classic car builder

A community

A green company

A leading edge car company

A professional company

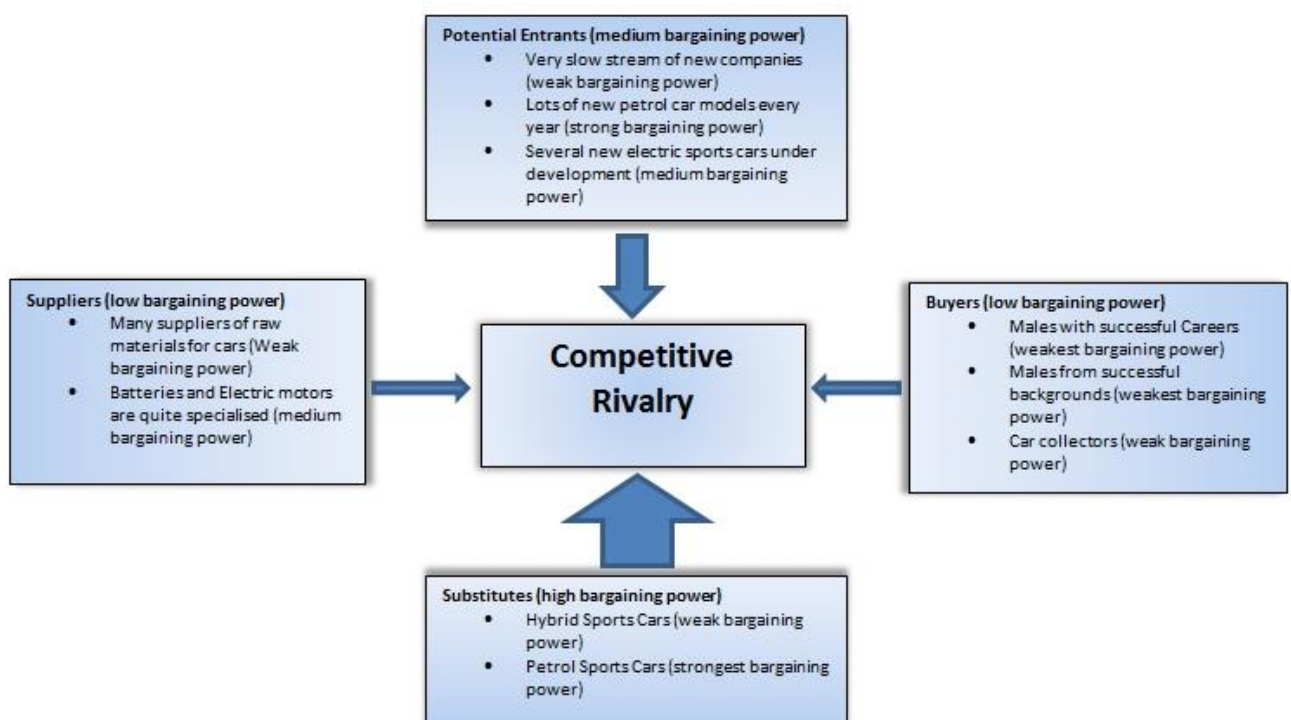
RESEARCH ANALYSIS

Re-launching a product is not an easy task, there is a lot to consider to become successful. Therefore we will first focus on finding the necessary information that will later help us on deciding a particular strategy.

The Industry

Porters 5 Forces

In order to take a thoughtful strategic decision, we had to acquire some substantial knowledge about our industry which is the electric sport car industry. We used the Porter's 5 forces to assess the industry and its situation.



Here is what we came up with our research:

Suppliers

Electric Vehicle uses specific electric motors and batteries. Bargaining on the price might not be possible but it will be quite easy to find suppliers. On the other hand, we will have a stronger bargaining power regarding raw materials. There are many suppliers and we can assume that it will be easier to bargain on the price.

Potential Entrants

Currently there are not a lot of equivalent products on the market so we can quite safely assume that we will become a strong product on the market. However, this is an upcoming market and we know that new products will enter the market in the near future, especially due to increasing environmental concerns and rising petrol prices.

Substitutes

The two main substitutes would be petrol and hybrid sports car. These are very strong competitors, especially Petrol cars. They are generally faster and cheaper than electric cars. Their position in the market is very strong and it will be tough to compete with them.

Buyers

There are not a lot of similar products on the market. That will definitively give us a strong advantage. Potential buyers have a very limited choice. We will be selling the car directly to the customers and not through dealerships.

As a conclusion we can ask ourselves:-

“Is the industry attractive to be in?”

Overall, it is not the most attractive industry to be in. There are a lot of competitors, and certainly more to come, however, it is a very lucrative market. We believe that we can succeed in establishing ourselves. It will however require a lot of work to maintain our positioning, but considering the uniqueness of our product, this is a feasible objective.

The competitors

Due to the nature of the sports car industry there is tough competition on the market, with new products coming out every year. You can see a list of our main competitor's products in the appendix.

We do however have a unique advantage in the market as currently there is only one other Electric sports car in Denmark (the Tesla Roadster). Last year there were 50 electric Vehicles sold in Denmark, of which the Tesla Roadster made up 5 of those sales. This gives Tesla a 10% market share in the Electric car market and a 100% market share of the Electric Sports car market. Tesla predicts that they will sell 10 Tesla Roadsters a year in Scandinavia during a bad year and up to 20 on a good year. Tesla is predicting a 200% increase in sales this year which clearly shows an upcoming market is available.

Future Electric Sports cars coming to Denmark include the Hybrid Karma Fisker, which is due to be released at the 4th quarter 2011 and the Fully electric Lightning GT which is planned to be released in the 1st quarter 2012. Almost all the other Electric Sports cars in development are just prototypes with no definitive release plans.

The car industry in general is very slow to responding to new developments and is usually very good at informing customers about new releases in advance, giving us ample time to adjust our strategies. We will be able to update our cars performance as advances are made in Electric Vehicle technologies and this will be one of the strategies we use to keep a foothold with our competition.

The product

ESP/USP

USP

- It's a Delorean
- It's an electric sports car (there is only 1 other in Denmark currently)

Primary ESP

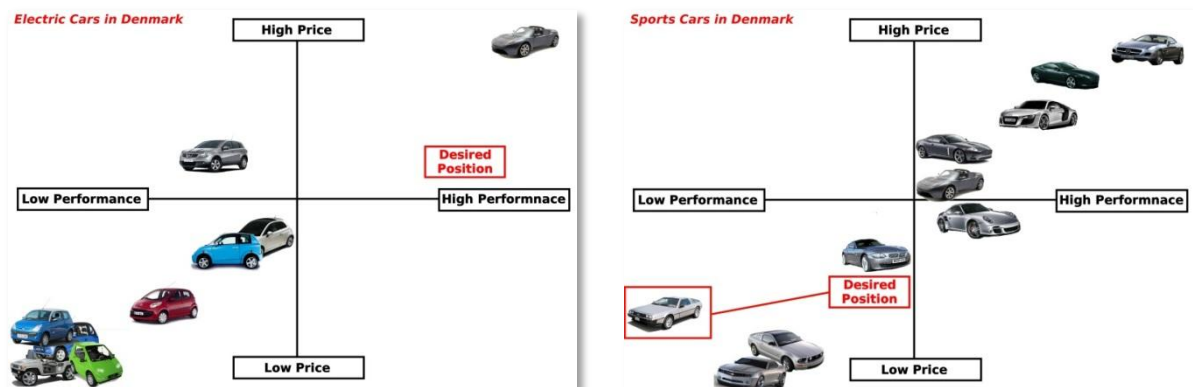
- It's good for the environment
- IT'S A DELOREAN!!!!!!

Secondary ESP

- You don't have to pay the 180% car tax when buying one
- You don't have to pay the DKK 15,000 annual environmental tax
- Free parking in major Danish Cities
- Minimal servicing required

Voice mapping

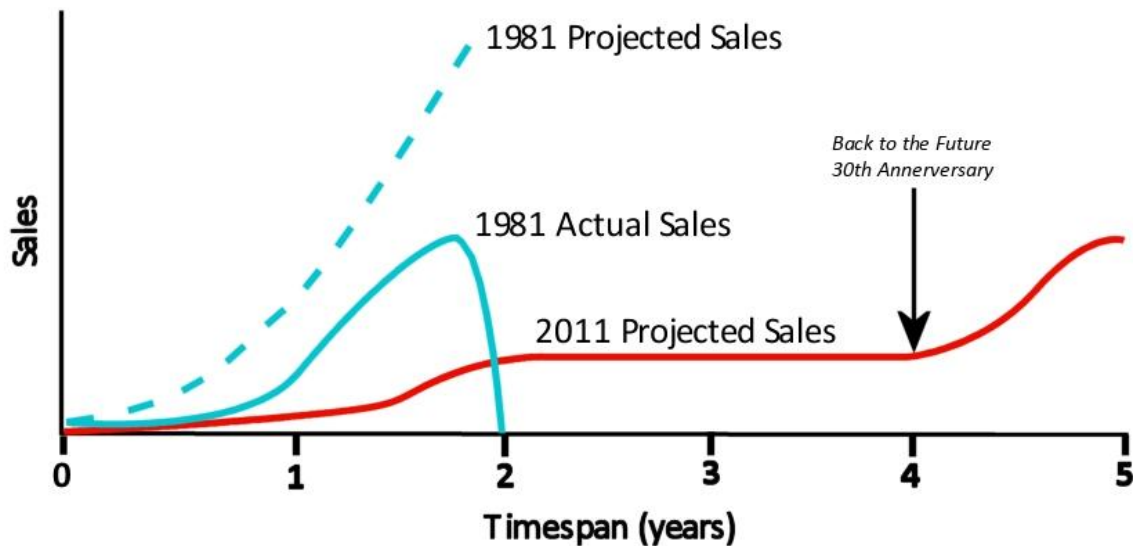
After doing research of our competitors, we were able to place ourselves upon 2 voice maps (one of sports cars, and one of electric cars). We decided to use price and performance as a guideline. Performance for electric cars was determined by multiplying the cars range by its top speed. For the sports cars we divided their top speed by their 0-60 acceleration. This allowed us to place the cars in a rough order of performance, which we believe is actually a fairly accurate representation.



Product life cycle

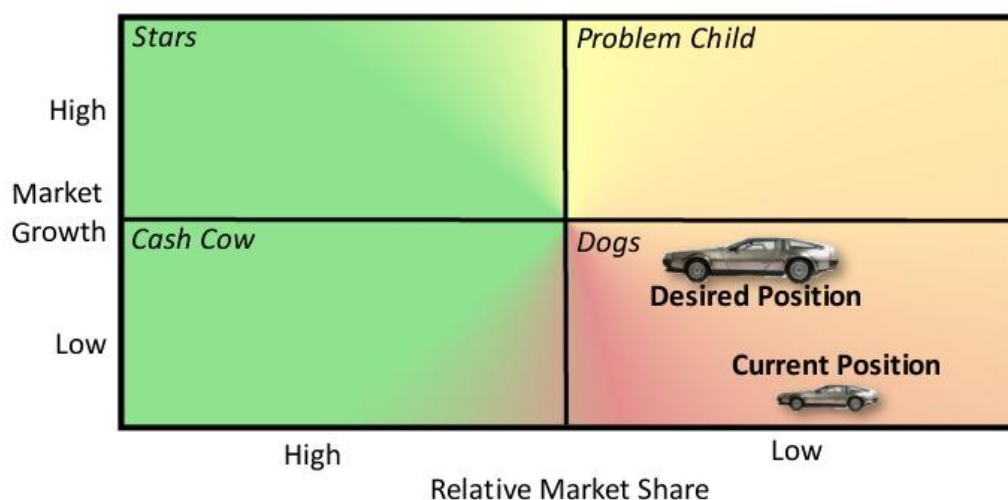
As presented in the graph below (graph figure number), the Delorean was a failure when it first came on the American market in 1981. Indeed, the company only sold around 9,000 cars before production stopped.

As a comparison, we drew the expected lifetime curve of our re-launched product. The idea is simple: slowly position ourselves as one of the strongest exclusive electric sports car on the market.



Boston Matrix

With the use of the Boston Matrix, we were able to show the current and the expected positioning of our product considering both market growth and rate.

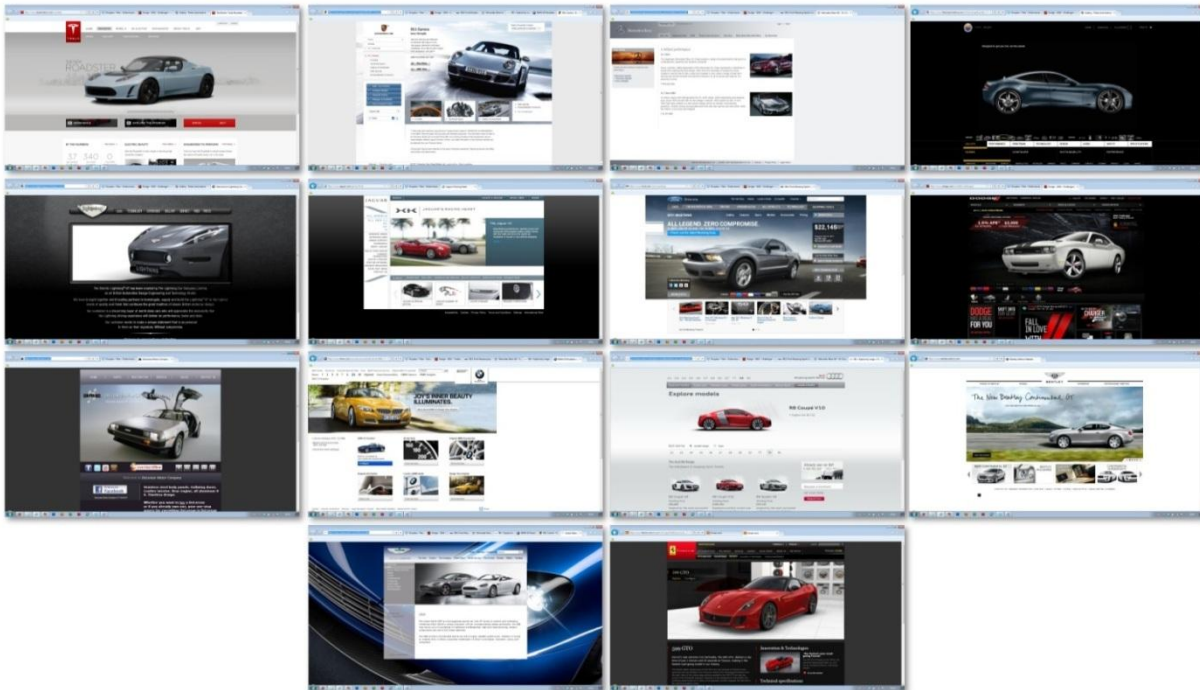


As you can see we believe our product belongs in the dogs, as we are looking at a very specific niche. The car is currently produced in very small numbers for people are best characterised as car collectors or Delorean fans.

In relation to our problem formulation, the goal would be to use the uniqueness of our product and to amplify its quality with an electric version. The market share would be slightly larger but not significantly higher, since we will be concentrating on very specific user segments.

BI-Polar Emotional Response Test

We visited the sites of our main competitors, since we have so little competition with our desired spot with electric sports cars. We included petrol and hybrid sports cars.. The websites can be seen below.



It is fairly obvious to see that almost all of the sites have very neutral themes to them, with most of the contrasts on the site revolving around central images of the cars. The sites are all pretty clean in their layout, with more clutter (such as adverts) appearing on the sites of the cheaper cars.

The polar extremes we used to classify the are:-

Exclusive – Common

Expensive – Cheap

Professional – Amateur

Warm – Cold

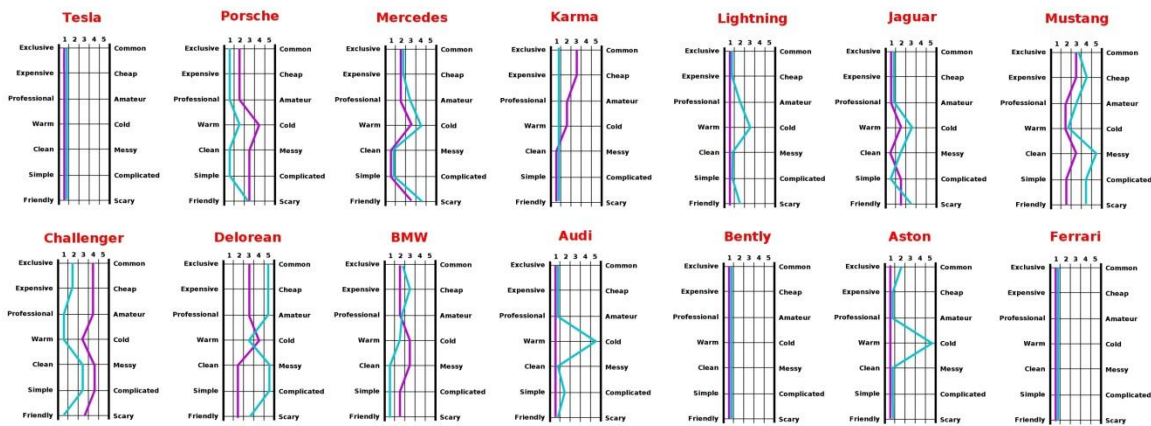
Clean- Messy

Easy to navigate – Hard to navigate

Friendly – Scary

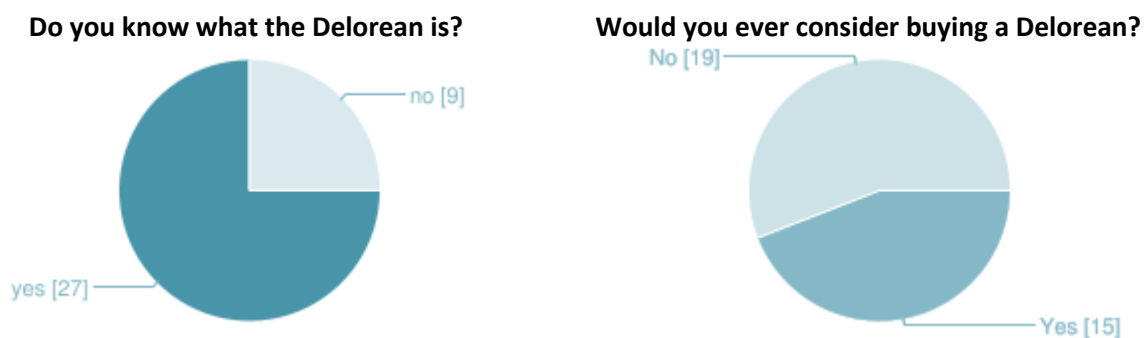
To conduct this test we took images of each of the sites and presented a scale of the above extremes (on a scale of 1-5) that the users can mark the site on. Using these results we would then tabulate the results and look for patterns.

At the same time, we are conducting questionnaires about our product as well, so we can find out who our audience is. Once this is completed, we can take our results and then find out where we want our products site to be in regards to our competitor's sites.



Questionnaire results

We made a questionnaire to see how many people knew what the Delorean is, as well as their viewpoints on Electric cars. This was then distributed over social media networks. The majority of the results were from Denmark (our target market).



75% of the people we asked knew what the Delorean was, with almost all of those people having an above average opinion of the car. There was no discernable pattern with the persons sex or age on whether or not they knew about the car, however, the females that took part were more likely to not buy the car. The most common reason for people wanting to buy the car was its famous cult following caused by the 'Back to the Future' films. The people that did not want the car referred to its old age and thus increased running costs.

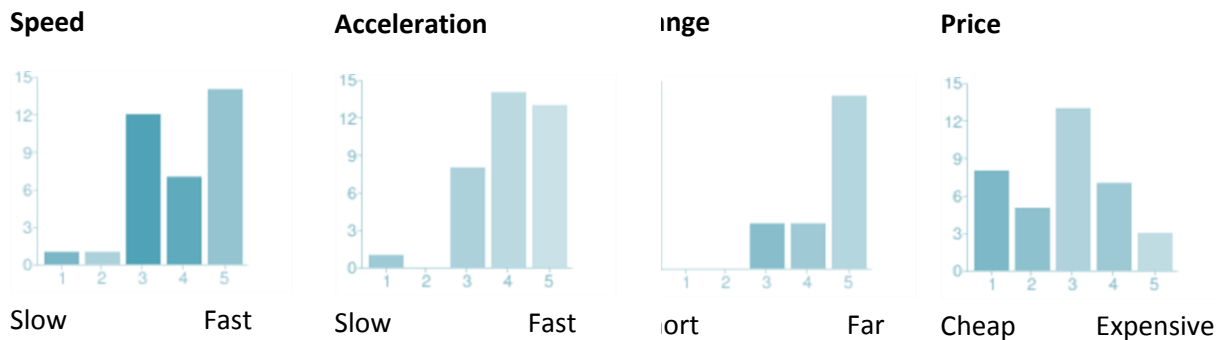
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We then enquired into how many people would be interested in purchasing an electric sports car.

Would you consider buying an electric sports car?

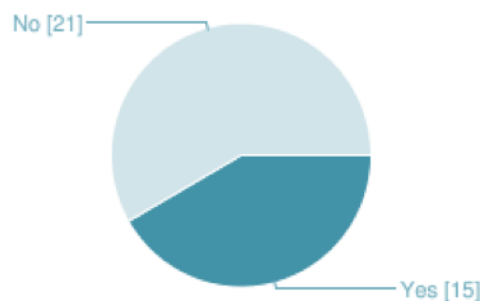


Surprisingly, when asking people about their opinions of electric cars, the results were very positive. We were expecting people to have a more negative response. The primary concern people have with electric cars according to our results is the cost of buying them. In fact from our results we can see that people are quite well educated when it comes to electric cars, although people seem to be unaware of the initial cost of purchasing an electric car compared to a regular car. Almost all the females that took the questionnaire said they would not be interested in an electric sports car.



We finally asked if people would be happy purchasing a car online. The results showed that 40% of the people we asked would be happy with buying a car via a website, however, it was also noted that most people would prefer to see a car and given it a test drive before spending money on one.

Would you buy a car online?



Conclusion from Questionnaire results

From going over our results we can see that our primary target audience will be males. We can see that very little education will be needed in regards to teaching the advantages of electric cars. We can also see that we will need to provide a dealership in Denmark so that customers can test drive the car.

Assumptions

Since our product is a sports car, it should probably be taken into account that this is a luxury item, as such, it will need to be aimed at people with a reasonable disposable income. This will most likely mean we will have to aim at older males in successful careers, or younger males from wealthy backgrounds.

It is worth noting that due to the exclusive nature of our small target audiences, it is difficult to obtain accurate information regarding their incomes and purchasing habits. We did approach both Delorean,

as well as some exclusive sports car dealerships, however, none of them were willing to divulge information regarding their target audiences.

The customer (segmentation)

From looking at our research we determined that we have 3 specific user groups, those been:-

- Young males in their mid-20's from wealthy backgrounds
- Middle aged males with successful careers
- Classic Car Collectors

The target audience is actually very small and as such we will be operating using a one to one focused marketing strategy.

User Profiles

Mikkel Christensen



45-year-old Mikkel Christensen is a single man living in the posh area of Denmark. He has a big house, with a huge garden overlooking the beach. He drives a BMW M5 every day for work. He also has a Lotus Elise, which he uses for racing and an Aston Martin DB9 convertible for summertime. Mikkel has an MBA and runs his own company. He has an annual income of approximately DKK 1,000,000-5,000,000 (after tax).

When not busy, he spends his time finding artworks to add in his collection. He is also into scuba diving, paragliding, car racing and photography. He also makes it a point to spend time in his fitness room once a day. He spends his weekends late, hanging out with his friends. Wall Street (the 1st movie) and Pulp Fiction are his favourite films and for sports, he is into Football, Tour De France and F1

Internet usage

He spends maximum 2 hours online, mostly to contact his business partners. He also has a Facebook and LinkedIn profile.

Car preference

When buying a car, Mikkel considers the design as the most important feature. The next 4 features in line for him are the speed, acceleration, the resale value and the price of the car.

Marcus Berthelsen



Marcus Berthelsen is a single guy who lives in Copenhagen. He has an annual income of around DKK 200,000. Football and kayaking are some of the sports that he is fond of.

His weekday usually starts with coffee while checking his emails. He rides a bicycle to work. After work he goes straight to the gym for an hour and goes home to make his dinner. He enjoys spending the weekend working on car projects and watching movies, Truman Show and Dracula are his favourite.

Marcus reads a Car Collector magazine and is a big fan of Top Gear. His passion for collecting cars was inspired from his father's love for cars. He has a 1952 Jaguar XK120 Roadster and spends most of free time tinkering his car.

Internet usage

He spends at least 3 hours on the internet, most of which is spent on Facebook, reading blogs about classic cars and joining car forums.

Conclusion

SWOT

After taking everything into consideration from our research, we conducted a SWOT analysis in order to summarize our findings.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Cult status from Back to the future • Classic historical design • Intimate relation with customers • Profitable due to increase in oil price • Competitive car performance • Very low maintenance 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Out-dated design • Small production facilities • Few showrooms • Prices are still higher than normal cars • Bad or negative awareness regarding EV's • Company not as visible as before
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Advances regarding EV performance • Increasing petrol prices • Growing interest in EV's • Better public knowledge regarding EV's • Tax rebate (political support) • Upcoming infrastructures for EV's • Upcoming Back to the future anniversary 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Economic crisis • Political inefficiency to support EV's • New EV competitors expected to enter the market soon.

Re-launching any product comes with its share of risks and uncertainty, however, it seems that both the uniqueness, the emotional place of the product in people's mind and the growing environmental interest make a potential Delorean re-launch not only possible but very promising as well.

COMPETITIVE STRATEGY

Tows

Having made the SWOT analysis, we identified the strategic alternatives available that could address how we could best take advantage of the opportunities open to us. We also had to address how to minimize the impact of weakness and protect ourselves from threats.

How do we combine our Strengths and our Opportunities and maximize both? (SO)

- Intimate and more “one-on-one selling method”
- Build a strong campaign emphasizing the cars history, whilst maintaining its promising future
- Use advances in the cars improved performance
- Make more environmental awareness campaigns regarding the benefits of EV’s

How do we combine our Weaknesses and Opportunities while we minimize the weaknesses and maximize the opportunities? (WO)

- Make the car exclusive
- Focus on the investment, stating the tax cuts, increase in fossil fuels prices and the classical history of the car (helps to prevent depreciation)
- Point out the retro collector selling argument while pointing out the advantages of EV nowadays

How do we combine our Strengths and Threats while we maximize the strengths and minimize the threats? (ST)

- Propose test reviews of the car in different media / performance shows
- Include politics in the promotion so that it will push the EV in the market

How do we combine our Weaknesses and Threats while we minimize both? (WT)

- Make the company more visible by finding an ambassador with a good reputation to represent the company.
- Turn economic crisis into strength by pointing out the advantage of EV in the increasing pattern of oil price

Generic strategies

We have decided to go for a 'Differentiation Focus' method for our generic marketing strategy. We decided to do this as we have a unique product and that is very much a strong part of our whole marketing campaign. At the same time, we also don't expect to be able to achieve a large market share within the Electric Sports Car industry.

PROMOTION

The 4 P's

The Product

Our product will be hand made to order, as such, we expect a high level of quality in the cars construction. The car will have all of the modern accessories expected in a car such as satellite navigation, DVD player, heated seats. We plan on having a 'one on one' service package for the car where our customers can come to the showroom for support with their car.

The Place

We plan on opening a showroom in Copenhagen to start with (as it is the capital city, and it is also close to Sweden for possible marketing in the greater Scandinavian market). We may open up more showrooms if the demand requires it, however, initially we will just start with one showroom.

The car will be handmade to order, so there will be limited stock available for immediate sale, although there will be demo models in the showroom that people can test drive.

The Price

The car will be sold at a value somewhere between DKK 500,000 – DKK 750,000. This places us as a cheaper alternative to the Tesla Roadster, which is the only electric sports car competition we have in Denmark at this time.

Currently there are many incentives offered in the Danish market for using electric cars, such as not having to pay the 180% tax on cars, or having to pay for parking, or having to pay the annual DKK 15,000 environment tax. Due to these incentives, we do not have to make any offers ourselves, although due to the exclusivity of our market, it would probably be unwise to make 'special offers'.

Since the car is hand made to order, we will most likely have to put a pre-order cost on the car to prevent people ordering a car and then backing out of the sale.

Choice of promotion

Since we are selling a car to a very specific market, our primary promotion technique will be done via personal selling with our customers in the showroom. However, we will need to draw people's attention to the showroom using other promotion techniques, these will include:-

Internet Marketing

We will create a very in-depth website for our product that not only is informative about the car, but also be educational regarding the electric car industry. We will also have a community area on the site, for owners to communicate with each other, as well as for potential owners to be able to communicate with people that have purchased the product. By hosting the community ourselves, it gives us some ability to help maintain minor control of the publicity from the current users.

We will also use viral marketing online, this will possibly done via BTTF parody videos on you tube.

Publicity

In general, the car industry is highly effected by publicity from various medias, such as car magazines and car shows (like Top Gear). Due to the classic nature of our car, hopefully any shortcomings with the car will be easily countered with "But it's a Delorean!". In general, we want the media to take interest in our re-launch as it is free promotion! Due to the fact it is an electric car, news media outlets will most likely give the car a little more publicity than a regular sports car.

It is worth pointing out that we will most likely get a lot of publicity when the Back to the future film celebrates its 30th anniversary in 2015.

Advertising

Most of our advertising will most likely be done in car magazines, as collectors of classic cars will generally be reading these. The car is not meant for the general masses, as such advertisements on TV would not portray the exclusiveness of the car properly.

Sponsorship

As we are an electric car, it may be in our best interest to sponsor events that try to raise the awareness of electric cars. This could mean sponsoring electric car racing events, as well as actually creating our own events, like driving an electric Delorean around the world.

COMMUNICATION PLAN

PURPOSE

Our purpose is to promote the Delorean as an electric-powered sports car.

EFFECT

Our company would like the target audience to be aware that we are producing the exclusive classic Delorean car with an improved performance.

MESSAGE

It's not just an environmentally friendly car... it's a Delorean

THE SENDER

Delorean

CONCLUSION OF ANALYSIS

After doing our research we have been able to identify and segment our primary target audiences, we identified them as:-

- Middle aged men with successful careers
- Young men from wealthy backgrounds
- Car enthusiasts

We quickly realised that this is a very exclusive market and as such we will be operating on a more intimate market strategy (one to one). Our primary goal will be to raise awareness of the brand to entice our users to come to our showrooms, since our sales will take place there. We will be focusing on our products exclusiveness and as such we will be using very specific media channels for promotion.

We researched our competitors and although we found strong competition in the sports car market, we found that there is only 1 other company producing an electric sports car in Denmark with 100% of the market share. The market is currently expanding and as such this makes it attractive to enter at this time.

We believe that due to the expanding electric car market, as well as the favourable opinion of the original Delorean, that a re-launch of the Delorean, with electric propulsion, will provide favourable results in the Danish market.

APPENDIX

Competitors Cars

**DeLorean DMC-12**

Cost: £36,000
Horsepower: 170
Top Speed: 110mph
Acceleration (0-60): 8.8s
Range: 18 MPG
<http://www.delorean.com/>

**Jaguar XKR**

Cost: £60,000
Horsepower: 510
Top Speed: 155mph (limited)
Acceleration (0-60): 4.6s
Range: 17 MPG
<http://www.jaguar.com/>

**Dodge Challenger SRT8**

Cost: £27,000
Horsepower: 425
Top Speed: 173mph
Acceleration (0-60): 5s
Range: 18 MPG
<http://www.dodge.com/>

**Ford Mustang GT**

Cost: £21,000
Horsepower: 402
Top Speed: 149mph
Acceleration (0-60): 5.1s
Range: 17 MPG
<http://www.ford.com/>

**Chevrolet Camaro SS**

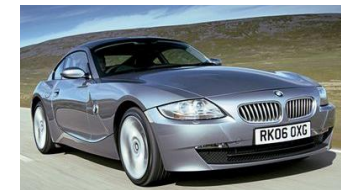
Cost: £20,000
Horsepower: 426
Top Speed: 155mph (limited)
Acceleration (0-60): 5.1s
Range: 17 MPG
<http://www.chevrolet.com/>

**Mercedes Benz SLC**

Cost: £125,000 (estimated)
Horsepower: 563
Top Speed: 193mph
Acceleration (0-60): 3.7s
Range: 14 MPG
<http://www2.mercedes-benz.co.uk/>

**Audi R8**

Cost: £71,000
Horsepower: 420
Top Speed: 185mph
Acceleration (0-60): 4.8s
Range: 15 MPG
<http://www.audi.co.uk/>

**BMW Z4 (E89)**

Cost: £37,000
Horsepower: 306
Top Speed: 155mph
Acceleration (0-60): 5.1s
Range: 18 MPG
<http://www.bmw.com/>

**Porsche 911 Carrera**

Cost: £45,000
Horsepower: 345
Top Speed: 180mph
Acceleration (0-60): 4.87
Range: 18 MPG
<http://www.porsche.com/>

**Aston Martin DB9**

Cost: £110,000
Horsepower: 469
Top Speed: 190mph
Acceleration (0-60): 4.6s
Range: 17 MPG
<http://www.astonmartin.com/>

**Lightning GT (Electric)**

Cost Still in development
Horsepower: 400
Top Speed: 125mph (limited)
Acceleration (0-60): Unknown
Range: 150 miles

**Fisker Karma**

Cost: £60,000 (estimated)
Horsepower: 200
Top Speed: 125mph (limited)
Acceleration (0-60): 5.8s
Range: 50 miles
<http://www.fiskerautomotive.com/>

**Tesla Roadster (Electric)**

Cost: £68,000 (estimated)
Horsepower: 248
Top Speed: 125mph (limited)
Acceleration (0-60): 3.7s
Range: 244 miles
<http://www.teslamotors.com/>

**Audi E-Tron (Electric)**

Cost: Still in development
Horsepower: 200
Top Speed: 125mph (limited)
Acceleration (0-60): 4.8 seconds
Range: 150 miles
<http://www.audiusa.com/>

Who are we/company profile and philosophy

We are the Delorean Motor Company that started producing the iconic DMC gullwing car in the 80's that had been featured in the movie 'Back to the Future'.

What do we do?

We refurbish original Delorean's and we are re-launching a brand new Delorean as an electric sports car.

What do we place weight upon?

We focus on the quality of our cars whilst maintaining the rich history of the company.

What makes us unique?

The company has a good history being able to produce and design a car's ahead of their time. It has a cult status and has a community of followers committed to it.

How are we seen in the market place?

We are currently not very visible in the market, and people are not aware that we are still producing cars. The Delorean has a cult status in pop culture regarding the design of the car and the fact that it was used in the movie BTTF.

Where do we want to go?

We want to be visible in the market, and have continuous success producing Delorean.

We want to be visible in specific media form to reach our target market and hopefully magnify the aura of...

We hope to be associated with a celebrity, aligning with the benefits of using the electric-powered sports cars.

What is the perceived personality of the company?

We are not just a car company; we are a community that is committed to keep the Delorean as an icon.

Who is our target and what our message is.

Target Audience

Our target audience are mature men with good careers and a fairly good disposable income, young men with wealthy background and car enthusiasts.

What major arguments do you want to present to your target audience?

We want to keep the vintage spirit of the car by keeping the original design and make it even better by upgrading its performance and turning it into an electric-powered vehicle.

What are you hoping to achieve in your visual identity?

We hope our visual identity would be able to carry out the DMC brand, design, our product uniqueness and overall philosophy. DMC produces only one car, however, we perceive it not just as a car but as an icon.

Can you give examples of what your visual identity should communicate to your target audience?

It is clean, exclusive, environmentally-friendly, high-performance, iconic

Inspiration

We would like our site to mirror that of other luxury sports cars, whilst also maintaining a unique spin. The Tesla website is a good example of a site with the general look we'd like.

<http://www.teslamotors.com/>

Artefacts

We would like to create several artefacts for promoting our product, such as t-shirts, baseball caps, key rings and posters. Use of the BTTF theme should not be overused and when used it should be tasteful.

Branding

We like Tesla because they do exclusive marketing very similar to what we are aiming for and they do it to a very high standard. We see them as our benchmark competition.

The website

What is the goal of the website?

Primarily, the website will be a portal for information regarding the car as well as an educational site regarding electric vehicles.

The website will try to have 'experience' elements to it. Such as dazzling images of the car.

The website will also be home to the Delorean community by hosting forums for discussions. This will also be a good way for the customers to stay in contact with the company, learn about upcoming product releases and also a way for potential customers to contact current owners.

What image do you want the website to present?

We would like our site to give a feeling of the following words.

- Classical
- Masculine
- Luxurious
- Technical
- Clean