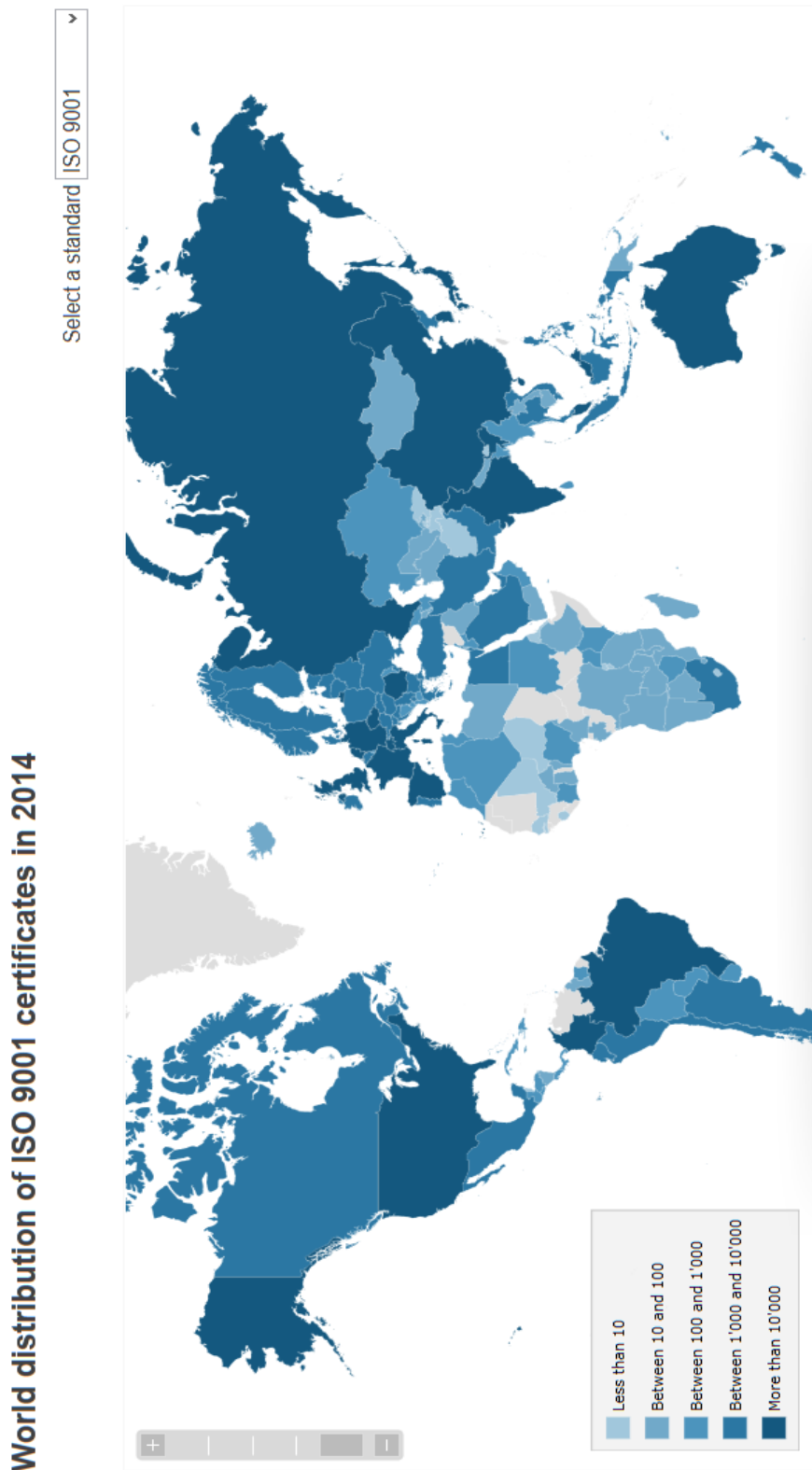


APPENDIX NO. 1 - ISO WORLDWIDE COVERAGE



Source: ISO 2014, ISO | Standards | Certification | The ISO Survey, [online]. [Accessed 11 March 2016]. Available at: <http://www.iso.org/iso/home/standards/certification/iso-survey.htm?certificate=ISO%209001&countrycode=CN#countrypick>

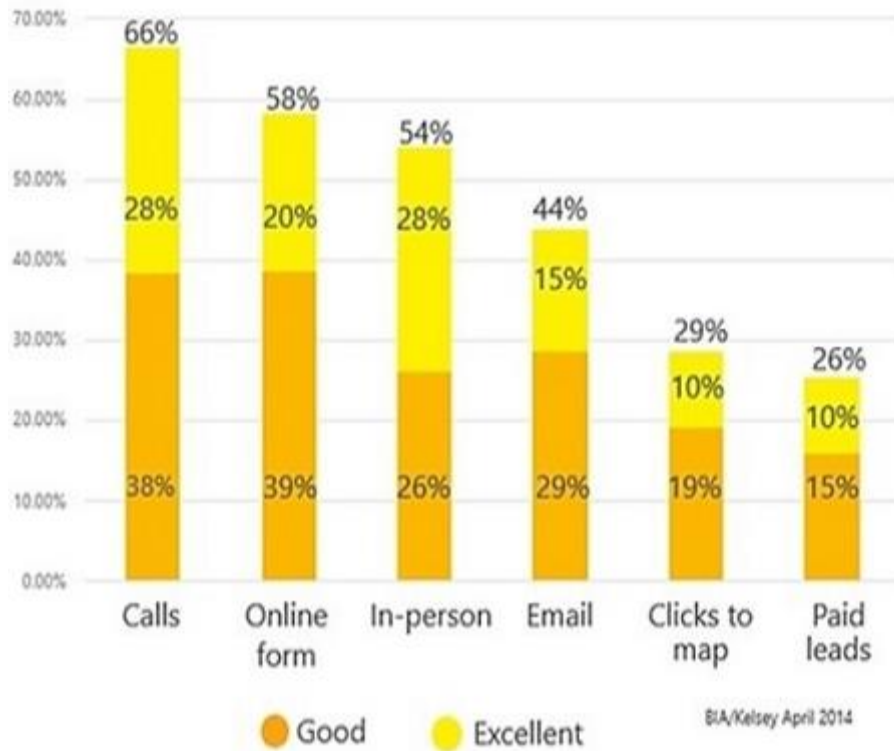
APPENDIX NO. 2 - HOUSE OF QUALITY. QMS BENEFITS

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Volkswagen AG 2015a, internal documentation

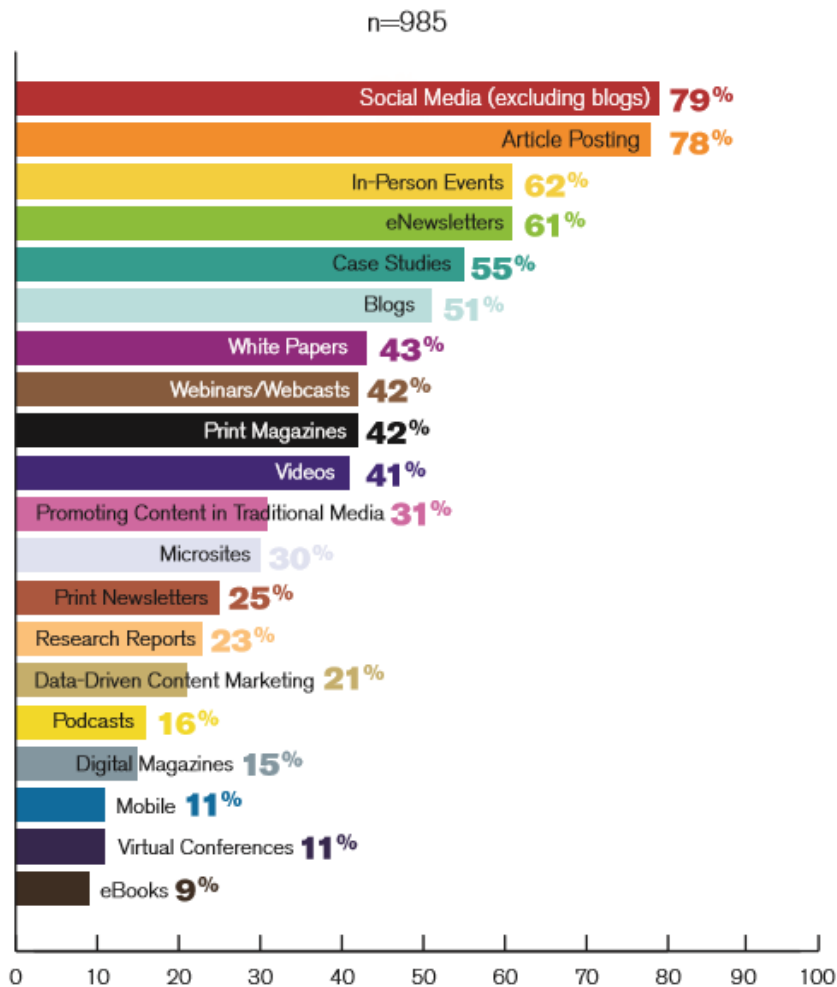
APPENDIX NO. 3 - QUALITY OF COMMUNICATION CHANNELS

QUALITY ASSESSMENT OF SELECTED LEAD SOURCES



Source: Holmen, 2015, *Listen Up, B2B Marketers: 12 Steps to More Sales From Inbound Calls* for MarketingProfs. [online]. March 2015. [Accessed on 5 September 2016]. Available at: <http://www.marketingprofs.com/articles/2015/27204/listen-up-B2B-marketers-12steps-to-more-sales-from-inbound-calls#ixzz3Ue3S6VZS>

APPENDIX NO. 4 - CONTENT MARKETING USAGE (BY TACTICS)



Source: MarketingProfs and Junta 42, 2010. *B2B Content Marketing: 2010 Benchmarks, Budgets and Trends research*. [online]. May 2010. [Accessed on 20 October, 2016]. Available at: <http://contentmarketingtoday.com/2010/09/15/90-of-b2b-marketers-count-on-content-marketing-in-2010/>

APPENDIX NO. 5 - QMS COMMUNICATION TO WHLESALERS.

QUESTIONNAIRE

Thesis topic: Development of a Marketing Communication Concept for Volkswagen Group Quality Management System on Wholesale level

Questionnaire

Project title: KPI system as a Marketing tool for Wholesale Audit evaluation

Project holder: Waldemar Renz, Market Manager at Group Network Quality Steering

Contact department: K-VO-Y/1

Project Team members: K-VO-Y/1 Team

Stakeholders: VW Group, Manufacturers (5 Group Brands), Importers, Wholesalers, TÜV Süd

QMS Communication:

1. How can GSM team make Importer / Importer management more involved into QM topic?
2. Why might Group QMS lack acceptance at some markets?
3. What should be done to make our potential customer interested at our services?
4. What are the constrains for Group QMS communication to be most efficient at existing markets?
5. How can Group QMS be promoted at the markets, where certification is not mandatory?
6. What are the biggest challenges you personally face while communicating with Wholesalers?
7. What is the best way to show/communicate the value we bring to our customer?

What question (related to improvement of QMS communication on Wholesale level) would you ask to the other team members?

Wholesale Audit evaluation results presentation:

1. How can we improve current audit results communication?
2. What is the best way to attract attention to QMS topic?
3. How can we improve audit results presentation?

Thank you for sharing your opinion!

Source: Author's invention

APPENDIX NO. 6 - GSM TASKS AND VALUES

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Volkswagen AG 2016c, internal documentation

APPENDIX NO. 7 – GCC LEVELS

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Volkswagen AG 2016c, internal documentation

APPENDIX NO. 8 - GCC IMPLEMENTATION EUROPE

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Volkswagen AG 2016c, internal documentation

APPENDIX NO. 9 - GCC IMPLEMENTATION - REST OF THE WORLD

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Volkswagen AG 2016c, internal documentation

APPENDIX NO. 10 – MEASURES SHEET

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Volkswagen AG 2016c, internal documentation reworked by the author

APPENDIX NO. 11 – FRAGMENT OF THE WHOLESALE CHECKLIST. PART I

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Volkswagen AG 2016c, internal documentation

**APPENDIX NO. 12 – FRAGMENT OF THE WHOLESALE CHECKLIST
(CONTINUED). PART II**

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Volkswagen AG 2016c, internal documentation

APPENDIX NO. 13 – 1ST LEVEL REPORTING. COMPANY OVERVIEW

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Author's invention

**APPENDIX NO. 14 – FRAGMENT OF THE REVISED WHOLESALE
CHECKLIST WITH KPI SYSTEM. PART I**

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Volkswagen AG 2015a, Internal documentation reworked by the author

**APPENDIX NO. 15 – FRAGMENT OF THE REVISED WHOLESALE
CHECKLIST WITH KPI SYSTEM (CONTINUED). PART II**

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Volkswagen AG 2015a, Internal documentation reworked by the author

APPENDIX NO. 16 – 2ND LEVEL REPORTING. DIVISION OVERVIEW

[Fragment removed according to confidentiality conditions of the VW Group]

Source: Author's invention