

A CASE STUDY OF SAIC MAXUS AUTOMOBILES IN MALAYSIA

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ABSTRACT

SAIC Motor Corporation Limited is a state-owned automotive company in China. It mainly performed the manufacture, production, sales and development of the passenger cars, commercial vehicles as well as the auto parts of the vehicles. SAIC Motor has established its own brand, Roewe, MG and Maxus. Maxus products ranged from multipurpose vehicles (MPV), sport utility vehicles (SUV) to recreational vehicles (RV) and various types of light-and medium-sized trucks. In Malaysia, Maxus automobiles are distributed by Weststar Maxus Sdn Bhd. Maxus has strong brand image and favourable brand reputation and it received huge support and attention from Chinese and Shanghai government. Moreover, Maxus is outstanding in technologies such as the Zebra Smart Interconnect System. However, Maxus has weak presence and low brand awareness in Malaysia and its channel of distribution is lagging behind. Not only that, Maxus also faced high overall costs in its automobile production. Currently, the automotive industry is transforming into an intelligent automotive industry and there is a rising trend in low carbon economy and new energy vehicles. Furthermore, Maxus faced fierce competition in Malaysian automobile industry and there is a risk of elimination of traditional automobiles. In Malaysia, Maxus is facing high bargaining power of buyers, low bargaining power of suppliers, low threat of substitutes, low threat of new entrants and low intensity of rivalry. The 4Ps marketing mix has determined what strategy Maxus used for its product, price, place as well as promotion. Under the VRIO model, both Maxus G10 and Maxus V80 are valuable to Maxus and Maxus is organized to exploit

the resources that they have. However, Maxus automobiles are not rare and it is not difficult for the competitors to imitate the automobiles. Based on the research data, Maxus should focus more on the segments of adults that are ranged between 15 to 64 years old and reside at Kuala Lumpur, Putrajaya as well as Selangor. Meanwhile, Maxus targets its customer for Maxus G10 based on lifestyles and Maxus V80 based on their occupations. In order to be sustainable in Malaysia, Maxus has to increase its brand awareness among Malaysian and establish more distribution centres in Malaysia. Not only that, Maxus can bring over its competitive technologies in China to Malaysia, such as the Zebra Smart Interconnect System and the new Advanced Driver Assistance System (ADAS) intelligent assisted autopilot system.

Keywords: Automobile, strategic Management, VRIO analysis, Michael Porter Value Chain

INTRODUCTION

This report will cover the introduction of the company profile and product background as well as the discussion on SWOT analysis, Michael Porter's 5 Forces analysis, 4Ps marketing mix, VRIO model, segmentation and recommendations for SAIC Motor and Maxus.

COMPANY PROFILE

SAIC Motor Corporation Limited which previously known as Shanghai Automotive Industry Corporation (SAIC), is a state-owned automotive company in China. The company was founded in 1955 and headquartered in Shanghai, China (SAIC Motor, 2018). SAIC Motor mainly performed the manufacture, production, sales and development of the passenger cars, commercial vehicles as well as the auto parts of the vehicles. The expansion of China's economy in the late 1970s enabled SAIC Motor to gain attention in the domestic market due to an increase in the domestic demand for passenger vehicles. During that time, the China government introduced reform and opening-up policy which enforced the development of an internationally competitive automotive industry. In

accordance with the policy, SAIC Motor established a joint venture with one of the major Western automakers, Volkswagen in 1984 to produce the Santana passenger car and it was the very first joint venture among the Chinese automakers, which favourably affected the increase in usage of the automobiles in China (Nikkei Asian Review, 2018). In June 1997, SAIC Motor had its second joint venture with General Motors in order to grant the rights to produce and sell the Chevrolet, Buick and Cadillac brands by establishing Shanghai General Motors Co Ltd. This undoubtedly doubled the vehicles production of SAIC Motor (SAIC Motor, 2018). Starting from then, SAIC Motor successively performed joint venture with different major automakers, including South Korean automaker, SsangYong Motor with 51.33% stake and formed SAIC SsangYong, as well as SAIC-GM-Wuling and Shanghai Shenwo to increase its share of the market for small and cheap commercial vehicles (Nikkei Asian Review, 2018). Besides having joint venture with major automakers, SAIC Motor also established its own sedan brand, Roewe through purchasing the intellectual property rights from the bankrupt MG Rover, which was a British automaker (N. Shaker, 2010). Not only Roewe, SAIC Motor also owned MG by taking over the control of MG Rover, a British marque and Maxus, a new commercial vehicles marque (Maxus, 2018). Chen Hong, who serves as the board chairman of SAIC Motor and Chen Zixin, who serves as the board director and president of SAIC Motor had successfully lead the team which transformed the company into one of the largest state-owned automotive company in China, alongside FAW Group, Dongfeng Motor and Changan Automobile (SAIC Motor, 2018). Now, SAIC Motor is ranked 36th in the Fortune Global 500 list in 2018. SAIC Motor not only focus on China market, it also conducts its sales globally at several countries, including US, Europe, Hong Kong, Japan, Korea, and other countries (Baidu Baike, 2018).

PRODUCT BACKGROUND

Maxus's logo is formed by three arrows that are closely coherent towards each other. This reflects Maxus's core value, "Technology, Trust, and Progress". In English, the name Maxus can be understood as "Max Us",

where “Max” is defined as infinite and broad, while “Us” is defined as the company itself. Thus, the rationale of using Maxus as the brand name is that SAIC Motor is trying to convey a message to the world that they are the most powerful in the automobile industry in China (SAIC Maxus, 2018).

Maxus was incorporated by SAIC Motor. It acts as a subsidiary of the company, which is also known as SAIC Maxus. The origin of the brand, Maxus was from LDV, a British automakers specialized in commercial vehicle. LDV Maxus was launched in the end of 2004 and it successfully grabbed the attention and build trust with the customers within a short period of time due to its leading technology. LDV Maxus even being selected as the royal vehicles used by the British Royal. In 2009, the huge success gained by LDV Maxus urged SAIC Motor took the initiative to acquire the intellectual property and technology of LDV Maxus. After the successful acquisition of LDV Maxus, SAIC Motor then renamed it as SAIC Maxus and established it as Maxus brand (Baiké, 2018).

Maxus products ranged from multipurpose vehicles (MPV), sport utility vehicles (SUV) to recreational vehicles (RV) and various types of light- and medium-sized trucks. Maxus has three production bases in China, which are in Wuxi, Nanjing and Liyang. Other than China, Maxus also has its own manufacturing bases in Malaysia and Thailand. Today, Maxus continues to grow rapidly and generates huge sales volume not only from domestic market, but also from global market that consists of 42 countries and regions around the world, including United Kingdom, Australia, New Zealand, Malaysia and other countries (SAIC Maxus, 2018). In Malaysia, Maxus automobiles are distributed by Weststar Maxus Sdn Bhd in which the company is appointed by SAIC Motor in 2010 to be responsible for sales and marketing of Maxus vehicles and provides after-sales services for the customers in Asia Pacific region. (Weststar Maxus, 2018).

SWOT ANALYSIS

Strengths

(i) Strong brand image and favourable brand reputation

The Maxus MPV, SUV and RV series indeed received widespread acclaim from customers. The high performance as well as outstanding functions and stylish design of the automobiles have strengthen Maxus's brand reputation and create a strong brand image for Maxus. For instances, the vehicle used for ambulance have to be in good conditions and reliable all over the time in order to handle medical emergencies. In accordance with that, the KPJ Healthcare Berhad in Malaysia demands for the Maxus Ambulance as its ambulance since Maxus is always having a good reputation in terms of reliability for its automobiles.

(ii) Active support from government

Maxus has received huge support and attention from Chinese and Shanghai government. Since SAIC Motor is a state-owned enterprise, the government allocates a lot of efforts for the feasibility and development of the company's brand, including Maxus. Undoubtedly, this create a favourable political environment for the development of Maxus. Thanks to the support from Chinese and Shanghai government, Maxus is able to establish its manufacturing base in Malaysia and satisfy the Malaysian demand for Maxus automobiles.

(iii) Outstanding advantage in technology

As mentioned before, Maxus was incorporated using the technology acquired from LDV. The advanced British technology in manufacturing automobile has enabled Maxus to sustain its competitiveness internationally by promoting the transfer and sharing of technological knowledge from LDV Maxus to SAIC Maxus. Recently, SAIC Motor has jointly developed an intelligent-connected system with Alibaba Group,

which is known as Zebra Smart Interconnect System. SAIC Maxus has taken advantage of the big data and internet from the system to launch Maxus D90 that is equipped with the Zebra Smart Interconnect System. This intelligent-connected technologies enable functions such as auto payments, voice and sports cameras interaction, online navigation and music and etc. (SAIC Motor, 2018).

Weaknesses

(i) Weak presence and low brand awareness

Maxus have popularity in China not only because it is a brand of SAIC Motor, but also due to its outstanding functions and stylish design of the automobiles. However, when it expands its business to overseas, insufficient product advertisement placed in overseas has affected the brand awareness of Maxus in the market. Based on my observation, Maxus vehicles can seldom be seen on the road and a lot of Malaysians are not aware of Maxus automobiles. Therefore, the weak presence and low brand awareness in Malaysian market is a stumbling block on Maxus's road to success.

(ii) Channel of distribution is lagging behind

As the saying goes, "channel is the king". Although SAIC Motor's marketing and distribution channels are well laid in China as a result of the joint venture, however, its channel laying in Malaysia is relatively less. Weststar Maxus as the only distributor of Maxus in Malaysia, is based in Kuala Lumpur with branches in several places including Shah Alam, Penang, Kedah, Kelantan and Johor (SAIC Maxus, 2018). In other words, Maxus is mainly focus on market in West Malaysia.

(iii) High overall costs

Generally, the costs of automobiles productions includes the manufacturing costs, research and development costs as well as the

transportation costs for the export is high for Maxus. Weststar Maxus Sdn Bhd was appointed by SAIC Motor as the official distributor of the model V80 in Asia Pacific region. The transportation cost is relatively high for Weststar Maxus to deliver the automobiles to countries outside Malaysia accordingly.

Opportunities

(i) Intelligent automotive industry

The improvement in technology has tardily transformed the traditional automobile industry into an Artificial Intelligent (AI) automobile industry. The traditional automobile used the chauffeur-driven concept whereas the AI automobile industry promotes the autopilot concept. The Maxus D90 is also equipped with the new Advanced Driver Assistance System (ADAS) intelligent assisted autopilot system. The ADAS system enables functions such as adaptive cruise control (ACC), lane keeping assist system (LKA) and automatic parking assist (APA) which provides safety to the passengers. Currently, the autopilot concept is yet to be introduced in the Malaysian market. Therefore, there is a great opportunity for Maxus to dominate the autopilot market in Malaysia.

(ii) Rising trend in low carbon economy and new energy vehicles

The emission of carbon from traditional automobiles has caused serious environmental pollution in most of the countries, especially China. Nowadays, the environmental awareness is increasing among consumers and thus led to a rising trend in low carbon economy and new energy vehicles. In accordance with that, Maxus launched a series of environmental friendly vehicles, which are the pure-electric vehicles, Maxus EG10 and Maxus EV80 as well as hydrogen fuel-cell vehicles, Maxus FCV80. Currently, the new energy vehicles are yet to be introduced in the Malaysian market. Therefore, there is a great opportunity for Maxus to dominate the new energy vehicle market in Malaysia.

Threats

(i) Fierce competition in automobile industry

The Malaysian automobile industry is mainly dominated by the national automakers, Perodua and Proton which was later acquired by Geely, as well as the non-national automobile assemblers. According to Lim (2018), the best sold automobile in 2017 goes to Perodua, which is owned by UMW Corporation, followed by Honda, Toyota, Proton and Nissan. Recently, the acquisition of Proton by Geely promotes the opportunity for the international automakers to enter the Malaysian automobile industry. The increase in number of competitors will increase the degree of competition among automakers. The fierce competition is likely to reduce the sustainability and profitability of Maxus in the Malaysia

(ii) Traditional automobiles will be eliminated

The rise of the new energy vehicles has adversely affected the traditional automobiles in the industry. Nowadays, the new energy vehicles are gaining more and more popularity among the consumers, which led to a decrease in the demand for traditional automobiles. In Malaysia, the future trend in automobile industry is definitely the new energy vehicles. Thus, it can be predicted that the traditional automobiles which are the main production of Maxus will be eliminated in the future and this will be the biggest threat for Maxus.

MICHAEL PORTER'S 5 FORCES ANALYSIS

(i) High bargaining power of buyers

The demand of automobiles in Malaysia is relatively high due to the huge customer base. Malaysian income level is divided into three categories, which are top income group (T20), middle income group (M40) and bottom income group (B40). 60% of Malaysian received income of at least RM6,275 per month (Ooi, 2018). This shows that half of the nation have the

ability and tendency to purchase automobile. Besides, according to The Star Online, Malaysia ranked third place in the world in terms of the car ownership, which is 93%. This statistic shows that Malaysian have high intent to purchase automobile (The Star Online, 2014). However, Weststar Maxus is the only manufacturer and distributor of Maxus automobiles in Malaysia. Thus, buyers in Malaysia have high bargaining power in buying Maxus automobiles.

(ii) Low bargaining power of suppliers

In order to ensure the quality of Maxus automobiles, most of the auto parts of the Maxus automobiles are directly shipped from China to Malaysia. In other words, Maxus has a large supplier base in China, which means that Maxus's suppliers have low bargaining power in supplying the auto parts to Maxus. Weststar Maxus is only responsible to assemble and distributes the automobiles in Asia Pacific region.

Thus, the suppliers of Maxus are from China, which includes Yanfeng Visteon Automotive, United Automotive Electronic Systems (UAES) and other advanced auto parts suppliers in China.

(iii) Low threat of substitutes

The threat for Maxus in substitution the alternative mode of transportation, such as bicycle, bus (intercity and feeder bus), motorcycle, train (MRT, LRT, and BRT). Public transport is the largest potential substitution for Maxus as the Malaysian may have taken public transport to the destination to avoid being trapped in the traffic jam.

Not to mention that the cost of taking public transport is much more lower than buying a car. However, according to the public transport in Malaysia is not fully integrated until 2025. Thus, Malaysian is still depends heavily on the automobiles.

(iv) High threat of new entrants

Generally, the automakers in Malaysia enjoy economies of scale for the automakers due to high volume of automobile production. However, the automotive industry required huge investment in capital and technology as well as the research and development of the automobiles. The high fixed costs involved is one of the main barriers for the automakers to enter Malaysian market. In addition, in the era of technology, the update of automobile is speeding up in order to be responsive towards consumer needs. The automakers have to differentiate their automobiles from the competitors and this is usually difficult to achieve by new entrants. Nonetheless, the new energy automobile field is likely to attract new entrants as the environmental awareness among the consumer is growing.

(v) *Low intensity of rivalry*

The automotive industry in Malaysia has been dominated by several huge automakers, including Sime Darby, DRB-HICOM, DMM Sales, TCIM Forklift, UMW Holdings and NAZA Group. Previously, the protection policies and regimes on automotive industry that enforced in Malaysia has resulted in less key players in the industry. Thus, there is low intensity of rivalry for Maxus in Malaysian automotive market.

MARKETING STRATEGY – 4PS MARKETING MIX

(i) *Product*

The models that are distributed by Weststar Maxus in Malaysia are Maxus G10 and Maxus V80. Maxus G10 has several new features that improved the performance and functions of the automobiles. For instances, Maxus G10 is equipped with anti-squeeze automatic dual sliding doors and the 360-degree surround view camera system. However, the features of Maxus G10 in Malaysia is different from the one in China, where in Malaysia, Maxus G10 is not equipped with the ADAS autopilot system. On the other hand, Maxus V80 provides customization of the van to meet the individual

business needs of customers. Maxus V80 can be transformed into school bus, ambulance, food and kitchen trucks, mobile office and other types of vehicles based on the needs of customers. Nevertheless, Maxus adapts to Malaysian culture where it changes the driving position to right-hand side instead of left-hand side as in China.

(ii) Price

Maxus set the price based on the potential customers' income level or how much are they are willing to pay for the products. As mentioned before, 60% of Malaysian received income at least RM6,275 per month and they have the ability and tendency to purchase automobile (Ooi, 2018). Based on the income level of Malaysian consumers, Maxus adopts a low price strategy for its automobiles to capture most of the demand of Malaysian. As compared to the MPV from other brands such as Kia Grand Carnival and Hyundai Grand Strarex, Maxus automobiles are more affordable for Malaysian. Maxus G10 is priced around RM148,000 whereas the price of Maxus V80 is ranged from RM115,888 to RM137,141 (Weststar Maxus, 2018).

(iii) Place

In Malaysia, Weststar Maxus is the sole distributor assigned by SAIC Motor to deal with the sales of Maxus automobiles within Asia Pacific region. Thus, Maxus automobiles are available at all of the Weststar Maxus branches. For instances, Maxus G10 is assembled at Klang and distributed by all of the Weststar Maxus branches. In addition, Maxus is available on online as well. There are a lot of retailers that sell Maxus automobiles through online marketplace such as Mudah.my.

(iv) Promotion

Maxus offers seasonal promotion. During the month of Ramadan, Weststar Maxus launched a trade-in campaign that encouraged consumers to bring their old MPV to any of the Maxus branches in exchange for a new

Maxus G10. Consumers are benefited greatly if the value of their old MPV is high because they are paying lesser for getting a new Maxus G10. Not only that, Maxus also invited and signed the famous local celebrity, Schawalara as Maxus' brand ambassadors. Schawalara is formed by a celebrity family, in which the husband, Awal is a television presenter, the wife, Scha, is an actress and television host as well as Lara, the daughter is a reality television star. They have millions of followers in the social media, hence, they have certain popularity and influences on the society. Of course, this celebrity family is very suitable for the Maxus G10's family car concept (Wong, 2018).

VRIO MODEL

(i) Value of product

Both Maxus G10 and Maxus V80 has advanced technology. Maxus G10 is equipped functions such as the electric sunroof, keyless entry, rear parking camera, push leather seats adjusted on rails, anti-squeeze automatic dual sliding doors and 360-degree surround view camera system (Weststar Maxus, 2018). Besides, Maxus V80 provides the function of customization where consumers can customize the vehicle based on their needs and preferences. It allows various configurations and interior customization as well. Thus, these features make Maxus automobiles more valuable to the consumers as the benefits of owning Maxus automobile is directly proportional to the low price.

(ii) Rarity

Both Maxus G10 and Maxus V80 are not rare in the automobile industry. The functions of Maxus automobiles are equipped in automobiles of other brand as well. The only feature that differentiate Maxus automobiles from its competitors is the 360-degree surround view camera system. For instances, Kia Grand Carnival is equipped with electric sunroof, keyless entry, anti-squeeze automatic dual sliding doors (Kia, 2018). The technology used to produce Maxus automobiles is somehow similar to the

other brand's technology as well. Thus, Maxus automobile is not rare in the automotive industry. Maxus could not sustain for a long period of time in the market if it do not come up with more innovative inventions to prevent being surpass by its competitors.

(iii) Imitability

The imitation of both Maxus G10 and Maxus V80 are not difficult. Most of the MPV automakers have great research and development on the automobile that allow them to manufacture MPV that is more advance than Maxus's MPV. The cost of imitation is high due to the huge investment in capital and technology as well as the research and development of the automobile. Many automakers tried to copy and recreate the system used by Maxus. The imitation process could probably be done within one year. Maxus do not own patent in these technologies because it is not the pioneer in the automobile industry.

(iv) Organization

Maxus is organized to exploit the resources that they have. As mentioned before, Maxus is owned by SAIC Motor and the parent company has a very strong presence in China and European countries. Thus, for the purpose of quality control, Maxus is working hard to exploit its capability by offering low prices and various model for the automobiles. At the same time, Maxus is expanding continuously in Malaysia so that it can build strong presence and gain huge market share in the automobile industry of Malaysia. Indeed, Maxus never stops perfecting the system that it used from the 2000s.

Segmentation, Targeting and Positioning

The population in Malaysia is approximately 31 million and Kuala Lumpur, Putrajaya and Selangor have the most population among the states. Among the population, 64% of them are aged between 15 to 64 years old and the population that are aged between 20 to 24 years old are

the most. Usually they are the potential customers as they have certain purchasing power and able to think independently. Besides, the residents in Putrajaya, Kuala Lumpur and Selangor received higher revenue because these are the fastest growing cities in Malaysia. As mentioned in previous paragraph, 60% of the Malaysian received income at least RM6,275 per month. This led to a higher monthly consumption than other states. In addition, 14.6% of the household consumption is for the transportation, which means that they have intention to spend money in transports (Market analysis of Malaysia, 2018). Moreover, most of Malaysian occupations are corporate executives, public officials, private enterprise operators, education leader and travellers. Whereas the lifestyle of Malaysian are the leader, pioneer, struggler and hard worker.

Therefore, Maxus in Malaysia should focus on the adults that are aged between 20 to 64 years old, reside at Kuala Lumpur, Putrajaya as well as Selangor, received monthly income of at least RM6,275, and most importantly have a family that consists of at least 3 members. This is because Maxus automobiles are family cars that can fit for 10 persons.

For Maxus G10, Maxus targets its customer based on lifestyles. The design and functions of Maxus G10 are well adapted to the need of customers with different lifestyle. The prospective design, enjoyable shared space as well as comprehensive security and technology of Maxus G10 enable it to fulfil the needs of consumers with different lifestyle. Thus, the positioning for Maxus G10 is a multipurpose vehicle (MPV) that meet the needs the demand for public business reception, business car, tourism rental and family life (SAIC Motor's Brand White Paper, 2015).

There are several series under Maxus V80, which includes the commercial vehicle, commuter car, passenger van, school bus, and recreational vehicle. For Maxus V80, Maxus targets its customer based on their occupations. Different series of Maxus V80 serve for customers with different occupations in such a way that the commercial vehicle is for the corporate executives, commuter car is for the public officials, passenger van is for the private enterprise operators, school bus is for the education leader as well

as recreational vehicle is for the travellers. The positioning for each Maxus V80 series is different. The commercial vehicle is positioned as exclusive luxury, commuter car as comfortable and pleasantness, passenger van as high value for customers, school bus as great security and safety as well as recreational vehicle as freedom and comfortable (SAIC Motor's Brand White Paper, 2015).

RECOMMENDATIONS

(i) SWOT Analysis

To become sustainable in Malaysian market, Maxus can first increase its brand awareness among Malaysian by placing advertisement for its automobiles. Maxus can take advantage on the popularity of its brand ambassadors, Schawalara to promote Maxus automobiles in Malaysia. For instances, Schawalara can shoot a short film that shows the happiness of the family when having a ride to the beach by Maxus G10. Besides, there are still a lot of states in Malaysia that Maxus is yet to be supplied at those states. For instances, Perak and Pahang in West Malaysia as well as Sabah and Sarawak in East Malaysia have great potential for Maxus to develop and establish its distribution centre. Thus, Maxus can establish distribution centre in these states to reduce its transportation costs effectively. Although the manufacturing costs may increase, however, this can be reduced through mass production by enjoying economies of scales. In this way, Maxus will be able to practice cost leadership strategy that enable it to produce at low cost thus making it competitive and sustainable in Malaysian market.

(ii) VRIO Model

To become sustainable in Malaysian market, Maxus can bring over its competitive technologies in China to Malaysia. SAIC Motor is the pioneer in the Zebra Smart Interconnect System. It has the patent of this system which can prevent its competitors from imitating its automobiles. Besides, the ADAS intelligent assisted autopilot system and the new energy

vehicles are yet to be introduced in the Malaysian market. By bringing these key competitive technologies to Malaysian market, Maxus is able to enjoy the first mover advantage and thus create more value to its automobiles while increase its rarity in the automotive industry.

CONCLUSION

In a nutshell, there is a perception among Malaysian that goods made in China always having a bad quality. However, it is not true for Maxus. Maxus was once dominated the market of commercial vehicles and now it has been widely recognized for its outstanding technologies and functions of the automobiles, especially the Maxus G10. As an evidence for its achievements, Maxus G10 and Maxus V80 are the award-winning models in the automotive industry.

However, it is worth noting that Maxus is not going to stop at this stage although it has achieved a lot of compliments from the consumers and gained huge success in the automotive industry. Maxus is planning to venture its T60 pick-up truck into Malaysian automotive market by the end of 2018. It has been decided that Maxus T60 will be assembled at Johor and made available in all of the Weststar Maxus branches. The price set for the Maxus T60 will be ranged between RM60,645 to RM129,812. At the same time, Maxus is planning to introduce Maxus D90 to Malaysian automotive market as well due to the rising demand in the low carbon economy and new energy vehicles (Tan, 2018).

Recently, SAIC Motor plans to enter the market of network car, which means that the company is trying to provide internet reservation car, a service that is similar to Grab Car. This service will be launched in China first and based on the market reaction in China; the company will then only consider introducing this service in other countries, including Europe and Malaysia. After all, Maxus is putting a lot of efforts in improving its competitiveness and sustainability in Malaysian automotive industry. Thus, it is only the matter of time for Maxus to become successful in Malaysia.

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