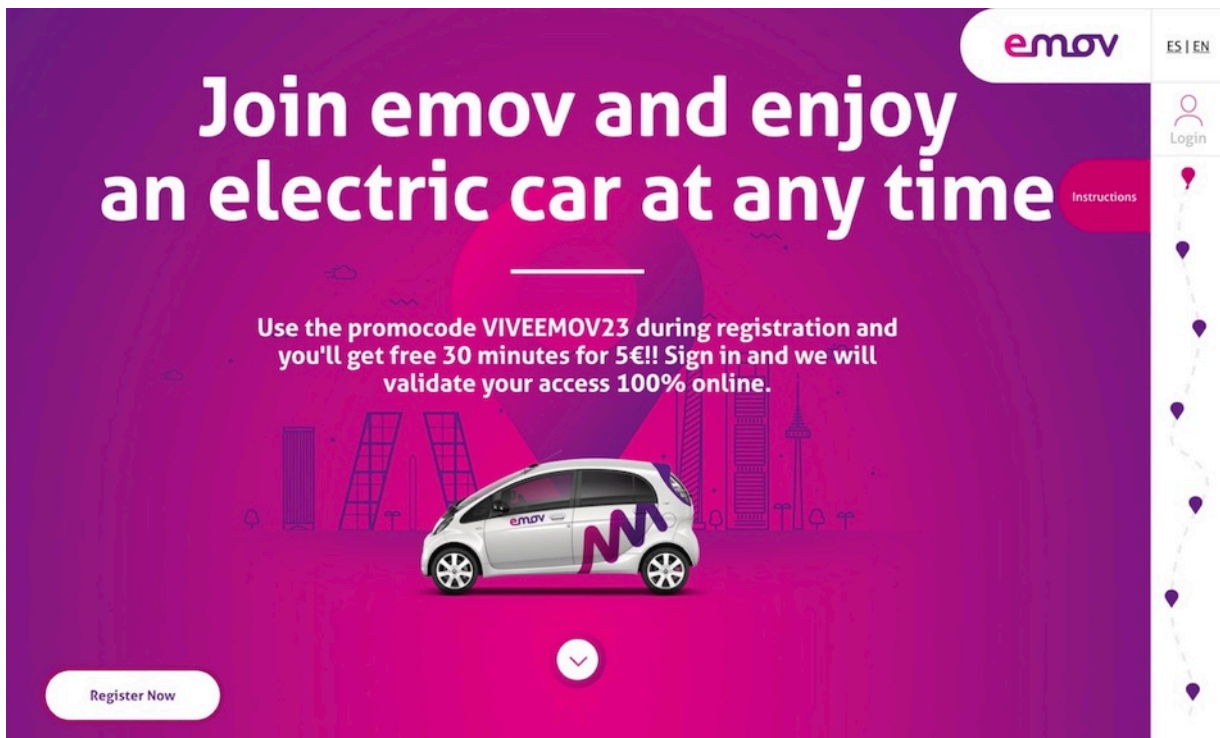


EMOV: BUILDING A BRAND FROM SCRATCH



In April 2017, just one hundred days after its [launch in Madrid](#), the management team of the car-sharing service [Emov](#) could not believe their eyes: in a rush of popularity, they had managed to reach a never anticipated goal in terms of customer adoption: [110,000 users](#), more than 1000 per day.

Now, the challenge was to turn those amazing numbers into a profitable operation. No car-sharing service had previously been able to enroll so many users in such a short period of time, but both companies in the Emov joint venture, [Groupe PSA](#) and [EYSA](#), were aware of the need to move carefully and strategically in this matter...



Several circumstances had affected the context in the last few weeks: on the one hand, the local administration announced the so called Plan A, a number of measures to fight against pollution in Madrid, that would include from traffic restrictions in the city center, to totally forbidding the circulation of older and more polluting vehicles by 2020.

The protocol for high pollution had been activated several times in Madrid during the last few months. In the latest occasion, the city reached level 3, so parking in the whole city center was forbidden to those who were not residents. This circumstance generated a large number of downloads, registrations and brand awareness for the Emov app, as car-sharing was considered one of the most popular alternatives to using one's car.

[Car2go](#), the main competitor of Emov in Madrid, had announced a raise in its prices in April, from 0.19 to 0.21€/minute. This strategic decision triggered a strong reaction in social networks and blogs, many of which talked about the most significant advantages of Emov: four-seat vehicles, also [electric](#) as the ones being used by Car2go, able to reach some places outside the M30, and full online registration), generating many positive reactions towards the brand.

Recently, a taxi strike brought traffic in Madrid to a almost total halt. The protests of the cab drivers were targeting mainly new services such as Uber or Cabify, and for almost 12 hours, none of these services were available in the city. This circumstance generated a higher usage of car-sharing services, and a favorable opinion towards these services in social networks, pointing out its advantages. The number of downloads for the app during that day grew twofold, and the web experimented a 30% increase in traffic.

In this scenario, the company would like to have your opinion on the following issues:

- Do you see social media as an opportunity to develop branding for Emov? Can they use social media to build a strong and relevant brand for the user? Please suggest examples of actions you would design to achieve that goal.
- Can we use social media for customer acquisition, in order to generate new leads? Any examples?
- Do you see social media as a way to improve customer engagement and improve the usage levels?

Please include any links you find relevant to back up your answer. You will have approximately 80 minutes to work on your document. Feel free to answer the questions separately, or to group them together into one essay.

As soon as you finish (max. 2 pages), please submit your exam using the Assignments tab in the Campus.