

# Sink or skate during the flood? How to expand sales during the market fall

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# Company Description

## General Information

Group of companies, more than 19 years in Latvian market

SBUs historically:

parfumery & cosmetics,  
security,  
warehouse business

SBUs now:

new/used car sales,  
part sales,  
service,  
consultancy and other

Authorized Toyota dealer in Latvia since 1992 (WESS Motors)

Authorized Lexus dealer in Latvia since 2001

Authorized BMW retailer since 2005 (WESS Select established)

Authorized Honda repairer since 2009 (San Motors established)



# Company Description

## WESS Group structure

Company Name	Product & services	Employees	Established
WESS (WESS Motors)	Toyota, Lexus sales, service	243	1992
WESS Select	BMW sales, service	47	2002
SAN Motors	Honda service	15	2009
E-parts	Part sales	5	2009
WESS Financial Services (Viss OK)	Insurance brokerage	5	2009
WESS Consulting	Accounting, IT, legal services	19	1998
WESS Investments	Investment activities	2	2004
WESS Capitals	Car rent	3	2004
WESS Motors Īpašumi	Real estate operations	2	2008
WESS Select Īpašumi	Real estate operations	1	2009





# Company Description

## Strategy, Values and Goals

**Strategy: Value creation through diversification**

### Values:

**Reliability**

**Quality**

**Safety**

### Goals:

**Trust and respect by the Latvian community**

**Market leadership in auto sales and after-sales servicing**

**Stable long term growth while in harmony with people and society**



# Some Facts

**Market change in new car sales 2009/2008 -80%,  
2009/2007 10 times, 2010 forecasted to be even  
Worse. Rapidly increased competition**

**WESS Group in comparison with the market:**

**Toyota -70%**

**Lexus -56%**

**BMW -66%**

**Market share growth 2009/2008:**

**Toyota 12.2% -> 18.6%**

**Lexus 1.4% -> 2.9%**

**BMW 2.9% -> 3.7%**

**Increase in CPU serviced +15.5%**



# Success Factors for the Future

**Stronger brand with respect to the customer**

**Product portfolio with wider range of products**

**Personalized, pro-active, customer-centered services**

**Better equilibrium across profitability in different areas of operations**



# Wess Business Level Strategy - Differentiation

Multi-branding, different countries of origin

All market segments

different sizes and features  
passenger and commercial  
new and used





# Functional-Level Strategy – Superior Efficiency and Customer Responsiveness

Economies of scale and learning effects

Marketing efficiency and customer loyalty



**Sink or skate  
during the flood?**

**Wess Automotive Group  
prefers skating or sailing  
forward 😊**