

Competitive advantage of the car brand in the light of qualitative price quantification: Analysis based on the example of the selected impact area

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Abstract: Changing operating conditions cause an important challenge for car manufacturers to influence the market through price. The main research goal of the work is to identify the role of price in building the competitive advantage of the car brand manufacturer in a given area of its impact. Auditorium research was carried out among the clients of a leading car brand from the area of the former Tarnów province. The research shows the rule of creating a competitive advantage. The rule shows that the number of customers satisfied with the final quality of the purchased product is greater if there is a larger number of customers deciding on the choice of the brand and the repair plant representing the brand based on the price. This rule also indicates that the number of customers satisfied with the final quality of the purchased product is greater if the number of customers considering the price of specific repair services as meeting their requirements is greater. The study confirmed that effective price management using quality parameters means that the brand will gain a competitive advantage. Price evaluation using quality can be used to market brands in global conditions.

Keywords: competitive advantage, quality, satisfaction, brand, dealership network

1. Introduction

After the political breakthrough in the 1990s, various forms of economic activity began to develop in Eastern Europe. Various forms of activity are constantly shaping the new economic and social order (Kopycińska and Sergi, 2008). Business brokerage is one of the new activities. An example of business brokerage is the network of authorized car dealerships created. Authorized car dealers, pursuing commercial goals, represent manufacturers and owners of car brands on the business market (Aboltins and Rivza, 2014). This is a very important market because it strongly affects various areas of economic life. In Poland, according to the author's estimation, only the basic forms of automotive activity implemented in dealer networks generate 5% of GDP. These basic

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forms are: sale of new cars, sale of spare parts and car repairs. It should be noted that in addition to these basic forms, there are areas of activity supporting the functioning of the automotive industry.

In the European Union, the legal basis for the functioning of the dealer market is Commission Regulation (EU) no. 461/2010 of 27 May 2010 on the application of Article 101(3) of the Treaty on the Functioning of the European Union to categories of vertical agreements and concerted practices in the motor vehicle. This act is valid together with act no. 330/2010 of 20 April 2010 on the application of Article 101(3) of the Treaty on the Functioning of the European Union to categories of vertical agreements and concerted practices. The application of this right aims to improve economic efficiency and simplify many administrative procedures. In addition, the essence of these regulations is to help car brand owners (manufacturers) to optimize sale levels in relation to the size of investment. An important goal of the abovementioned regulations is also to bring about uniformity of the market in the automotive sector and to harmonize consumers' rights to buy a car anywhere in the European Union. One of the practical aspects of these regulations, which are binding at the level of cooperation between producers and their representatives in the region, is the great freedom of concluded contracts. In other words, under the European Union rules, important elements of the dealership market are excluded from the principles of free competition. They are these regulations that show how dealers are selected under the selective system. The presence of these regulations means that the distribution of new cars, services and spare parts is usually carried out by authorized brand dealers under the control of manufacturers or their domestic importers (Riel et al., 2011). However, exemption from the rules of free competition is not unconditional. One of the conditions for exclusion is to limit the manufacturer in terms of uncompetitive impact on the market through price. The provision states that the producer may not introduce price pressure as to minimum or rigid prices. On the other hand, the regulations mentioned above show the manufacturer's ability to suggest price levels and set maximum prices. For this reason, the current and important research problem is the search for the sources optimizing the functioning of producers. For the reasons described above, every possibility of the manufacturer's influence on the market via the price perceived by the customer must be examined.

It should be clarified that the concept of price in this paper is much broader (more strategic) than it results from the standard understanding of marketing concepts. The price reflects not only the prestige and the relationship between inputs and benefits resulting from these inputs. The price is related to the degree of fulfillment of clients' requirements in the context of the relation of their expenses to benefits, in addition to other offers on the market. In this work, the price refers to the idea of three new marketing instruments. These are value, relationships and brand (Johnson, Hermann and Huber, 2006). In the consumer market, the value of products and services helps the brand gain a competitive advantage (Sheth and Sinha, 2015; Gomes et al., 2016). The work is important because it deals with aspects that have not yet been explored enough. The most important of them related to the brand (branding) are: evolving forms of business brokerage in global conditions, unexplored position of the customer in the internal relations and responsibility of the producer and his representative, and identification of sources of competitive advantage in unusual competitive conditions. This is even more important as branding is not rooted in theory but shaped on practical paradigms (Kay, 2006).

The uniqueness and originality (of activities, methods, tools) are necessary in the pursuit of competitive advantage. Finding nuanced sources in existing management instruments has the ability to achieve the effect of distinction by the organization and thus ensure its competitive advantage. In connection with the abovementioned interpretations of management by prices, which are the unexplored aspects of the organization's operation, create such a possibility.

2. Theoretical background and literature review

2.1. Variable buyer awareness versus price

Contemporary management means constant adaptation to changing operating conditions. These changing operating conditions result from the technological achievements and applied innovative solutions that characterize the twenty-first century (Bartes, 2009; Hamel and Green, 2007). A growing consumer awareness is also their sign. In such a situation, obtaining a competitive advantage is getting more and more difficult. The challenge for management is the need to seek new sources of competitive advantage (Markley and Davis, 2007). According to Rijamampianina (Rijamampianina et al., 2003), an organization will gain a competitive advantage when available management factors (elements of influence) are used in a unique way. In marketing, the basic tools for influencing customers are place, promotion, price and product. The price is one of the external guidelines when making purchasing decisions. According to Ząbek (2019), the factors of selection and current assessment of products including prices are becoming more and more important in the automotive industry. Many studies have been carried out to confirm the relationship between price and quality of a product in the context of its selection and selection of the organization supplying the product (Zeithaml, 1988, Khudhair et al., 2019). In many cases, the research results confirm the relationship between price and perceived quality (Rao and Monroe, 1989). In other cases, the essence of price as a guide to product quality decreases (Parasurman et al., 1985).

2.2. Quality measured by customer satisfaction as a tool of business competition (source of competitive advantage)

The basis for consideration is the recognition of quality as a factor of competitive advantage (Bugdol, 2011, Cholewicka-Goździk, 2008; Lakhal, 2009). This relationship is described by the formula (1).

$$CA = f(Q) \quad (1)$$

where:

CA—competitive advantage

Q—quality of products/ services.

Quality is an important parameter for assessing complex systems or structures that shape the final quality of products offered by the company (Hamrol and Mantura, 2012). Quality as a source of system management is also seen as a stimulus to competitive advantage

(Elshaer and Augustyn, 2016; Kafetzopoulos et al., 2015; Sukwadi, 2015). The use of quality as a competitive tool means, in essence, comparing the degree of fulfillment of the requirements addressed to various projects and activities. These activities enable the production of a high value product (Bryson et al., 2007). In the aforementioned situations, the measures of quality perceived by customers are also used as measures of the management's behaviour at every stage of the organization's functioning and at every stage of the production of products (Hamel and Prahalad, 1996; Taghizadeh and Shokri, 2015). It should be emphasized that in the adopted work concept, the level of customer satisfaction was used as a measure of the quality of the products purchased. In addition, satisfaction affects the formation of long-term customer relationships (Shiau and Luo, 2012). The estimated level (degree) of satisfaction reflects the degree of product compliance with customer requirements. In addition, it is also a measure of the effectiveness and efficiency of organization management (Bilan, 2013; Lim et al., 2006; Yeo et al., 2015). It should be emphasized that customer reviews are used as a measure of competitiveness assessment in various industries (Ogorodnikova et al., 2019). The above relationships are characterized by the general equation (2).

$$Q = RD / RE = CS / CAL \quad (2)$$

where:

Q —quality of products/ services

RD —product requirements met

RE —all product requirements

CS —the number of customers with the highest degree of satisfaction

CAL —the number of all customers.

2.3. Contemporary challenges of the brand's marketing policy

It is currently certain that existing marketing assumptions must change (Sawhney and Kotler, 2001). In many authors' opinion, brand management requires marketing channels to be improved through integration (Kapferer and Thonig, 2001; Aaker and Joachimsthaler, 2000; Aaker, Fournier and Brasel, 2004; Keller and Lehmann, 2006; Ohlins, 2008; Kapferer, 2008). Leading to the conscious creation of an integrated and unique marketing mix will result in the transmission of benefits to the brand (Duncan, 2002; Naik and Raman, 2003; Keller and Lehmann, 2006). Only such an action allows the brand to reach the level of leader. Importantly, many authors believe that it is about achieving the position of a brand builder in a specific community (Muniz and O'Guinn, 2001; Cova and Cova, 2002; Bagozzi and Dholakia, 2002; 2006; McAlexander et al., 2002; Muniz and Schau, 2005; Cherubini and Pattuglia, 2007). This community can be treated as the one created from a given area of influence of the brand mentioned earlier.

3. Research objective, methodology and data

The main research goal of the paper is to identify the role of price in building the competitive advantage of the manufacturer of a given car brand in the identified area of its impact. In the case of such intangible products as business intermediation services in the automotive

industry, it plays an important role (Kuczamer-Kłopotowska, 2009). In the concept of this work, price is treated as more comprehensive than a usual tool of influence.

The research was carried out among the clients of the leading car brand. The tool used to obtain information was an auditorium survey. The survey was conducted among those clients who once again used the brand's services in the southern region of Poland. The area of influence is the region of southern Poland defined by the borders of the former Tarnów province. 514 reviews were obtained. As part of the survey, customers were asked to respond to shopping relationships related to a given car brand. Possible relationships are:

- buying a brand car and satisfaction;
- buying a brand car and dissatisfaction;
- no brand car purchased (aftermarket car);
- no response from the respondent.

In addition, as part of the survey, respondents were asked to identify the criteria they followed when deciding to buy a product from a given brand. Among the proposed themes, the survey included the following options:

- attractive price;
- media's opinion;
- friend's recommendations;
- experience with the brand's representative;
- accidental purchase;
- not specified;
- no response.

As part of the survey, customers were asked to indicate the criteria they followed when choosing a specific organization representing the brand in a given area. Among the proposed themes, the survey included the following options:

- loyalty and satisfaction;
- good friends' opinion;
- competitive prices of services;
- good location;
- business conditions (dependencies and relationships);
- other;
- no response from the respondent.

As part of the survey, customers were also asked to provide their opinion on the price of repairs carried out. The formula of this request is the result of a long-term observation of the dealer market and authorized repairs. In essence, the request meant a comment on the statement. The repair price is adequate to the activities performed in the context of customer requirements in relation to the repair. Possible customer responses are: I completely agree, I agree, neither agree nor disagree, I disagree, I completely disagree. Leaving the field blank at this point in the study, the client may not have commented on it at all.

At the same time, as part of the survey, each of the respondents was asked to assess their level of satisfaction with the overall quality of services provided. When answering, the client quantified his satisfaction by assessing his level of satisfaction on a five-point scale: 1—completely unsatisfied customer, 2—unsatisfied customer, 3—customer neutral about his satisfaction, 4—customer

satisfied, 5—customer completely satisfied. According to the rules set by the producer only score 5 means that the requirements are fulfilled. Owing to this in testing hypotheses the variable 5 is contradictory to score 2, 3 and 4. It should be noted that a balanced ordinal scale was used to assess the level of satisfaction. Figure 1 presents the idea of completed research work.

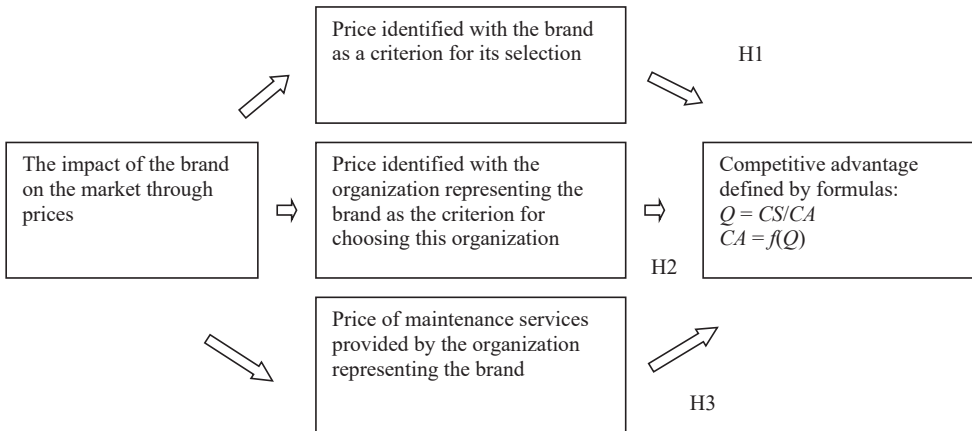


Figure 1. Conceptual framework

Source: Author's own elaboration.

As part of the work, the following hypotheses were verified:

H1: There is a positive relationship between the price communicated by the brand and a competitive advantage

H2: There is a positive relationship between the attractiveness of the price used in the organization representing the given car brand and the competitive advantage of the brand.

H3: There is a positive relationship between the level of compliance with the requirements in the assessment of repair service prices and a competitive advantage.

The research assumptions take into account that the brand itself is a bit of a source of competitive advantage in itself. The brand affects the perceived quality of products (Cretu and Brodie, 2007; Lee et al., 2017).

In the adopted concept of work, independent variables are assessments quantified by the degree of compliance with the requirements:

- prices attributed to and associated with a given brand;
- prices identified with the organization that represents the brand;
- level of compliance with service price requirements.

The dependent variable is the level of customer satisfaction denoting product quality. This variable in the adopted work concept is a measure of competitive advantage.

The aim of the work was achieved using:

- analysis of legal acts;
- testing organizational diagrams;
- drawing graphs of the number of occurrences of variables;
- chi-square test.

4. Results and discussion

4.1. Information on respondents

Table 1 shows the structure of respondents. Respondents are customers who used the brand's car repair service. Not everyone in the study group bought a new car of a given brand.

Table. 1. Customer structure by purchase activity and satisfaction

Customers purchase activity and satisfaction	Number of occurrence	
	N	%
Buying a brand car with satisfaction	362	70.42
Buying a brand car without satisfaction	2	0.39
No brand car purchased (aftermarket car)	84	16.34
No response	66	12.84
Total	514	100.00

Source: Author's own elaboration.

The group of respondents included customers, in the number of 84, who purchased the vehicle in the aftermarket. This value confirms the trend occurring in Poland. Over 50% of vehicles operated in Poland come from private imports and secondary trade. Only a small group of these cars is serviced by authorized dealers. The study confirmed that in the total group of respondents, 16% were owners of vehicles purchased outside the dealership. In the group of respondents 66 were those who did not answer the source of purchase of a used vehicle. The research shows that out of a group of 514 customers, 364 are those who have purchased a vehicle of a given brand. There were 362 customers who bought a vehicle from a given brand and confirmed their satisfaction, in this group 2 were not satisfied. In accordance with the adopted work concept, the opinions of a group of 362 clients located in the selected area of the brand's impact were further analyzed. It should be noted that these clients implemented the brand's cognitive process and positively accepted the brand's conditions. In the further part of the work it was checked how they treated price messages in force in the producer brand, how they assessed the prices of the dealer organization representing the brand in a given area of influence and their relation to the prices of specific repair services.

4.2. Price as a source of decision about choosing a car brand

The choice of a car brand is related to the opinion of buyers about the prices in force in the brand. Figure 2 presents the distribution of factors that guide customers while making brand selection decisions. The results of the research presented in Figure 2 show that 60 customers out of 362 indicated the price as the factor determining the use of the services of the car service under examination. This means that for 16.57% of customers price is a decisive factor in choosing a brand. At the same time, these customers belong to the group of customers satis-

fied with their purchase (see Table 1.). Identifying the final satisfaction with the quality level of services obtained in this group, 31 customers, giving a rating of 5, rated their satisfaction the highest possible. This means that in the group of customers who decided to use the offer of a given brand based on the price, 52% confirmed that they received a product that fully complies with their requirements.

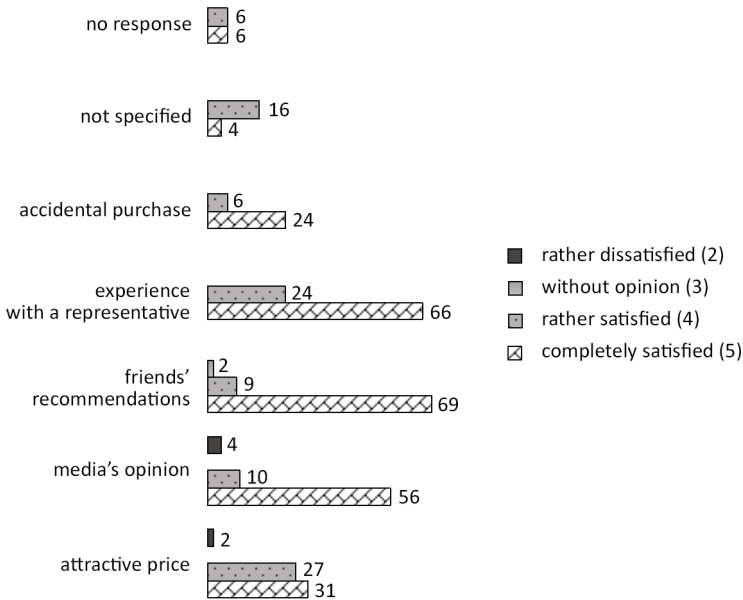


Figure. 2. Criteria for choosing a car brand and customer satisfaction

Source: Author's own elaboration.

It should be emphasized that in the group of selection factors in terms of number, price is the fourth selection criterion. It is worth emphasizing, however, that this is a very carrying factor and it contains an important message. It is a factor related to the 4P marketing component. The research shows that the number of customers choosing a brand based on price stimulates the number of customers completely satisfied with the quality of the services purchased.

The results of the above tests were the subject to additional verification. For this purpose, the chi-square test was used. Two research subgroups have been identified to enable the test to be used. One research subgroup was created from customers who chose the brand recognizing that the prices in the manufacturer's brand are appropriate. The second research group consisted of customers choosing the brand on the basis of factors other than brand prices.

Hypothesis to test:

H1: The level of satisfaction with the quality of the products received is related to the choice of brand based on price.

The chi-square test was used to verify the hypothesis.

The individual statistical values resulting from the use of the chi-square test are shown in Table 2. The chi-square is greater than the critical value of chi-square. This means that you can

say with a probability of 99% that the number of customers declaring full satisfaction with the quality of the purchased products is related to the number of customers declaring the choice of brand based on the price criterion. This way the hypothesis was confirmed that there is a statistically high relationship between opinions on prices in force in the brand and the level of product quality as a tool for creating competitive advantage.

Table 2. Awareness of product quality and criteria for car brand selection—statistical values (SV) for chi-square test

The number of customers in the light of their assessment of product/service quality	The number of customers who have chosen the car brand based on its price and on the basis of other factors		
	The number of customers who choose the car brand based on prices	The number of customers who made the choice of the brand based on other factors	Total of row
The number of customers completely satisfied (satisfaction scored 5)	$O = 31$ $E = 42.4309$ $SV = 3.0795$	$O = 225$ $E = 213.5691$ $SV = 0.6118$	256
The number of customers with a different level of satisfaction than completely satisfied (satisfaction scored 2, 3, 4)	$O = 29$ $E = 17.5691$ $SV = 7.4372$	$O = 77$ $E = 88.4309$ $SV = 1.4776$	106
Grand total	60	302	362
$O =$ observed value			
$E = [(\text{row total}) \times (\text{column total})] / \text{sample total}$			
$SV = [(O - E) \text{ squared}] / E$			
Chi-square = $\sum SV$			12.6061
Critical value of chi-square at 0.01 and 1 degrees of freedom			6.6349

Source: Author's own elaboration.

4.3. The impact of price on the choice of organization representing the car brand manufacturer

The policy of shaping brand prices is related to prices offered by organizations representing the brand. Figure 3 shows the distribution of factors that guide customers when making decisions about choosing an organization representing a brand in a given area. The results of the research presented in Figure 3 show that 72 clients out of 362 indicated the price as a factor determining the use of services of a given organization representing the brand. This means that 20% of the customers who purchased the brand vehicle and were satisfied with this fact, based on the price, value the most. Identifying the final satisfaction with the level of quality of services obtained in this group, 34 customers, giving a rating of 5, rated their satisfaction the highest possible. This means that in the group of customers who decided to use the ser-

vices of a given service based on the price 47% confirmed that they received the product in full compliance with their requirements. It should be emphasized that in the group of selection factors of a particular organization in terms of number, price is the second selection criterion. It is worth emphasizing, however, that this is a factor that can determine the fact that a given organization obtains a competitive advantage.

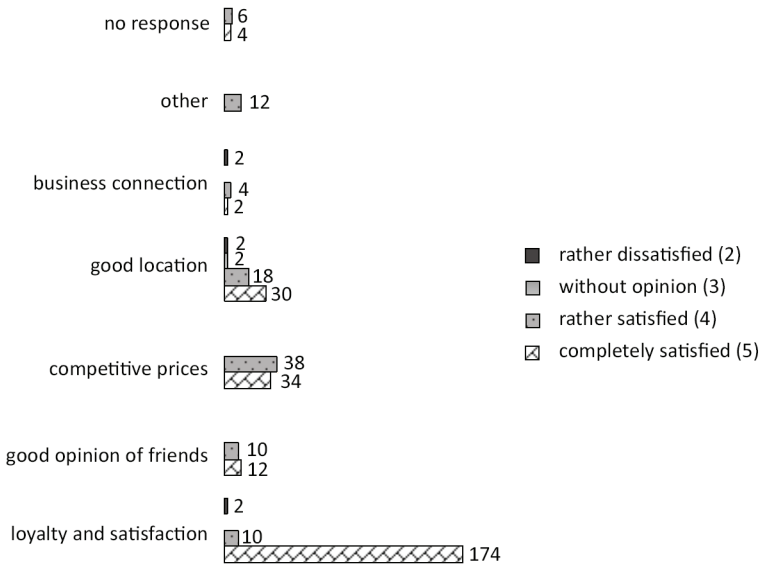


Figure 3. Criteria for choosing an organization representing a brand owner (car service) and customer satisfaction

Source: Author's own elaboration.

In order to substantiate the obtained results, they were subjected to additional verification using the chi-square test. The individual statistical quantities enabling the test to be carried out are presented in Table 3. The test was carried out into two research subgroups. One research subgroup was created from clients who chose the organization representing a given brand, recognizing that it applies competitive prices. The second research group consisted of customers choosing a given organization on the basis of factors other than prices in the organization.

In this case, the hypothesis to test is:

H2: There is a relationship between the number of customers choosing an organization based on its competitive prices and the number of customers confirming full satisfaction with the quality of the products purchased.

The data presented in Table 3 show that the calculated value of chi-square is greater than the critical value of chi-square. This means that you can say with a probability of 99% that there is a relationship between the number of customers choosing an organization based on its competitive prices and the number of customers confirming full satisfaction with the quality of the products purchased. In other words, it means that the level of customer satisfaction of an authorized car service measured by the number of ratings awarded on a scale of 1 to 5 is connected

with their specific relation to prices applied in the organization representing the manufacturer's brand. This way the hypothesis was confirmed that there is a statistically high relationship between the system of using prices in a given organization and the level of product quality as a tool for achieving competitive advantage.

Table 3. Awareness of product quality and criteria for the selection of an organization representing a brand owner (car service)—statistical values (SV) for chi-square test

The number of customers in the light of their assessment of product/ service quality	The number of customers who have chosen the car service based on price and on the basis of other factors		
	The number of customers who choose the car service based on its price	The number of customers who made the choice of the car service based on other factors	Total of row
The number of customers completely satisfied (satisfaction scored 5)	$O = 34$ $E = 50.9171$ $SV = 5.6207$	$O = 222$ $E = 205.0829$ $SV = 1.3955$	256
The number of customers with a different level of satisfaction than completely satisfied (satisfaction scored 2, 3, 4)	$O = 38$ $E = 21.0829$ $SV = 13.5744$	$O = 68$ $E = 84.9171$ $SV = 3.3702$	106
Grand total	72	290	362
$O =$ observed value			
$E = [(\text{row total}) \times (\text{column total})] / \text{sample total}$			
$SV = [(O - E) \text{ squared}] / E$			
Chi-square = $\sum SV$			23.9608
Critical value of chi-square at 0.01 and 1 degrees of freedom			6.349

Source: Author's own elaboration.

4.4. The price of car repair services as a determinant of satisfaction

The brand price policy also applies to prices that are the result of specific car repair operations. Figure 4 presents the distribution of customer opinions on the prices of purchased maintenance services. The research results presented in Figure 4 show that 161 clients out of 362 experienced a service priced in a fully acceptable way. This means that 44.48% of the clients surveyed confirmed full acceptance for the valuation of maintenance services. The research also shows that 128 customers out of 362 have experienced a service priced in a fully acceptable manner and at the same time confirmed the highest rated level of satisfaction with the quality of the purchased product. This means that 35.36% of the clients whose relations to the brand have been analyzed confirmed full acceptance for the valuation of maintenance services and at the same time declared full satisfaction with the quality of purchased maintenance services.

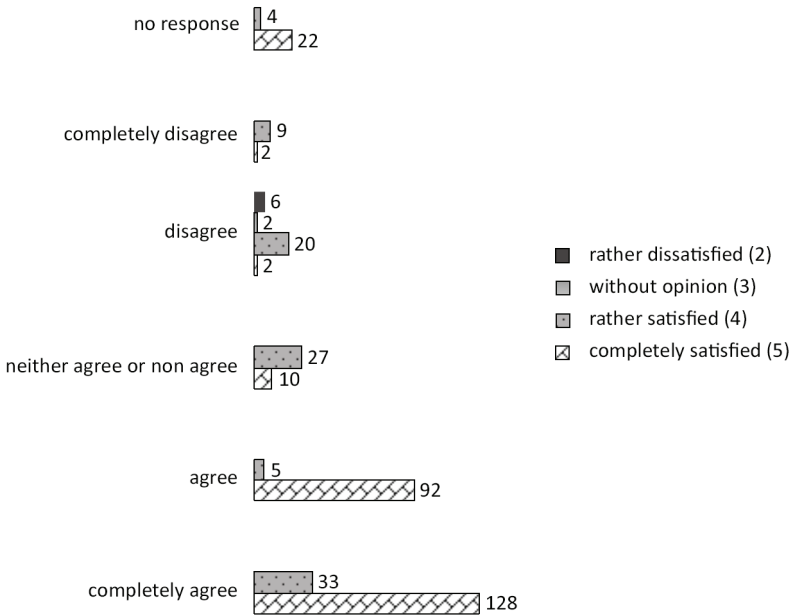


Figure 4. Level of compliance with the requirements (acceptance) of service prices in a repair company and customer satisfaction

Source: Author’s own elaboration.

In order to substantiate the obtained results, they were subjected to additional verification using the chi-square test. The individual statistical quantities enabling the test to be carried out are presented in Table 4. The test was carried out in two research subgroups. One research subgroup was created from clients who fully accepted the price level for services offered in the organization. The second research group consisted of clients with the remaining level of acceptance of prices applied for services rendered in the organization.

In this case, the hypothesis to test is:

H3: There is a relationship between the number of customers accepting prices for repair services provided in the organization and the number of customers confirming full satisfaction with the quality of purchased products.

The individual statistical values resulting from the use of the chi-square test are shown in Table 4. The chi-square is greater than the critical chi-square value. This means that you can say with a probability of 99% that the number of customers declaring full satisfaction with the quality of the purchased products is related to the number of customers expressing full acceptance of the price level for repair services. This confirmed the hypothesis that there is a statistically high relationship between opinions on prices used in specific repairs and the level of product quality as a tool for creating competitive advantage.

Table 4. Awareness of product quality and level of compliance with the requirements (acceptance) of service prices in a repair company—statistical values (SV) for chi-square test

The number of customers in the light of their assessment of product/ service quality	The number of customers who fully accept the prices of services and also have a different level of acceptance		
	The number of customers who fully accept the prices of services	The number of customers who have a different level of acceptance of the prices of services	Total of row
The number of customers completely satisfied (satisfaction scored 5)	$O = 128$ $E = 113.8564$ $SV = 1.757$	$O = 128$ $E = 142.1436$ $SV = 1.4073$	256
The number of customers with a different level of satisfaction than completely satisfied (satisfaction scored 2, 3, 4)	$O = 33$ $E = 47.1436$ $SV = 4.2432$	$O = 73$ $E = 58.8564$ $SV = 3.3988$	106
Grand total	161	201	362
$O =$ observed value			
$E = [(\text{row total}) \times (\text{column total})] / \text{sample total}$			
$SV = [(O - E) \text{ squared}] / E$			
Chi-square = $\sum SV$			10.8063
Critical value of chi-square at 0.01 and 1 degrees of freedom			6.6349

Source: Author's own elaboration.

4.5. Discussion

The automotive dealership market is a rapidly growing form of business operations. It is a form in many respects not researched and functioning on the basis of internal principles. In the context of completed research, it was established that:

- car brand owners (manufacturers) operate in the EU on the basis of uniform rules;
- representatives of producers are dealers who, as a single organization, operate on the basis of business brokerage;
- the idea of the dealer's operation is the impact area established under the agreement covering individual parts of the country;
- dealers form a network that covers the entire country;
- in a given country, competition between car manufacturers depends on the result of competition implemented in individual areas of influence.

The importance of price in the automotive dealership market supervised by car manufacturers is changing. During the study, several important relationships were identified. Effective price management means that the brand will gain a competitive advantage. The research

shows that customers who have confirmed the purchase of a car of a given brand and are happy about it indicate that there is a rule of creating a competitive advantage. As part of H1 testing, it was shown that customers who choose a brand based on communicated prices confirm the translation of this element into the final quality assessment of the purchased product. This is related to the positive reaction of consumers to the brand (Keller, 1993).

In turn, as a result of H2 verification, the relationship between the number of selections of the organization representing the brand based on prices and the quality of the purchased product was identified. On the other hand, verifying the accuracy of H3 allowed determining the impact of service prices on product quality. It should be recalled that quality was used at work as a tool to compete.

5. Conclusion

Car brand owners perform their tasks through dealer networks using business brokerage mechanisms. In the face of changing operating conditions, the need to identify new sources of competitive advantage in the automotive industry network activity has been demonstrated. Given the various possibilities of a crisis occurring in one element of activity, e.g. in the sale of new models, it is important to understand the aspects of the existence of another element, e.g. car repair. The appreciated car repair sector may further contribute to maintaining proper brand prestige (and its choice) after the crisis (Bundschuh and Dezvane, 2003).

It should be noted that the work confirmed the existence of an effect of price on customer satisfaction (Yulisetiari and Prahasta, 2019). Thus, the possibility of influence via prices on the competitive advantage was confirmed. In the system of implementation of producers' tasks through dealers, three plane mechanisms of shaping competitive advantage by means of prices were identified. It has been effectively confirmed in the area of brand selection, choice of organization representing a given car brand and in the area of service provision. Customers' understanding of the pricing policy used in the dealership network means customers' favour and component from their subsequent satisfaction with the quality of the products purchased as a result of repair activities. This way, a source of distinction from other brands was discovered in the work (Louro and Cunha, 2001). This is very important in a situation when buyers' awareness of brands is limited (Park et al., 2010).

This work is just a beginning of the research in the area of development of the car brand owner on the network market. This is despite the fact that the dealer network market in emerging economies has been operating for over a quarter of a century. The reasons for this are the hermeticity of operating rules and the changing general legal rules on this market. The search for other sources of competitive advantage is a good subject for further scientific work. This is very important for the development of organizations operating in the business brokerage system. In addition, understanding the role of price in the way proposed by the author can be helpful in placing branded products on the market in global conditions and every industry.

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Przewaga konkurencyjna marki samochodowej w świetle jakościowej kwantyfikacji cen. Analiza na przykładzie wybranego obszaru oddziaływania

Abstrakt: W obliczu zachodzących zmian ważnym wyznacznikiem dla producentów samochodów jest oddziaływanie na rynek za pośrednictwem cen. Głównym celem badawczym pracy jest identyfikacja roli ceny w budowie przewagi konkurencyjnej producenta marki samochodu w danym obszarze jego oddziaływania. Badanie audytoryjne zrealizowano wśród klientów wiodącej marki samochodowej z obszaru byłego województwa tarnowskiego. Z przeprowadzonych badań wynika reguła tworzenia przewagi konkurencyjnej. Z reguły tej wynika, że liczba klientów zadowolonych z końcowej jakości nabytego wyrobu jest większa, jeżeli większa jest

liczba klientów decydujących o wyborze marki oraz zakładu naprawczego reprezentującego markę na podstawie ceny. Z reguły tej wynika także, że liczba klientów zadowolonych z końcowej jakości nabytego wyrobu jest większa, jeżeli większa jest liczba klientów uznających cenę za konkretne usługi naprawcze jako spełniającą ich wymagania. W badaniu potwierdzono, że skuteczne zarządzanie przez cenę z wykorzystaniem parametrów jakościowych oznacza zdobycie przez markę przewagi konkurencyjnej. Ocena ceny z uwzględnieniem jakości może być wykorzystana do wprowadzania marek na rynek w warunkach globalnych.

Słowa kluczowe: przewaga konkurencyjna, jakość, satysfakcja, marka, sieć dealerska