Major Research Project

On

Exploring segment- positioning fit and referrals with perceived value and self-image -

Case of Mahindra KUV100

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DELHI TECHNOLOGICAL UNIVERSITY

New Delhi

CERTIFICATE

This is to certify that Ayushi Gupta (2k/18/MBA/731) and Lakshay Aggarwal (2K18/MBA/718) has successfully completed their Major Research Project on "Mahindra KUV100" with the guidance of our mentor Dr. Amit Mookerjee, Head of Department at University School Of Management and Entrepreneurship, Delhi Technological University.

DECLARATION

We, Ayushi Gupta and Lakshay Aggarwal hereby declare that project reported entitled "Mahindra KUV100" has been written and submitted by us to University School of Management and Entrepreneurship, Delhi Technological University in partial fulfilment of requirements for the award of degree of Master of Business Administration. It is further declare that this project neither as a whole nor as a part has been copied from any other sources. This project is entirely on the basis of personal efforts and guidance received.

Place: New Delhi

Date: 21st May, 2020   Signature

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EXECUTIVE SUMMARY

We aim to study the factors that are affecting the sales of the foremost car in the category mini SUV- Mahindra KUV 100. It was designed solely to complement the interest of Kool and Young people with its ideology to serve them something different, unconventional and fun.

Being the first in the segment, it has not been able to receive the interest of the targeted group and slowly with time, the sales are reducing.

Thus, to identify the factors for the same we are analyzing the brand image of the car communicated and also what is the value of the car and the brand with reference to its competitors. In addition to this, we recommend to follow a few strategies to increase its market share.

The analysis includes:

- The different demographics interest, their lifestyle
- Their needs and desire while they buy the car
- Their way of evaluation amongst the different choices.

INTRODUCTION

Mahindra and Mahindra aimed to consolidate its market share in the country's passenger utility vehicle market with KUV 100 where no other company offered a similar model. The objective the company was to put their steps into new and different segment of cars which is known as "Mini- SUV" in which no other competitor had stepped into.

The Problem- It is to increase the market share of Mahindra KUV100

"Mahindra KUV 100 recorded a 28% drop to 25,542 units. It sold only 254 units of Quanto last year"

- 21 September, 2018

Live mint

	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020
Mahindra KUV100 NXT	289	261	236	164	169	184	183	84	35	0	0	
Datsun GO	279	244	188	149	205	136	282	188	105	0	0	
Honda Jazz	796	676	680	719	558	649	750	341	635	0	0	
Maruti Suzuki Swift	15776	17309	16330	12677	12444	12934	19401	19314	14749	0	0	

Sales Fig of Mahindra KUV 100 (Source- autoportal.com)

ABOUT THE COMPANY

Mahindra Group

The Mahindra Group, an innovation driving company which challenges conventional thinking and is known to use its resources with new ideas, with technology, is an Indian multinational conglomerate company which started with steel business and has now entered in 22 different industries.

The brand is operating in more than hundred countries in the world. The Mahindra group of industries have featured contribution in different areas like aerospace, construction equipment, auto-motive, defense, agribusiness, farm equipments, energy, industrial equipment, finance, information technology, real estate, logistics, leisure and hospitality, retail and two wheelers. It is known to be a market leader not only in tractors in India but also utility vehicles here.

Headquarters: Mumbai, Maharashtra

It's various Segments-

AEROSPACE	AFTERMARKET
AGRI INDUSTRY	AUTOMOTIVE
BOATS	CLEAN ENERGY
CONSTRUCTION EQUIPMENT	CONSULTING
DEFENCE	FARM EQUIPMENT
HOSPITALITY	INFORMATION TECHNOLOGY

INSURANCE BROKING	LOGISTICS
POWER BACKUP	REAL ESTATE & INFRASTRUCTURE
RETAIL	RURAL HOUSING FINANCE
STEEL	TRUCKS & BUSES
TWO WHEELERS	VEHICLE & EQUIPMENT FINANCE

Source: www.mahindra.com

Mahindra & Mahindra (In Automobile Industry)

Mahindra & Mahindra founded in 1945, has been successfully able to achieve the number one position in the farm equipments and commercial vehicles and while we talk about the Utility vehicles, it has wide range of products to offer mentioned below. It is the largest manufacturer of tractors in India.

Its Products offered:-

Automotive Passenger Vehicles

Mahindra XUV300 AMT

Mahindra XUV300

Mahindra TUV300

Mahindra Marazzo

Mahindra TUV300PLUS

Alturas G4

Mahindra Bolero

The Plush New XUV500

Mahindra Bolero Power+

Mahindra KUV100 NXT

Mahindra Verito Vibe

Mahindra Xylo

Source: www.mahindra.com

Its Competitors:-

M M Peer Comparison

EXCHANGE: BSE

Standalone

COMPANY	LAST (RS)	MARKET CAP (RS. CR.)	SALES TURN-OVER	NET PROFIT	TOTAL ASSETS
MARUTI SUZUKI	5077.10	153369.03	86020.30	7500.60	48367.10
TATA MOTORS	77.40	23908.47	69202.76	2020.60	42482.78
M & M	322.95	40149.14	53614.00	4796.04	38268.42
BAJAJ AUTO	2251.65	65155.99	30249.96	4675.18	21964.05
HERO MOTOCORP	1817.50	36304.56	33650.54	3384.87	12974.32
MRF	59191.85	25097.34	15837.00	1096.87	12764.90
APOLLO TYRES	89.10	5097.41	12353.77	592.11	10730.79
ASHOK LEYLAND	43.90	12886.84	29443.89	1983.20	9519.67
BOSCH	9661.65	28492.21	12257.90	1598.00	9478.50
MOTHERSON SUMI	66.75	21078.98	7581.30	813.80	7641.90

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PESTEL Analysis of Mahindra and Mahindra-

Political Analysis:

1. Government is aimed to boost production of food grains in India, thus it laid focus to mechanization of agriculture.
2. As per the Eleventh Five year plan, it aims to regain the " Agricultural dynamism"

Economical factors-

1. India is agriculture- based, thus, cost of tractors here in India is less than other countries.
2. 95% of the tractors are acquired on the basis of credits
3. Banks, thus charge less interest while there is a deal of agricultural requirements.

4. State of Economy - Indian Economy is a developing economy

Last	Previous	Frequency	Range
131,525,002.483 2018	119,566,177.097 2017	Yearly	2012 - 2018 Updated on 04 Feb 2019

India's total disposable personal income-
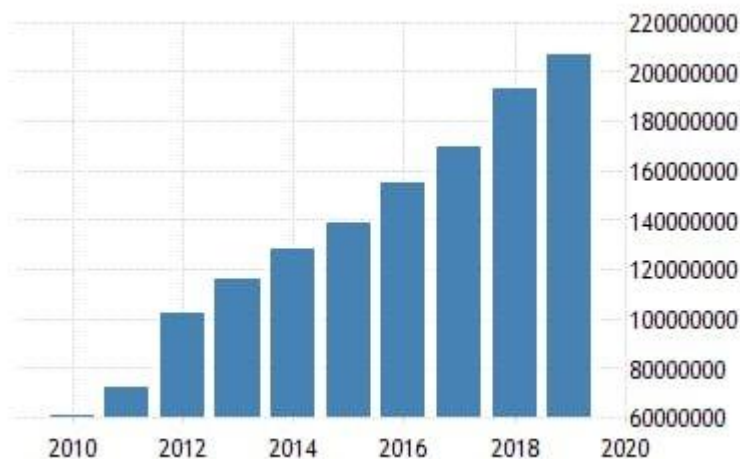
India Total Disposable Personal Income

India Consumer	Last	Previous	Highest	Lowest	Unit
Consumer Confidence	83.70	85.70	116.70	83.70	points
Consumer Spending	21662.35	20109.93	21662.35	4469.88	INR Billion
Disposable Personal Income	206752290.00	192817450.00	206752290.00	91540.00	INR Million
Bank Lending Rate	9.40	9.40	20.00	8.00	percent
Gasoline Prices	0.92	0.93	1.34	0.48	USD/Liter
Households Debt To GDP	12.20	12.00	12.20	8.70	percent of GDP

5. Expansion in Automobile Industry -
   ● The Automobile industry of India is $74 Billion worth. It is expected by 2026 to become worth $300 Billion.
   ● In 2018, 29.08 Million vehicles were produced against of which in 2017. 25.33 Million vehicles were produced. This has registered a growth of India's 14.8%.
   ● The sale of passenger vehicles in Financial Year 2018-19 has increased by 2.70% , and 10.27% increased in Three- wheelers when we compare it with Financial Year 2017-2018.
   ● The automobile export shown a growth of 14.50% in April-March2019.

Social Factors-

1. With the huge population in India, a need for Industrial products will increase everyday
2. Also, the company has a long-term view. Thus, is involved in various CSR activities- the Group has spend Rs 1.3 crore for its head donation. Other activities include providing education at various levels with the name of K. C.

Mahindra Education Trust. Another program called 'Nanhi' is introduced to help unprivileged girl child. And not forgetting the majority of people in India, the group has its own foundation for providing medical treatment to poor people who cannot help themselves during bad medical condition.

3. The foundation is also very responsive to any disasters creating harm to the nation, be it tsunami, or Covid-19, it supports the residents here either financially or by adding other resources to help.

Technological Factors-

1. Ever introducing technology has always helped Mahindra to rise by its value and adopt innovation in its functions, processes and products.

Ecological Factors:

1. Increased Global Warming in the nation over the years
2. Mahindra Electric is aimed to reduce pollution generated from vehicles. It encourages zero- emission. Some of its E-Vehicles in the portfolio are- eVerito, eSupro, Mahindra Treo, eAlfa Mini, e2oPlus.
3. In 2008, it introduced its 1st fuel saving technology that is micro- hybrid solution to save fuel during the idle time like at signal on the roads.
4. Also, keeping up with the pace, it introduced its mild- hybrid technology which is known to be Intelli- Hybrid which assists engine with electric power while it is accelerated and switches it off while it is idle and also re-use it to charge the battery during that time.

Legal Factors:

1. Government is in favor of agricultural growth thus builds policies to boost the same.

2. There are various loan facilities, low interests, and easy EMI's available for farmers to encourage the use of funds available to them. It is to let small farmers participate in the funds allocation.

3. The increasing MSMs to the farmers by the government also affects in the growth of the tractor industry.

To understand Legal factors better, let's focus on a news update - "The Modi-government Wednesday hiked the Minimum Support Price (MSP) on Rabi crops from 50% to 109% for marketing season 2020-21. This is being seen as a big pro-farmer move by the government in its bid to increase farmers' income- posted in Businesstoday.in on 23rd October, 2019"

The marketing mix of the company

Product-

• Mahindra & Mahindra are dealing with farm, utility vehicles such as cars and commercial vehicles such as trucks, tractors etc.

• The portfolio of Mahindra and Mahindra have a wide variety of automobile products which are known as heavy trucks, light trucks, two wheelers, SUV's, tractors and school buses.

• The company had in past also built the powerful military vehicles and one of their product "Willys jeep" was used for transportation purpose in World War II.

• It partnered with the company Renault S.A which formed Mahindra Renault Logan.

• The products mix of Mahindra &Mahindra are-

➢ Mahindra Scorpio
➢ Mahindra Bolero
➢ Mahindra Pick-up
➢ Mahindra Quanto
➢ Mahindra XUV 5oo
➢ Mahindra KUV 1oo
➢ Mahindra Xylo
➢ Mahindra Thar
➢ Mahindra e2o
➢ Mahindra- Renault Verito

Source: www.mahindra.com

Place -

• Mahindra & Mahindra has its own manufacturing and assembly plants.

• Mahindra & Mahindra have their plants in many countries of the world. If we talk about India, it has plants established in Nasik, Bangalore, Haridwar and Chakan.

• It has an IT system which integrates approx. 30 sales offices, 500 dealerships from around the world, service units and 600 stock points. These places have well trained and experienced executives to maintain healthy relations with customers.

Price-

• The Sales price of the products depend on various factors like cost incurred by the company and demand in the market.

• The costs incurred by the company includes manufacturing cost, assembly cost which is the sum to make the product. Additionally, the costs to make the product reach its customer.

• Also, it is serving reasonable products with good value for many a people in different corners of the country.

• The company follows both pricing strategies:

➢ Premium pricing, as well as
➢ Flexible pricing to give more value to a large set of customers.

• Thus, it caters to people of different sections and thus has a more market value from large section

MAJOR COMPETITORS	PRICE (lakhs)
Volkswagen polo	Rs.5.42
Maruti Swift	Rs.4.54
Tata Tiago	Rs.3.26
Maruti Ignis	Rs.4.66
Ford Figo	Rs.5.49
Nissan Micra	Rs.5.99
Maruti Baleno	Rs.5.36
Maruti Alto	Rs.3.81
Hyundai Elite i20	Rs.5.35
Maruti WagonR	Rs.4.1
Hyundai EON	Rs. 3.33
Maruti Ignis	Rs. 4.6

Promotions-

• Mahindra and Mahindra has decided to use the visual media and the print media fully so that the people become aware of its potential and products.

• Advertisements campaigns featuring attractive and popular models with their products have been handled gracefully so that company can served as a name that has become a household name.

• In 2011, the company launched, the very much known actress Kareena Kapoor Khan, as its brand ambassador for Mahindra two wheeler's (scooty) advertisements where she asks/endorse the targeted consumer to buy a two-wheeler as Rupees 1500 of petrol was being provided free with it. This highly entertaining as well as engaging campaign shows how a peppy and charming Kareena enjoying her ride on that two-wheeler.

• Advertisements creative have also been printed in newspapers and various local and national magazines as well as on television and internet (Social Media).

• Various additional campaigns for sales promotion, they have organized exhibition where catalogues were distributed and contests are held to attract the buyers.

Background of the Mahindra KUV 100 segment

Targeted customers-

"We identified that today's youth want an SUV that helps them stand out, one that reflects their personality and enhances their lifestyle. I believe the KUV100 will appeal to youth and first-time car buyers with its aggressive styling, trendy interiors, long feature list and attractive price point and emerge as a winner. - - Pravin Shah, president & chief executive, Automobile, Mahindra & Mahindra"

- Target customers for Mahindra KUV 100 are -
  ➢ Young, Ambitious adventure seekers who don't get bogged down easily are the target customers of Mahindra KUV 100
- The Mahindra KUV100's Rational benefits-
  ➢ The rational benefits are, to be able to transport people in difficult terrains, braving elements of weather along the way.
- The Emotional benefits of KUV100-
  ➢ It Makes a person to push his/her boundaries and challenge himself/herself
  ➢ KUV100 drives a person to be adventurous

Advertisement Strategies used by Mahindra and Mahindra for KUV100

1) In a "Pre-launch event" of Mahindra & Mahindra was held on 15th of December 2015 in which the company showed their very first glance of the car KUV 100. It created great enthusiasm among the customers and helped company get a series of feedback which is again valuable to them.
   It received 3, 00,000 views and 50,000 enquires in only 2 days of this event..
2) A Video was spread featuring Varun Dhawan as a brand Ambassador that associates Young, Dashing among the people.

   ➢ This ad basically targeted the young generation. This ad used a place like Goa, a young ones choice and featured major details of the car.
   ➢ The ad highlighted – "Get up – Get dressed – Get the dog – Get the SUV –Get the Gang – Get Out – Get lost – Get Lucky – Get Dirty – Get Shower – Get the life – Get it now", which is spirited.

3) So as to be easily accessible for customers, it tied up with various online channels such as Flipkart.com and various other cars & bike websites apart from their self-owned E-Commerce platform which is "M2ALL" for online bookings.

4) Also, it launched a contest for the customers wherein people had to upload a Dubsmash Video on the Mahindra and Mahindra Ltd website showing their first expression after seeing the car KUV 100. It was a fun and highly engaging contest which spread happiness in the community.

5) It proved to be pro-active when it strategically launched its first petrol- variant of KUV 100 model just before a month when government announced to ban the sales and registration of Diesel engines above 2000cc in cars.
KUV 100 – *the young SUV* has been targeting the younger generation and who can be identified as the first time buyers as their potential market, who comes under the age group of 30 years.

Prominent campaigns till now-

"The young SUV – 2016"

The above Ad campaign depicts an economic and ideal product for the spontaneous millennials who like to have fun together

"It can if you can – 2017"

This Ad campaign challenges an individual to push their boundaries just like the KUV 100 NXT can

Price of the Mahindra KUV 100-

MODELS	DIESEL	PETROL
K2 6 Str	590798.00	488194.00

K2 + 6 Str	619243.00	532184.00
K4 + 5 Str	660832.00	573250.00
K4 + 6 Str	667273.00	579645.00
K6 + 5 Str	7 48 128.00	6 31 146.00
K6 + 5 Str	7 54 548.00	6 31 144.00
K8 5 Str	7 80 884.00	6 87 175.00
K8 6 Str	7 87 304.00	6 87 175.00
K8 6 Str Dual Tone	7 94 800.00	7 01 045.00

PROBLEM STATEMENT

1. To understand the reasons affecting the sales of Mahindra KUV 100
2. Identify the strategy which will help in increasing the market share of the brand in Mini SUV category in India.

LITERATURE REVIEW

<u>MARKETING MIX-</u>

PRODUCT -

It refers to any service or good that an organization or company provides to its target customers. Basically, it is a product is ought to satisfy a client's need or demand or will be able to compel that customers start believing that they should own it. It qualifies if the offered product/ service is up to the customer's needs whether Self- esteem, Physiological, Social belongingness, safety, Self- actualization. It is designed to satisfy consumer's needs and wants.

It includes-

- Product Variety
- Design
- Quality
- Brand name
- Packaging
- Services

PRICE -

It is known as the monetary amount consumers are willing to give to the seller for a product. Marketers of the brand must connect the price asked by the seller with the offered real as well as perceived value, but not only this, they should also consider the cost of production, the wholesaler's costs, the retailers cost, transport costs, discounts provided in specific seasons, and price quoted by competitor. In the case of price premium strategy, brand manager might raise the price of the product to make it product seem more like a luxury product or they can try the strategy of lowering the price so that large number of consumers can consume the product- products introducing in small packages.

It refers to-

- List price
- Discounts
- Allowances
- Period
- Credit

PLACE -

The decision of Place outline about where the company is selling its product and services, it includes the geographical region of the company's operations and selling &distribution region and how it delivers the product to the market. Whether the office is established or managed online is also discussed in Place. It is also meant to reduce the transport cost by storing the inventories to a place closer towards the market. The manager have to decide where he/she want showcase their goods to be in the reach of the consumers who are having a high hit rate which is likely to buy them.

It has the below aspects-

- Channels
- Coverage
- Location
- Inventory
- Transport

PROMOTION

It refers to all the ways a company can communicate with their customers about their products or services. It is meant to show or realize their target customers that why they need this product? What need will be satisfy and why should they pay for it.
Different ways adopted by different marketers to promote and sell the products can result to varied changes in the results.

- Sales Promotion
- Advertising
- PR
- Direct Marketing

PEOPLE -

People in an organization are defined as the representing employees who are responsible to represent its brand in front of their target customers or existing customers. The standards are designed by the managers and are implemented by the key individual because the person plays very significant place in the overall experience of the customer with that brand he /she is representing.

Now, it involves-

- Internal People Marketing- In internal marketing the marketing is focused targeting the employees of the organization to provide their target customers the best possible experience. The manager ensure that their employees are on board that requires the manager to perform internal marketing. Thus, in the service industry, organizations are mostly ready to invest their additional capital to serve their target customers explicitly through their employees who are finally well-trained and engaged employees.

- External People Marketing- External Marketing involves the interaction of end user from the target segment and brand representative in outside market where buyer and seller meet. This is the place where how the employee perform and what perception is marked in the mind of customer though the interaction with him/her performs an important role.

PROCESS –

Process defines a specific track or the method or the structure of flow of providing services to the target segments or clients and sometimes also involves monitoring the level of service performance to ensure that the customer is satisfied. It is a great way to differentiate oneself from the competitor.

Its characteristics-

● Structured yet flexible for customers
● Consistency
● Discover opportunities

PHYSICAL EVIDENCE -

Physical evidence in marketing are the location/space/area of exchange where the representative from the brand visit or commute to interact with the target or existing customer to execute the process of interexchange of goods or services with the financial terms. We can have few examples such as layout, selling desk etc.

In Service industry businesses, a brand manager can enjoy the advantages of their location's surroundings to provide a higher value experience to their target customers. For Example, A restaurant on a hill station will give a customer higher value due to the surroundings of the restaurant

PORTER'S 5 FORCES ANALYSIS -

It is a model that identifies and helps in analyzing the 5 competitive forces that enables to understand any industry. The model helps to build long- term strategies for a company. It enables to analyze the environmental factors around that can impact the functioning and effectivity of the company.

It refers to the forces-

1. Competition rivalry in the industry
   It accounts the companies that serve similar, substitutable or potential services to the similar or same target people. Elements like brand's size, name, credentials, age, products and market are crucial to study the competition in the industry.

2. Threat from new entrants(Seller) in the same industry
   Every company is threatened when the new company enters in the same industry. It has a fear of losing its customers, its market to the new one. Low barriers to enter any industry costs an established company while it leverages the new entrants.

3. Supplier power
   They are the key factors here as they are the input- provider. The power of suppliers depend on the factors like the no. of competitors in the supplier category as it decides the switching cost, also it depends on how unique the input materials are, it decides on the quality of the product. Power is always vice-versa to the number of suppliers in the industry. More supplier will mean low switching cost to the company, thus lesser input cost.

4. Buyers also has the power

Buyers, the end customers of the companies play a key role in positioning in the industry. Their number and size, thus what contribution they make in the company's revenue is important. Their preferences and negotiations are to be taken into consideration to make a reasonable deal with them.

5. Threat of substitute products

Consumer in today era has a variety of choices. If one goes to buy TATA tea which is not available in the market(assumption) and the buyer is not a tea lover, he might switch to BRU coffee which is available there as it serves a similar purpose of refreshment providing. Thus, the power of the company is again inversely proportion to the number of substitutes in the industry.

BCG MATRIX

STAR
Earning: high ,stable, growing
Cash Flow: neutral
Strategy: invest for growth
"HIGH ARKET SHARE AND GROWTH"

QUESTION MARK
Earning: Low , Unstable, Growing
Cash Flow: negative
Strategy: analyze to determine whether business can be grown into a star or will degenerate into a dog
"LOW MARKET SHARE AND HIGH GROWTH"

CASH COW
Earning: high, stable
Cash Flow: high, stable
Strategy: milk
"HIGH MARKET SHARE AND GROWTH"

DOG
Earning: low, unstable
Cash Flow: negative or neutral
Strategy: Divest
"LOW MARKET SHAR E AND GROWTH"

Market Growth Rate — HIGH / LOW
Relative Market share — HIGH / LOW

Consumer Behaviour

"The dynamic interaction of the affect and cognition, the behavior and environment through which people carry out transactions in their life- defined by American Marketing Association"

It impacts various decisions made by consumers-

● How people will acquire, consume and dispose
● the products and services over lifecycle

Consumer Buying Process

There are 5 Stages in the Model of the consumer buying decision process:

As per this model, consumers go through these five stages when they want to buy any product. It can differ for both- high and low involving products. In low involvement processes, the risk and criticality is low, whereas in high involment purchasing, the risk and criticality is high. These are the few considerations that may take place while a person is involved in high purchasing decision.

- When the product should be bought?
- How the product should be bought?
- How the product is to be used or disposed?
- How does a consumer develop perception regarding the service used?
- Understand the recommendation process from customer's end.
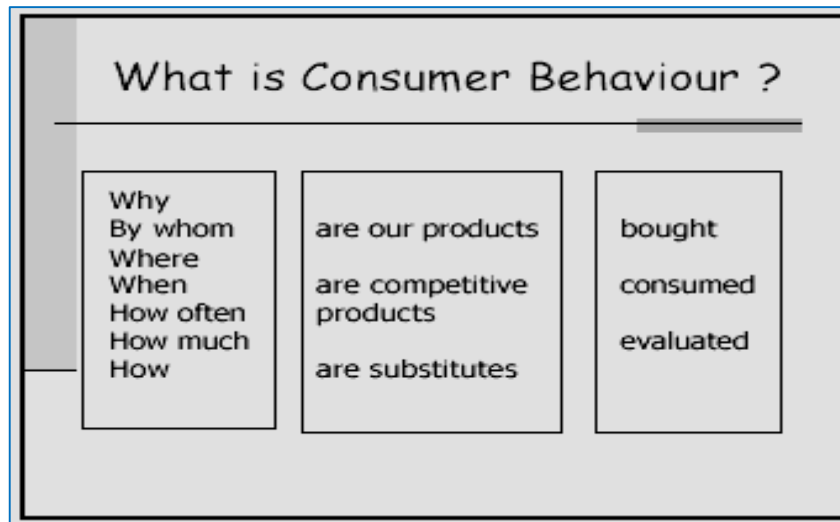
The decisions are based on some reasons such as - Demographical, Cultural, Psychological and Social

PERSONAL FACTORS

Age:

Age is a great factor to consider as it is the time period when choices and preferences change. People preferences change as their needs change with age. They might prefer bright and vibrant colors in the early age of life and while going towards elderly, prefer subtle and decent colors.

Occupation: A person's nature of job highly impacts his/her consumption pattern like a white- collar employee would prefer differently than a blue- collar employee. They have differences in their lifestyle, preferences.

Economic circumstances

It takes into account-

- o Expenditure

- o Their borrowing power
- o And, savings and assets

● PSYCHOLOGICAL FACTORS

Personality:
It is the sum of all characteristics (internal) of a person or personality traits that determine the way how he reacts. Example- A chef or cooking lover would spend more on recipes, different cuisines, ingredients rather on musical instruments- guitar, piano etc.

Lifestyle:
A person's lifestyle is linked with own styling ways, attitude, perception, environment. It refers to what a person carries in terms of values, what is shows to the society.

Perception: It is the process a person follows to make a decision which includes selection, organizing and interpreting bits of information to have a clear picture of problem.

Beliefs and attitudes: In addition to past experiences and learning, it is the sum of information that is passed by advertisers though campaigns. It gets stored in the memory of the people and they get a picture in their mind thus able to generate a belief put of it. It leads to evaluation and preferences.

CULTURAL FACTORS

Culture is the most critical aspect one takes into consideration while making any decision. We all know that we humans have a tendency to learn, practice and adopt. Culture comes from our ancestors, the hereditary. A very simple example to understand this will be a growing child. A growing child learns from his/her family, from friends, teachers and socializing group.

Subculture: Every culture now has subcultures under it. This gives the community people more specifications in terms of identity and various perspectives to look world. These include- National groups, Geographical areas and religious groups.

SOCIAL FACTORS:

Sociological factors are those elements of society that has positive and negative impact that causes a change in structure, functioning and orientation. Social classes tend to have a pattern of similar brand choices and evaluation criteria while buying a product. Clothing brand, Lifestyle, restaurant preferences, food are a few examples.

Social roles and statuses: In daily life, any person is involved in many- a- groups like friends, family, relatives, different social clubs etc. In such groups, every person has an identity in terms of role played by them in the group, it is referred to their status in the group, their task about what is performed or contributed by them in the community.

People will prefer buying that particular services/goods that associate with their personality and role in the society.

Opinion leaders: They are also known as the experts or influencers who have a great knowledge of different products in a niche. They are generally niche specific people. They are highly interacted to get advices on different products to get right credentials and feedback.

Detailed Model of Factors Influencing behaviour

Kotler 1993, p. 165.
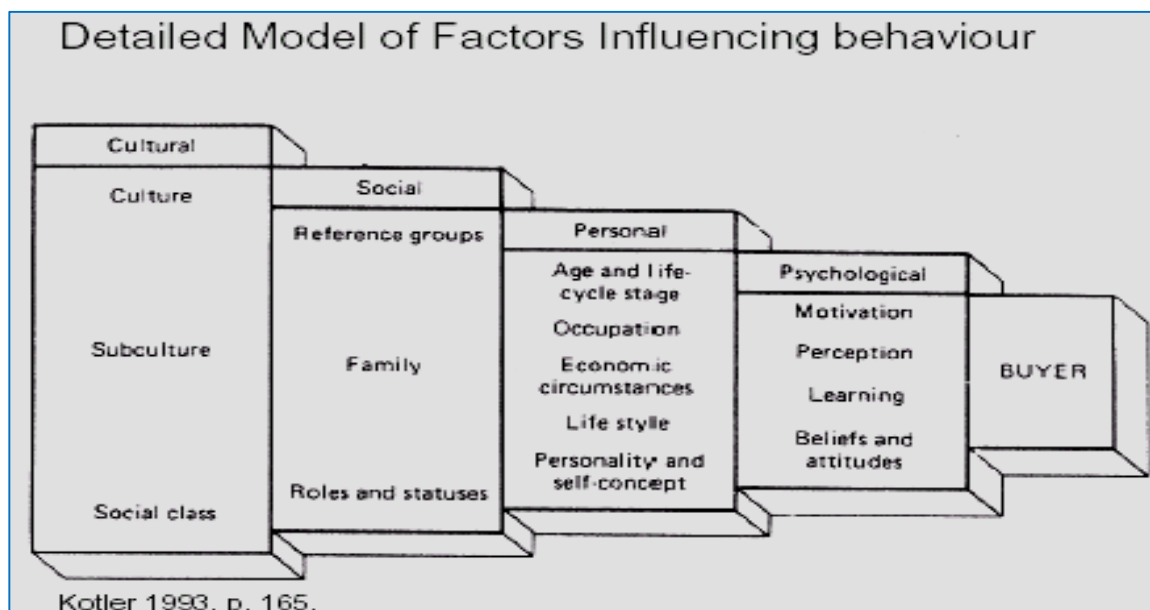
To conclude- Consumer's behaviour is intact with these factors as shown below-

Model of Buyer behaviour

Outside stimuli		Buyer's black box		Buyer's purchase decisions
Marketing	Environmental	Buyer characteristics	Buyer decision process	Product choice
Product	Economic			Brand choice
Price	Technological	Cultural	Problem recognition	Dealer choice
Place	Political	Social	Information search	Purchase timing
Promotion	Cultural	Personal	Evaluation	Purchase amount
		Psychological	Decision	
			Postpurchase behavior	

Decision Making

The decision is a final action of a consumer to buy goods & services based on their learning. The consumer in the stage will be finalizing which brand's which product/service he/she is ready to buy to satisfy his/her needs. The decision is based on the evaluation performed by him/her previously and out of all available choices he/she was able to choose it as the best choic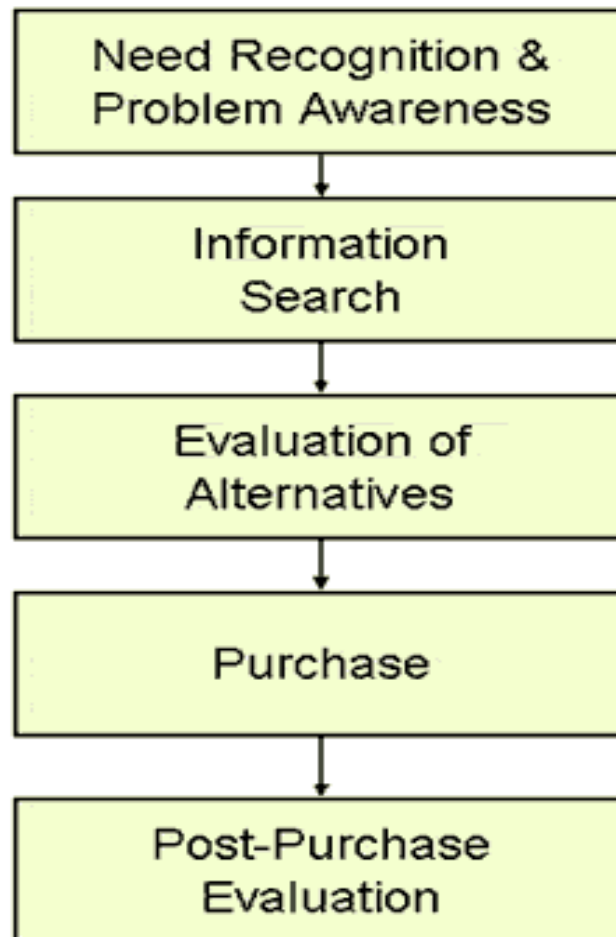e. The consumer gets educated from various sources, he/she uses that particular source to evaluate the choices. Many a times it has been seen that the manager assumes that learning of consumer and his/her decision making are in a positive relation but any such systematical relationship had not been discovered yet. If such a relationship is able to be systematically developed, will help the brand manager to ensure faster consumer education with respect to their brand. The consumer will be able to make quicker decision if he/she is already educated for the choices available in the market. There are different approach of different consumers to learning. Each method will give a different learning to the consumer. A brand manager should observe all the approaches used by their target segment for learning because it will have a direct impact on decision making of the consumer. This shows that different consumers have different decision making styles.

Being a complex understanding, a brand cannot survive without understanding the decision making approach and style of its target customers. There are various source of learning such as Television advertisements, Newspapers that provides a consumer a lot of information which are used by the consumer to make decisions. Brand manager has to ensure that all brand related information which is relevant to make purchase decision should be floated though such sources so that the consumer is able to learn about the brand. If the marketer is not able to identified or not able to utilize the source channel effectively or efficiently it will be having a negative impact on the brand.

With the increase of product variety, increase in brands providing the product/service makes the decision making task of consumer more complex. With more availability of choices, the consumer gets confuse and his/her decision making process becomes more complex. A consumer will weigh all the information he/she is able to extract through his/her sources before he finalize and makes a decision. His/her previous/past purchase experience is also taken in the consideration by him/her before he/she finalize his/her decision making.

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┌─────────────────────────────┐
│   Need Recognition &        │
│   Problem Awareness         │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│      Information            │
│      Search                 │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│     Evaluation of           │
│     Alternatives            │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│      Purchase               │
└─────────────────────────────┘
              │
              ▼
┌─────────────────────────────┐
│    Post-Purchase            │
│    Evaluation               │
└─────────────────────────────┘
```

The rapid transformation of India to a market economy in which there is an increase in the choices of goods & services available to consumers. Therefore, increasing their confusion and need for consumer education has become essential. With thus businesses in a global economy should know more about consumer behavior in different segments so to effectively market their goods and services. India is having the second largest population comparing in the world which directly ensures that there are large number of potential consumers.

To have a better understanding of Indian consumers for educational and marketing purposes would contribute into meeting the needs of Indian consumers.

Decision Making is the most crucial stage of a consumer's Buying Behaviour. At this point one has to decide whether to accept it or to reject it. Accepting the offer of the marketer simply means that the consumer is ready to pay the amount in financial terms as the price asked by the seller. The transaction results in sale and income for the brand. Thus, it's not only crucial for the buyer but as well as for the seller too. The seller will always focus on more and more decision made positive towards the brand. Because as many as decision becomes positive it directly relates with the profits and growth of the brand. But that is also not easy as to

prepare a cup of tea. A marketer has to put a lot of strategies to communicate that the brand offering perceived value is much higher or equivalent to the price charged. Not only this, they have to ensure that the price and value relation of their product is stronger than its competitors.

When it comes to a consumer, we will able to observe that a consumer also puts efforts and time in making decisions whether to buy or not. In some cases, the applied efforts and time is high and in some cases it's very less or almost near to zero as well. For Example, to buy a car, a consumer will be spending a lot of time and efforts to decide whether to buy it or not. He will be seeking suggestions from his/her family, friends, colleagues and all other people he/she can connect. The decision will not be quick. He might study all the models available and they select the best one which fulfill his/her need. But, if he/she has to buy a toothpaste, the same time and efforts will not be required. He might be already aware of what product and of which brand will satisfy his/her need. He/she will go to the market and buy. Thus, a consumer's decision making varies from product to product.

The marketer who is able to convert the consumer in the stage of decision making towards his/her brand is able to make sales as well as build the brand among the target segment. If in decision making, the decision is not in the favor of the brand then the marketer has to work upon to understand and solve the issue.

Consumer Decision Process
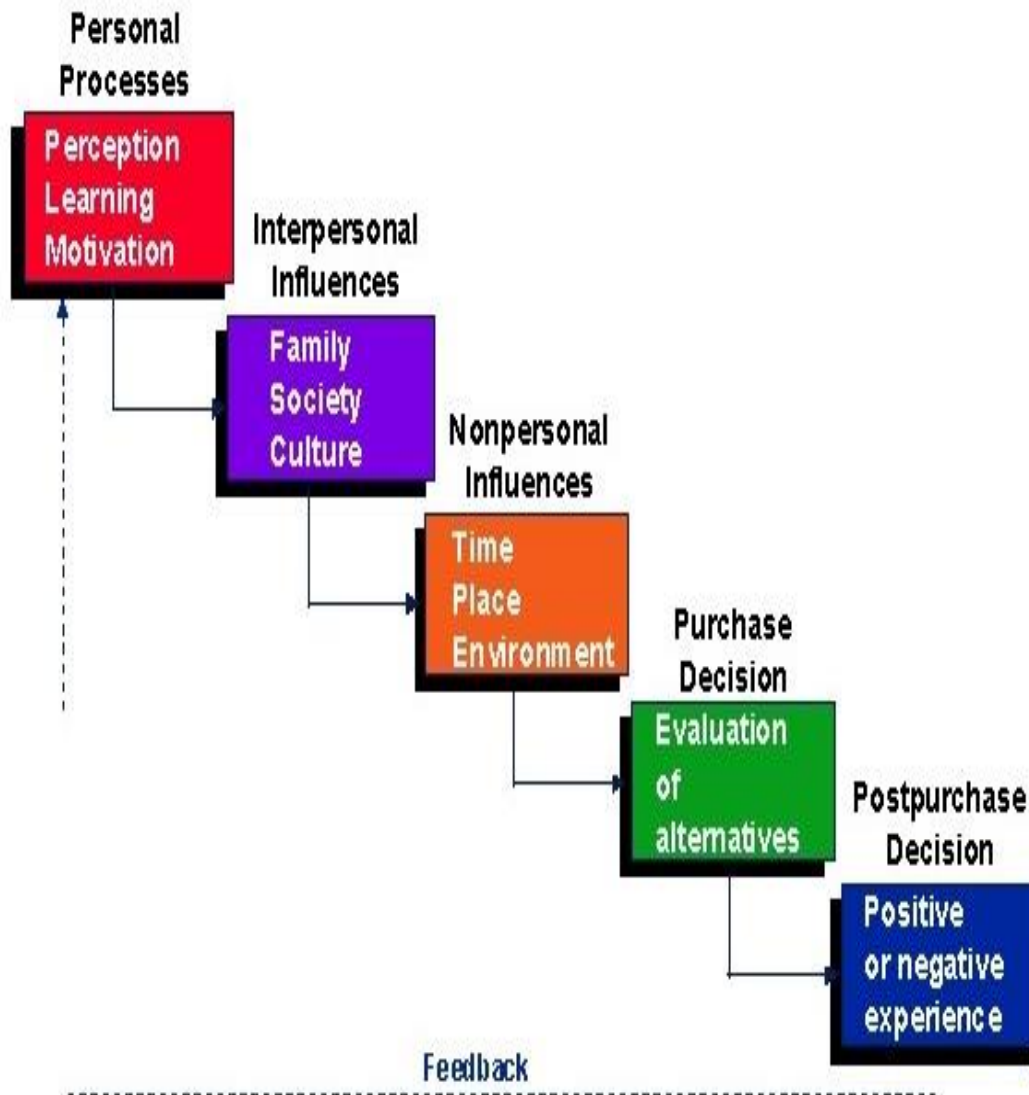
Any individual who enter the exchange market to buy a product or service to fulfil the generated need is known as the consumer. In each market, brand marketer has pre- determined who will be its targeted consumers. His/her main focus is to attract the target segment's attention towards the brand and influence them to fulfil their need through the product/services he/she is providing.

The consumer is not directly taken to the marketer and the exchange is performed. There is a fix process which is followed by each customer to execute his/her buying decision. It does not vary with whether the consumer is in B2C market or B2B market.

The first thing will be the need that gets generated inside the mind of a consumer. When he/she is able to recognize the need generated inside him, he/she enter the consumer buying process. He has to decide which product/ service will best suit to satisfy his need. A product /service will be a bundle of value for him/her which consume together will result in satisfaction of need. For Example, after a hectic schedule of college, Ramesh identifies that he is hungry. The hunger is what is he feeling and this hunger is identified as his need. Thus, we can say need is something the consumer will feel within himself/herself. Now, Ramesh walk towards the college canteen and identifies that there is burger and sandwich available to eat. Now, he will decide whether he will buy burger or sandwich to satisfy his need. Whether the need will be

satisfied by Product A or Product B is different for different consumers. It totally depends on what perceived value one think he/she will get from the available choice of products.

After the consumer is able to identify the need and the need gap is generated. The consumer will start searching for available choice in the market. He/she will be using various sources to search information related to all the product/services which could be able to satisfy his/her needs. He/she will find out the price, availability and what all other efforts will be required to grab for each of the option available.

After collecting and gathering all the information, the consumer will use all of them to evaluate each product/service available to satisfy his/her needs. He/she will be making various parameter and scales for each parameter. Each alternative available will be evaluated on the parameters set and points will be scaled down. This process is performed by the consumer because he/she is rational in nature and will always try to get most benefits / perceived value for the price paid.

After the evaluation is done, the customer gets confident and finally enter the seller space to buy the product/services offered which he/she has already evaluated as the best choice before entering the seller market. Every seller focus on that element of Place in marketing which ensures that the consumer shall not put much efforts after the choice is made to buy their product/services. The very respectful brand, Nirma was able to understand its importance and that was the reason that his owner used to himself go on cycle door to door so that consumer efforts can be minimize after he/she has made their choice. This stage is a crucial stage for all the brands in the market because if the purchase decision of their target consumer is not in their favour, their survival can be at risk. Tata Nano was in a similar situation, their brand was popular but when it comes to decision making of the consumer, the choice was not that brand. Every marketer should focus on making it ensure that their target consumers ends up making their product as the best of all the alternatives available in the market.

The process does not end here. Consumer buys the product to satisfy his/her need and exchange has been performed but still the process is not completed yet. The consumer will experience its consumption and based on its consumption it will react towards the brand/product. There can be three situations and consumer will surely experience one of them. These are:

- Expected Value < Perceived Value ; Consumer is satisfied
- Expected Value = Perceived Value ; Consumer is neutral
- Expected Value > Perceived Value ; Consumer is unsatisfied

In the first situation, consumer will be satisfied and will result in repeat purchase. Brand Image and trust will start building. He/she will do positive word of mouth for the brand. Not only this he/she will also give referral, Cross-selling , Up-selling to the brand.

In the second situation, consumer has got the bundle of benefits equal to the value he/she had expected. He/she will remain neutral about the brand. Will neither speak positive nor negative word of mouth about the brand and Cross-selling, Up-selling is not possible to be executed by the brand manager.

In the third situation, consumer is unsatisfied because he/she got the bundle of value which is lesser then he/she expected for the price and efforts he/she gave. Being unsatisfied he/she will have a negative image about the brand. He/she will do negative word of mouth about the brand and will suggest his/her social circle not to purchase that particular product or from the brand.

All the five stages comprises of consumer buying process. Every marketer should focus on their target consumer about how they are behaving at each stage. One wrong step taken can change the perceived value of the consumers. Then the marketing communicated value will be different from perceived resulting in loss of sales. If the marketer is able to

successfully understand the behaviour of hiis/her target consumers, he/she can build a stronger brand image in the market.

Not only for the products/services available with the marketer. They should be focusing to grab nee opportunities for the organization by understanding and capturing if there is any new need generated or there is a change in the need or consumption pattern. All the regular observations help a marketer to build a strong and profitable brand in the market.
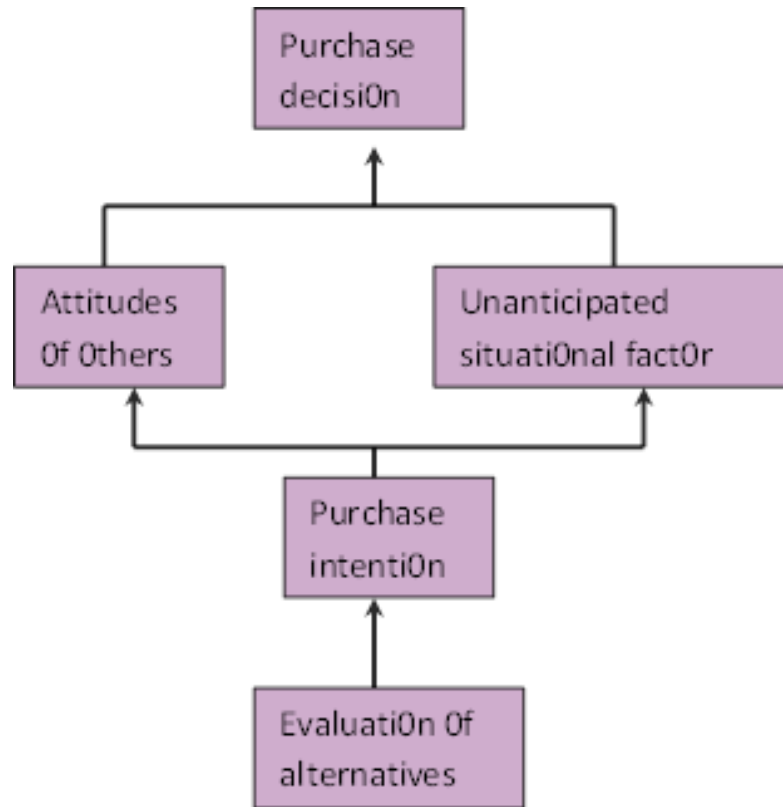
THE IMPORTANCE OF FAMILY AND HOUSEHOLDS IN THE BEHAVIOUR OF CONSUMER

We have seen that every consumer follows a specific process to decide and buy a particular product/services in the market. Sometimes, the family plays an important role in the evaluation as well as purchase decision to satisfy the need for which the process was initiated. A family structure can be categorized in two parts. One is Nuclear Family where a consumer lives with his/her partner and children. The other one is Joint Family where not only his/her partner and children but his/her parents, brother and brother's family all live together under one roof. In Nuclear Family the influence of family as a factor is little lesser than in Joint family as larger the number of members larger will be the evaluation process. For Example, if Raj plans to buy a new car. In Nuclear Family Structure he will only be influenced by his wife and children opinion but if he is living in a Joint family he will be influenced by his parents, brothers and other family members also.

In the Automobile Industry, there is a huge influence of family and households in consumer buying behavior. Specially, in private (personal use) vehicles a person will always be discussing with his/her family before he/she buys it. Thus, any brand in that market will not only have to attract the target customer but should also focus on attracting other family members by fulfilling the needs they have in a new car.
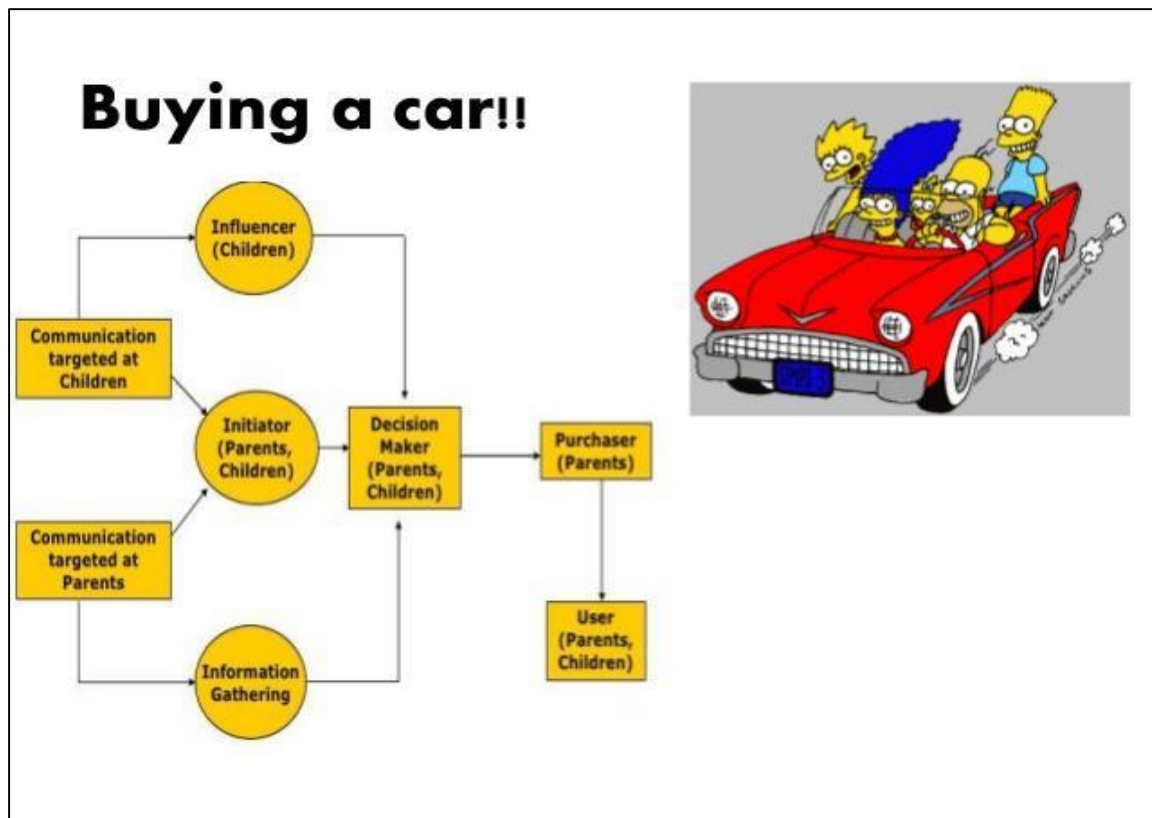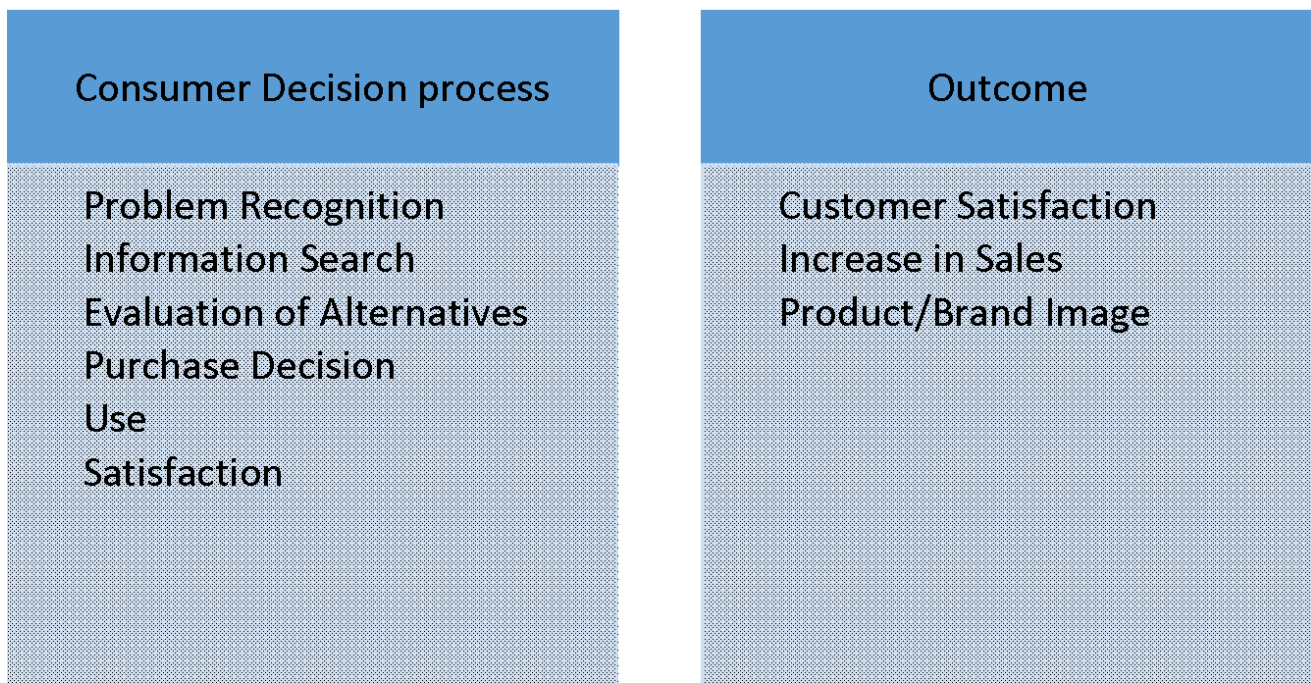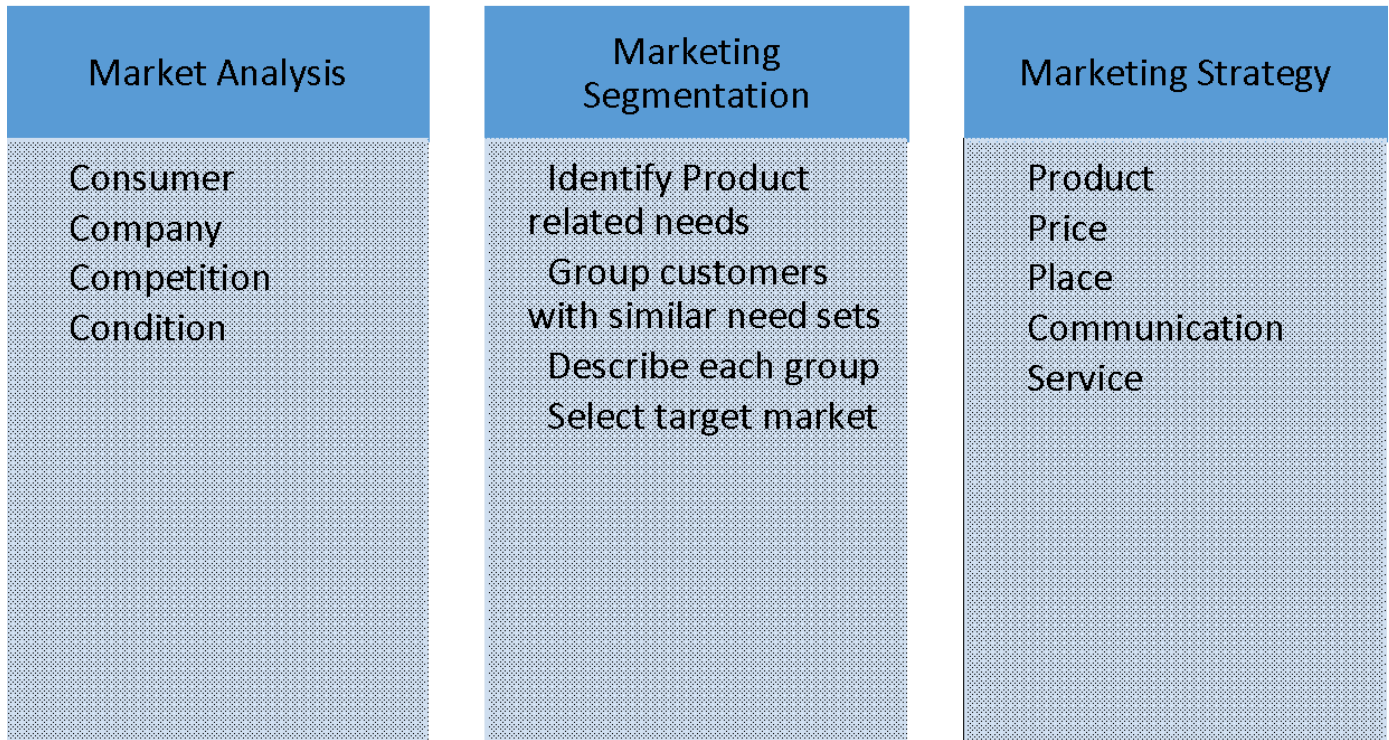
Source – www.slidesare.com/roleoffamilyinbuyingdecisionmaking

A person's economic situation will also affect his/her buying behavior. A wealthy person will more oriented to premium products to enjoy additional benefits other the need satisfaction. Whereas a middle class person will make a choice of the best product which fulfill his/her needs. That's why mostly premium brands marketing is around the communication of premium/superior/least efforts to be made by the consumer. And brand targeting middle class consumers will be more focus on increasing the bundle value of the product.

When we talk about for a Ration Shop, the Joint Family consumer is able to enjoy high bargaining power as he/she is jointly demanding for all other members of the family where as in Nuclear Family, the consumer enjoys a lower bargaining power in comparison to the person from Joint Family.

Every brand in the market should focus on understanding the behavior of their target consumers. Consumers will mostly get attracted towards that particular offer which appears to be a most valuable (best choice) offer for them. But as soon as a brand manager start believing about the misconception that he/she is able to understand their target consumer, they might reduce their focus and it becomes an opportunity for the competitors to step in. The consumer appears to be irrational towards its previously purchased product especially in Automobile industry. He will be putting equivalent efforts even the next time he/she plans to buy a new car or any other product of that industry.

Marketing Strategy and Consumer Behaviour

Market Analysis	Marketing Segmentation	Marketing Strategy
Consumer Company Competition Condition	Identify Product related needs Group customers with similar need sets Describe each group Select target market	Product Price Place Communication Service

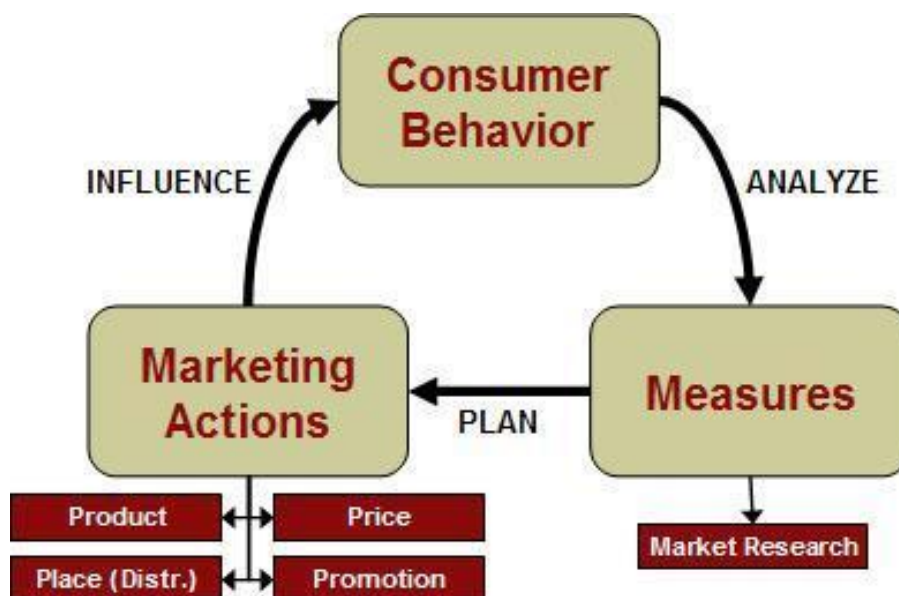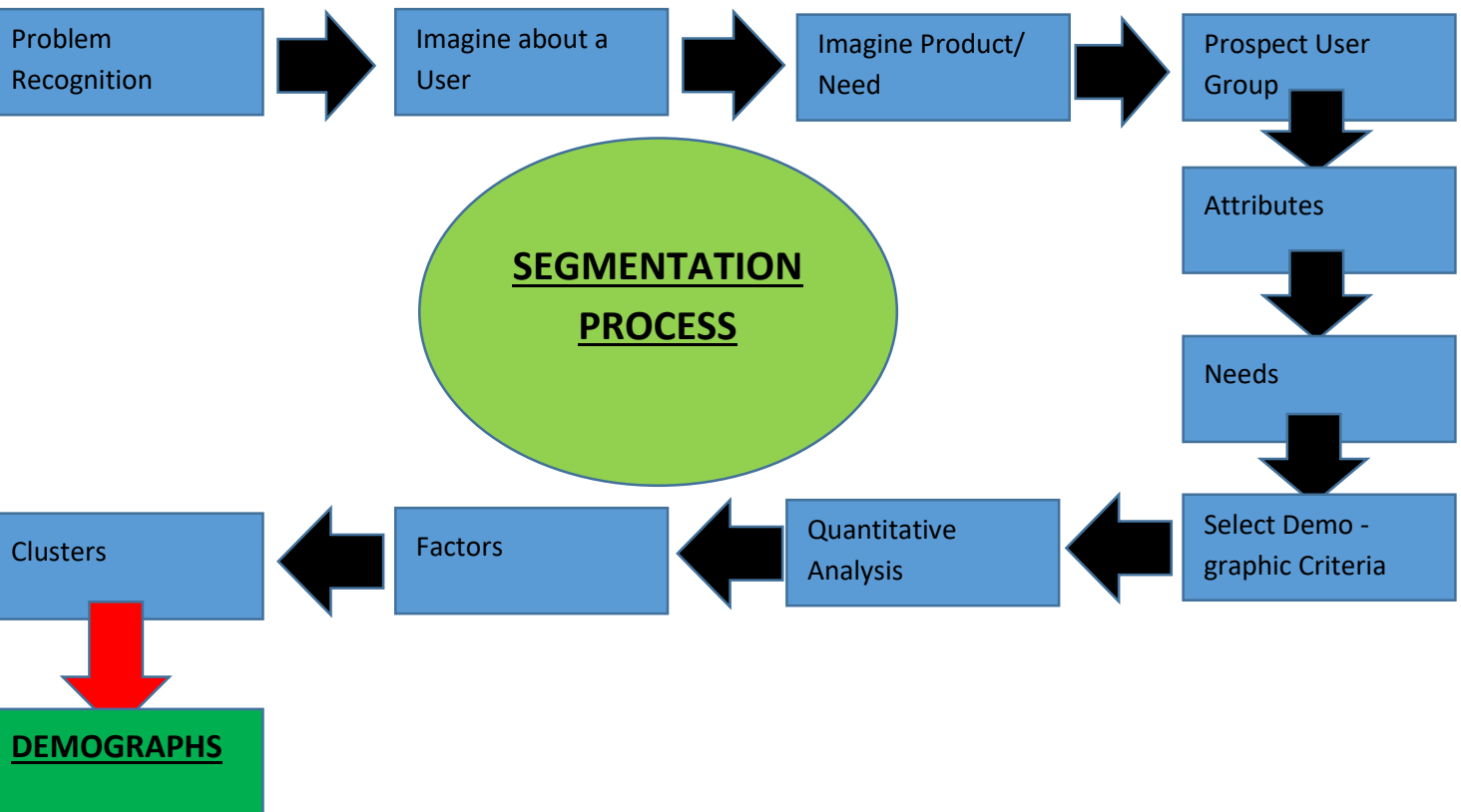| Consumer Decision process	Outcome
Problem Recognition Information Search Evaluation of Alternatives Purchase Decision Use Satisfaction	Customer Satisfaction Increase in Sales Product/Brand Image

MARKET ANALYSIS

Every brand has to enter the market to sell their product/services being offered. Before entering in the market, the brand managers have to understand all the functioning of the market he/she is planning to enter with their brand. Not only while entering but the manager has to keep on is understanding it even after the sales completed to fulfil the long term goals. The analysis help a brand manager to understand about 4 Cs which together makes the market. They are:

• Competitors
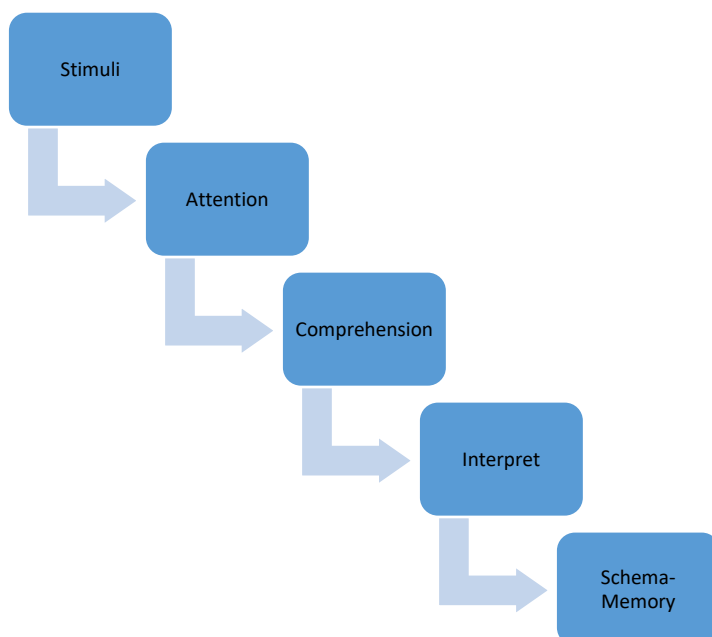
• Consumers

• Conditions

• Company

The consumers are the target segment to whom the brand has entered the market to sell their product /services. A brand marketer has to analyze their needs, their buying behavior and what can be the life time value the brand can achieve from the target segment. Competitors are that part of the market who are available with substitute product/services in the market for your target segment. Even a small mistake performed by .brand manager can directly provide the competitors to enter and serve your target customers. Resulting in High Churn Rate towards competitors. Conditions are the market situation where the seller and buyer perform the exchange. The market has different conditions such has barrier to new entrants etc., which need to be understand by the brand manager. The last is the company, the brand manager must understand about their own company before entering the market. Whether the employees are goal oriented and are motivated to perform sales and develop business, are some considerations to be focused and analyzed before entering in the market.

Segmentation Process

```
Problem            Imagine about a      Imagine Product/      Prospect User
Recognition    →   User            →    Need            →     Group
                                                              ↓
                        SEGMENTATION                          Attributes
                         PROCESS                              ↓
                                                              Needs
                                                              ↓
Clusters     ←     Factors       ←      Quantitative    ←     Select Demo -
                                        Analysis              graphic Criteria
   ↓
DEMOGRAPHS
```

Changing Perception Process

```
Stimuli
   →  Attention
          →  Comprehension
                  →  Interpret
                          →  Schema-
                             Memory
```

Customer Perceived Value

A customer purchases not only for the product's core benefits like a tube light to get light in the room, but also it buys one to get HD light, saves on electricity bill and show off its design and royalty among the friends and relatives. Thus, the benefits in turn is fulfilling not only its core need but self-esteem as well in such an era of socialization and royal life. You can say like, a customer will not buy a drill to have a drill. But, he buys it to have the capacity to make holes where required. Similarly, from most SaaS companies, customers do not merely buy software, but solutions to their business problem. It completely depends on, how customers weigh a given solution might not be depended entirely on how well the solution fits their needs. In fact, there are many factors which plays a significant role in determining how a customer perceives a product's value.

Customer perceived value often does not have much to do with actual price or the selling price. Instead, the customer looks for a balance between the qualities of the product, the benefits it can grab with the cost to access the services.
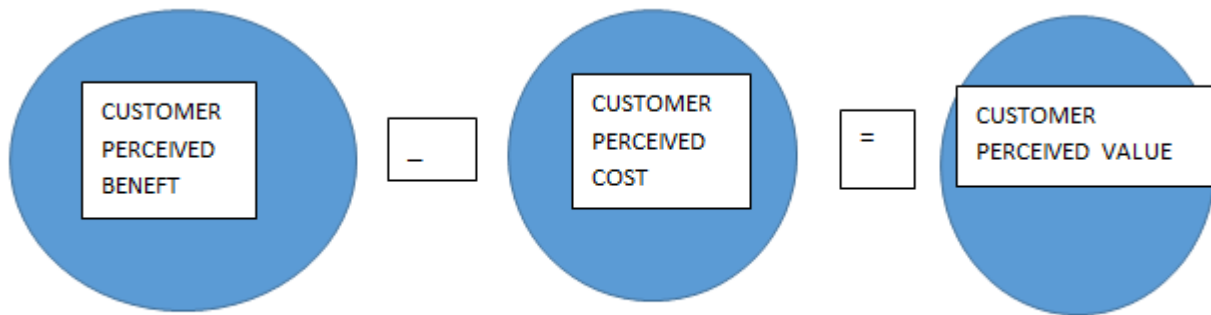
With increase in perceived value an organization can:

1) Charge more and your customers will not flinch
2) Have store's conversion increases
3) Have staunchly loyal customers who will walk on fire for you
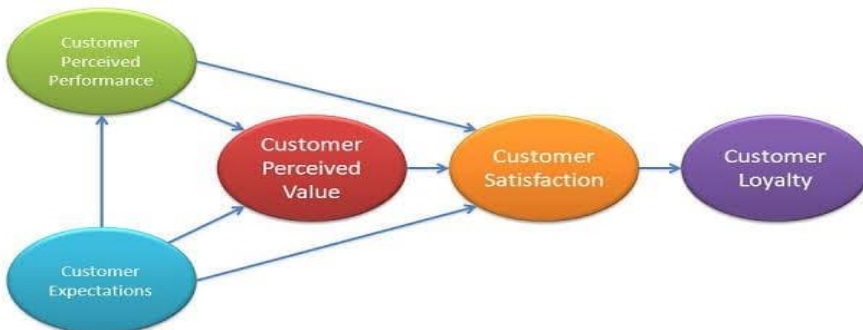
Brand Equity Model

Brand Equity Model is a simpler model developed to make a brand marketer understand the concept of branding and how one can build brand equity in the market. There are few questions every brand marketer should answer to enable the build a brand and make it strong in long term. The questions shall be:

- What are the customer thoughts about your products/services offered?
- What feelings exist in the target customers about your products/services?

A marketer should focus on building a right and a strong brand providing the right kind of experience expected by the target customers. This will help a brand to ensure that the target customers have positive attitude for the brand and they can perform advocacy of the brand one required. Every brand requires strong Supporters among their target segments which not only help them in repeated sales but their positive word of mouth brings referrals for the brand adding to the sales and revenue growth.

Brand Equity Models help the marketer to develop a pyramid of all the information which are required by a brand marketer to develop brand equity in the market. If he/she is able to successfully build a strong brand equity then the targeted customers will develop strong brand trust which will help the manager to Cross-sell and Up-sell his/her products in the market and perform better than competitors in the market.
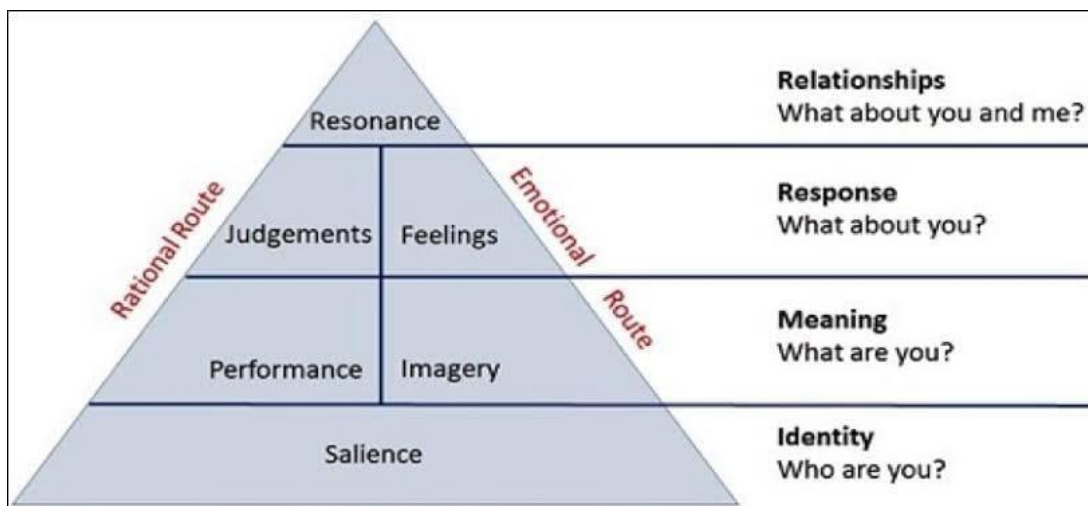
RESEARCH OBJECTIVE-

To study the positioning of Mahindra KUV is appropriate or not

Hypothesis-

Ho - The current positioning strategy of Mahindra KUV100 provides more value than other competing models in the current segment
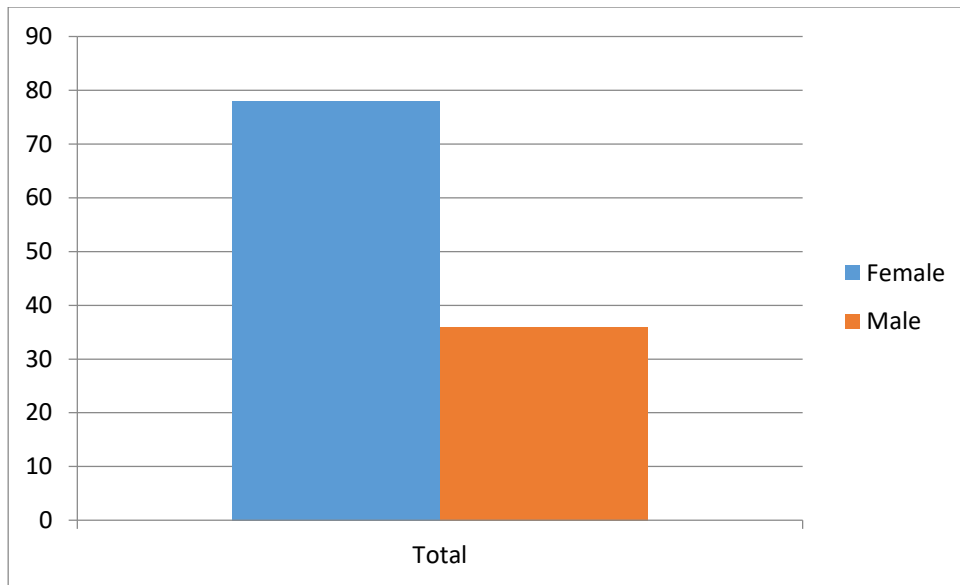
H1 –Segment's KUV100 brand image has a significant match with their ideal self- image.

RESEARCH METHODOLOGY-

1. Overall approach- Survey based
2. Instrument for Data Collection
   - Questionnaire
   - Focus Group Discussion
3. Type of Sampling- Convenient Sampling
4. Sample Characteristics
   - Age
   - Gender
   - Income level
   - Family type
   - Interest in automobiles

FINDINGS -

Gender-

Age-
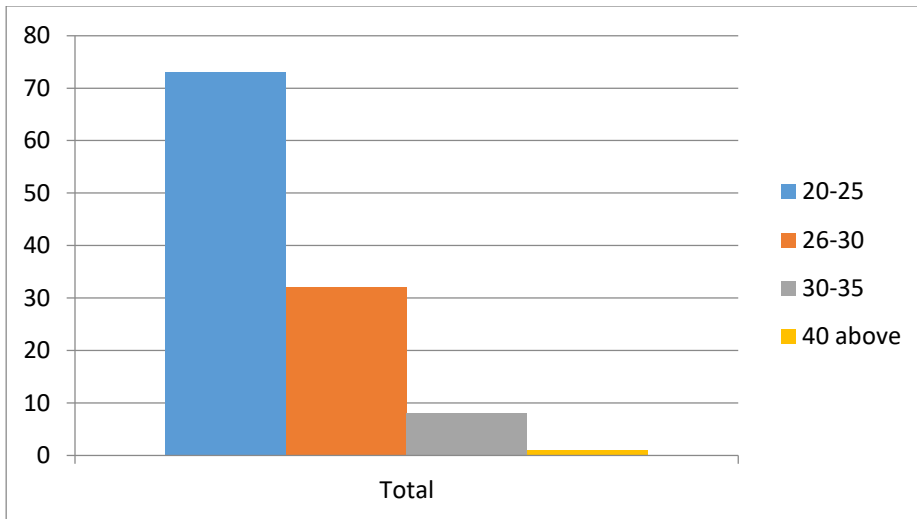
Occupation-

Qualification-
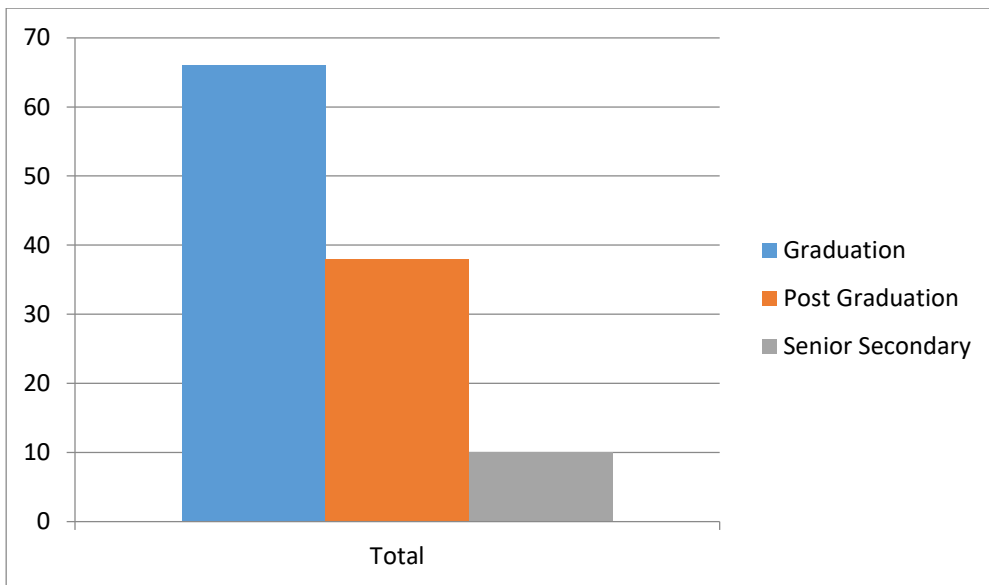
Income level (in lakhs/annum)
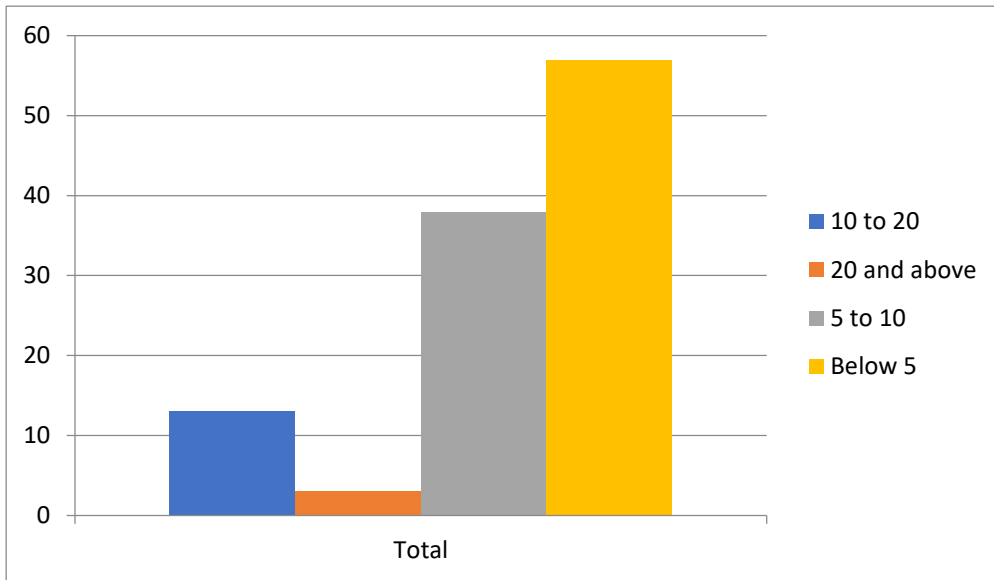
What is your family structure?
118 responses

- Nuclear family
- Joint family

24.6%

75.4%
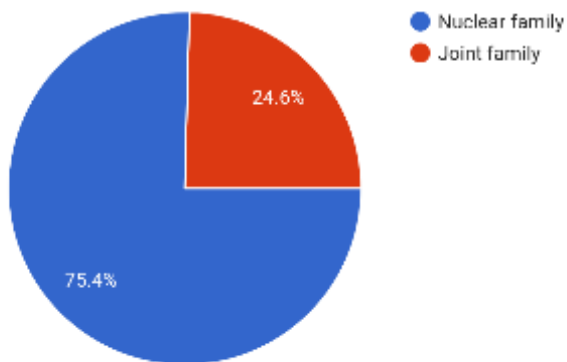
Do you have a car?
118 responses
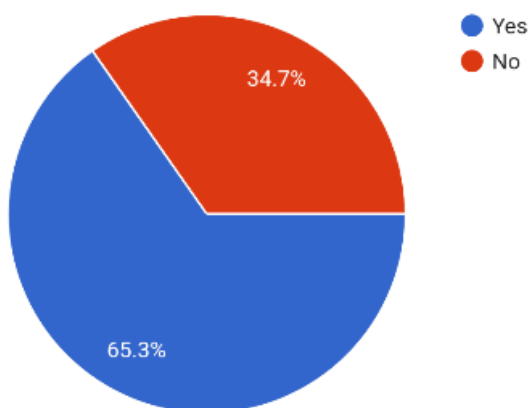
- Yes
- No

34.7%

65.3%

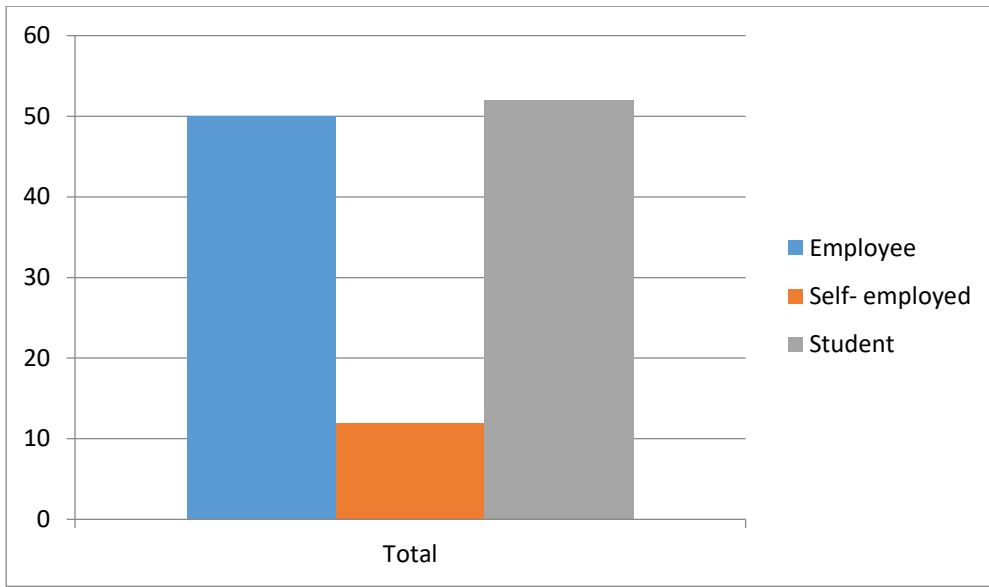Characteristics of a car you will give preference to?

Legend: Not important, Less important, Neutral, Important, Very important

Categories: Technology, Fuel Efficiency, Space, Brand Image, Style, Interior/ Exterior Design, Service cost, Status Symbol
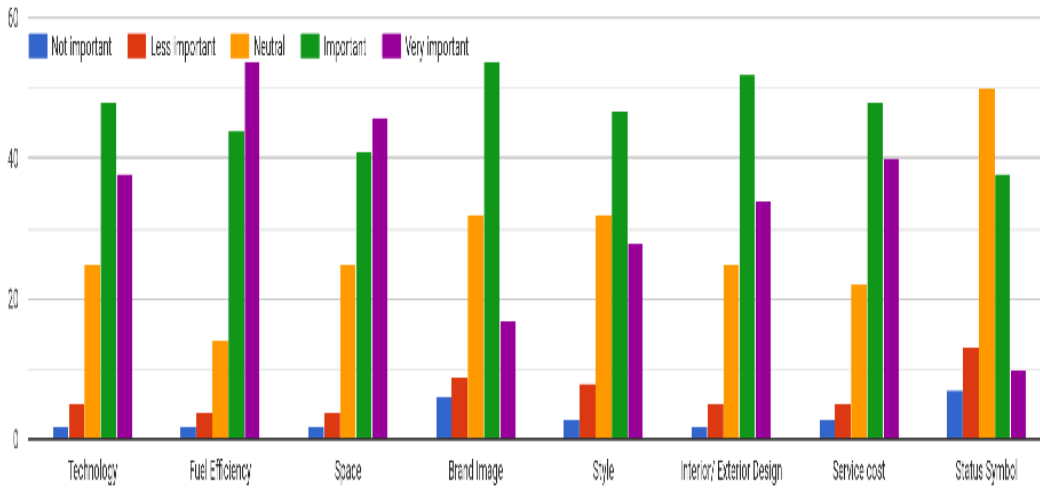
On what brand communication do you rely?

118 responses

Channel	Responses
Family	77 (65.3%)
Friends and Collegue	73 (61.9%)
Business Magazines	37 (31.4%)
Dealer updates	28 (23.7%)
Television	36 (30.5%)
Social Media	44 (37.3%)
Newspaper	32 (27.1%)
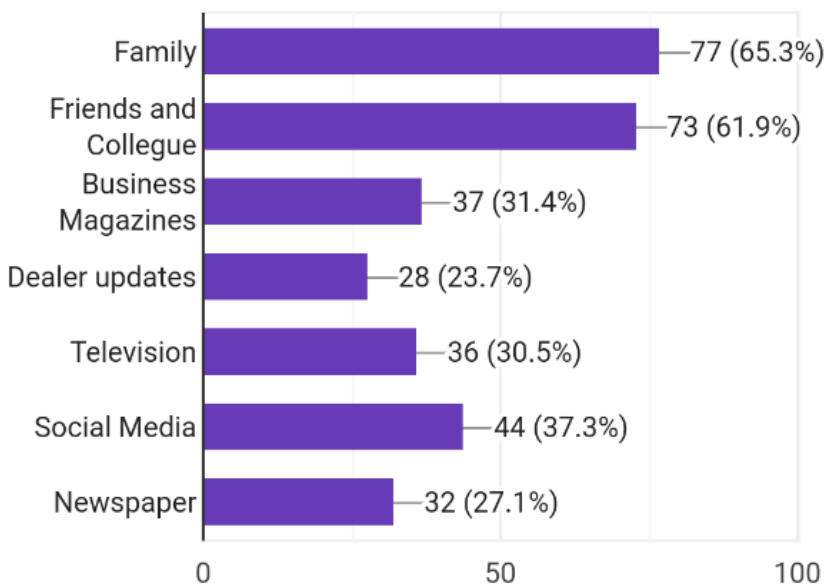
Will you recommend the brand of your owned car to other?

118 responses

- Yes
- No
- Maybe

32.2%

64.4%
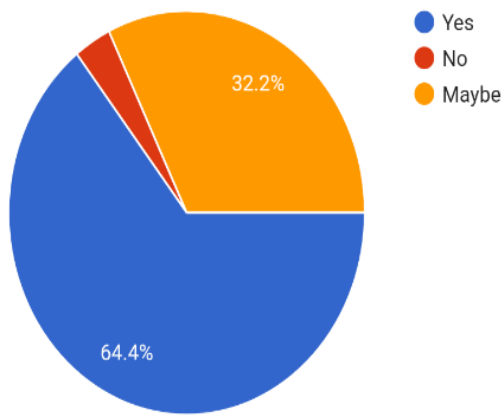
If you have an oppurtunity, you will buy a new car from?

118 responses

- Existing brand
- Different brand

49.2%

50.8%
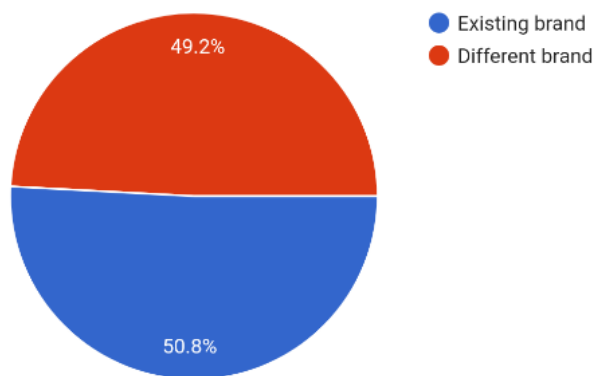
Will you be a first time buyer of car?
118 responses

Yes
No

39.8%

60.2%
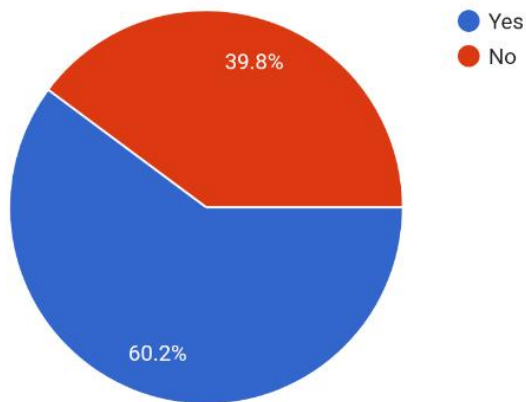
In which month will you prefer to buy a new car?
118 responses

January —13 (11%)
February —2 (1.7%)
March —7 (5.9%)
April —6 (5.1%)
May —4 (3.4%)
June —4 (3.4%)
July —1 (0.8%)
August —8 (6.8%)
September —5 (4.2%)
October —11 (9.3%)
November —14 (11.9%)
December —13 (11%)
No preference —62 (52.5%)

0   50   100
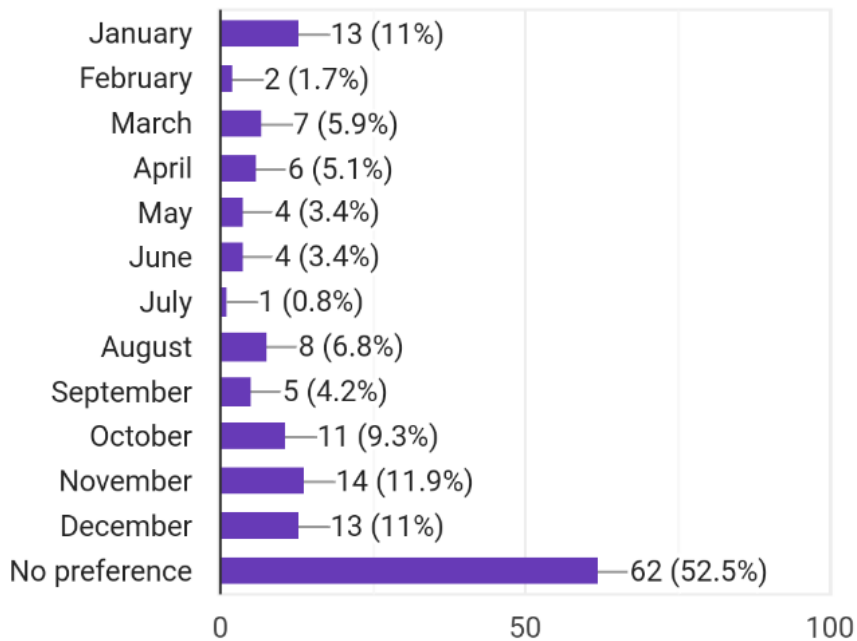
Where do you see car advertisements?

118 responses

Newspaper	75 (63.6%)
Television	89 (75.4%)
Social Media	70 (59.3%)
Business Magazines	41 (34.7%)
	46 (39%)
Society gates	12 (10.2%)
Word of mouth from others	55 (46.6%)
All of the above	1 (0.8%)
	1 (0.8%)
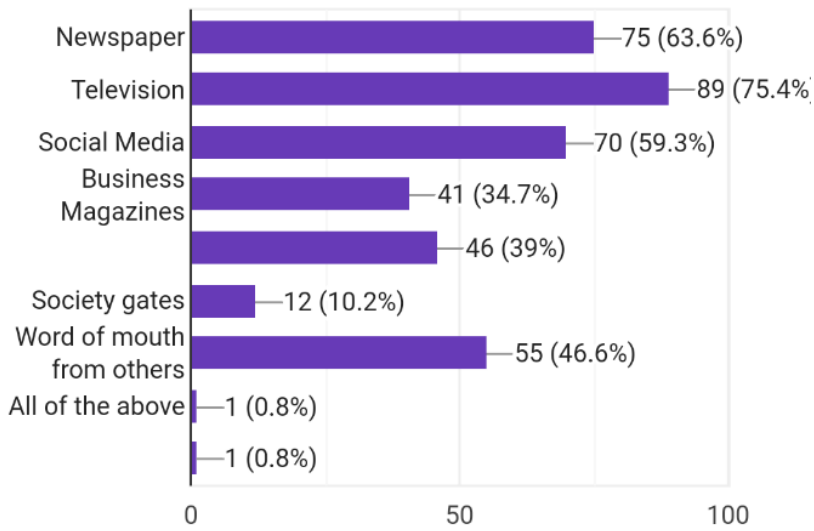
How do you spend your day? (1- least where 5 refers to most)
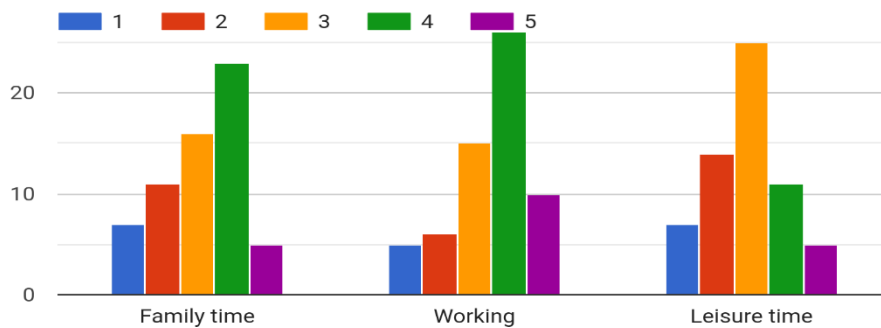
Please rate the features you think Mahindra KUV 100 carries?
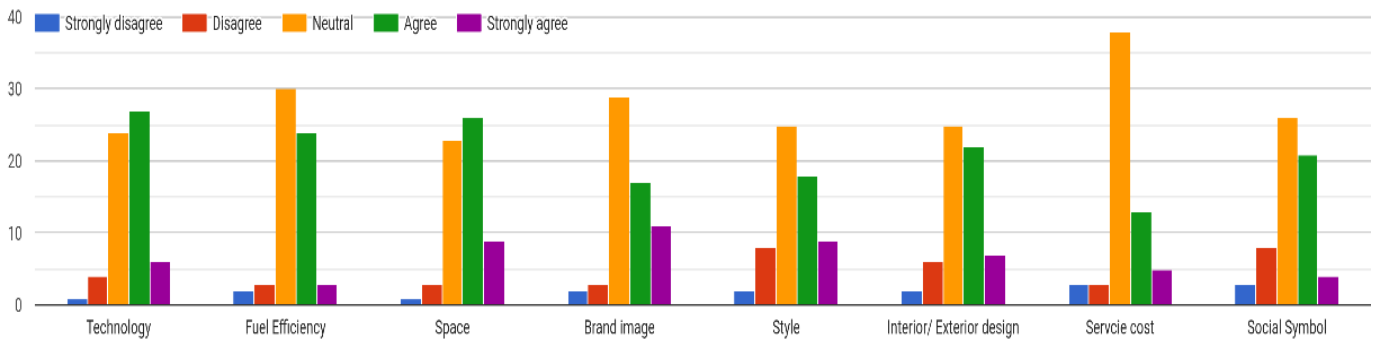
Please rate the features of your car?
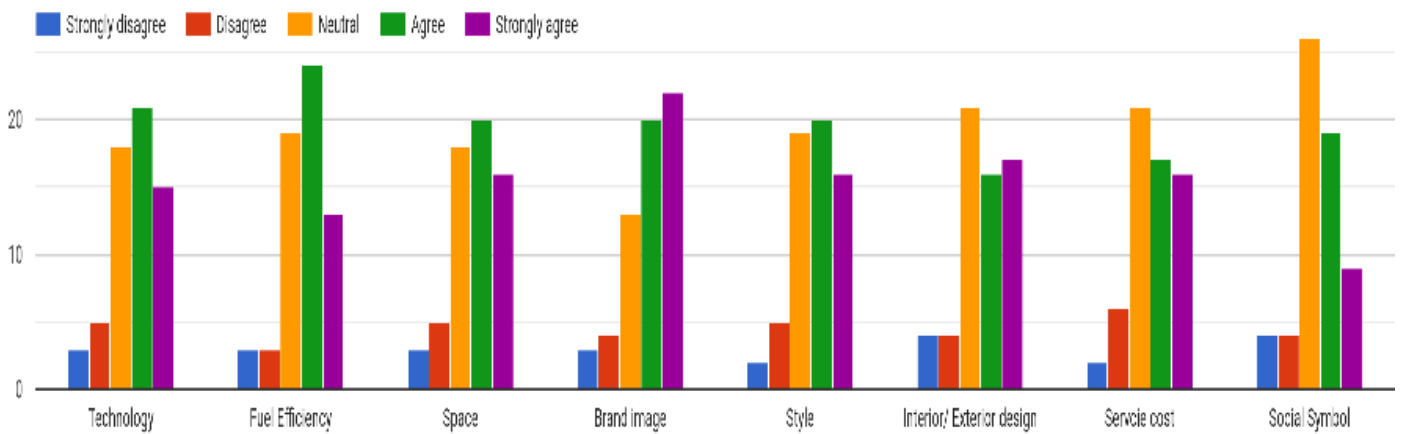
Imagine if your car were a person, what qualities do you seek in it?

62 responses

Quality	Count (Percentage)
Reliable	59 (95.2%)
Successful	37 (59.7%)
Intelligent	38 (61.3%)
Daring	23 (37.1%)
Spirited	17 (27.4%)
Up-to-date	43 (69.4%)
Down-to-earth	21 (33.9%)
Upperclass	19 (30.6%)
Charming	35 (56.5%)
Tough	34 (54.8%)
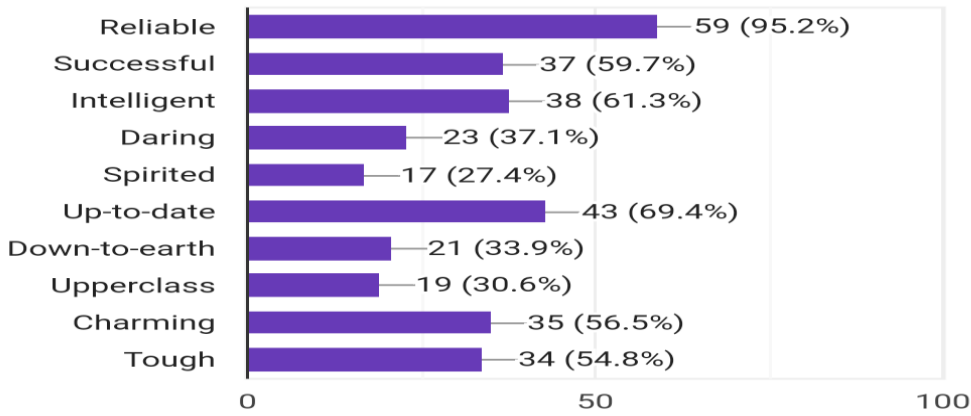
Please rate Mahindra & Mahindra. (1- least, 5- most)
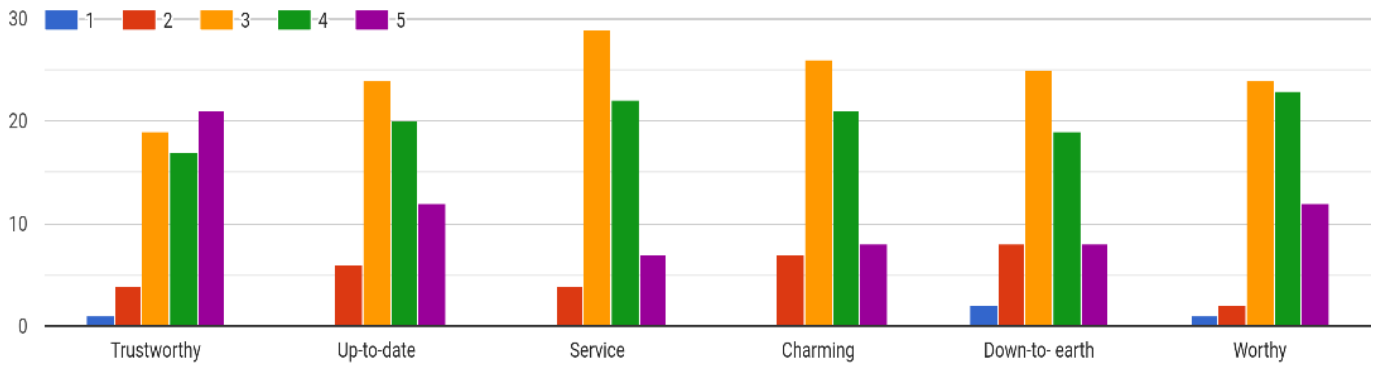
COMPETITOR'S BRIEF ANALYSIS –

Competitor	TG / Strategy	Positioning	USP
Volkswagen (Das auto)	Volkswagen is laying the foundations for lasting success in tomorrow's world of mobility and for its evolution into a globally leading provider of sustainable mobility to target Young executives, businessmen and urban families	Volkswagen is positioned as premium innovative brand	Volkswagen is a German automobile giant having wide reach due to early foundations strategy.
Maruti	Cars are what Maruti Suzuki builds. Experiences are what it creates. They strive to meet new age expectations of Indian urban and semi-urban middle class and upper middle class	Maruti is India's No.1 automobile brand with strong legacy and it strives to maintain this position	Maruti has car models in every segment with a wide price range to choose from, apart from being the most reliable name in Indian automobile market
TATA	Tata Motors is positioned as a leader in automobile market inculcating innovative technologies to deliver value to upper middle class customer.	Tata Motors is positioned as a leader in automobile market inculcating innovative technologies to deliver value to customers	Tata Motors is one of the oldest and trusted brand with intensive distribution and strong market penetration in India
Hyundai	It aims to become a "lifetime partner in automobiles and beyond" and participate in working "together for a better future" . Young executives from the upper-middle income bracket is the target.	Hyundai gives luxury cars at affordable prices and is a globally recognized and accepted brand	Hyundai operates the world's largest integrated automobile manufacturing facility in S Korea, which is capable of producing 1.6 million units annually

KEY FINDINGS -

Perceived value of Mahindra KUV 100 in different age segments

Perceived Value among different age groups
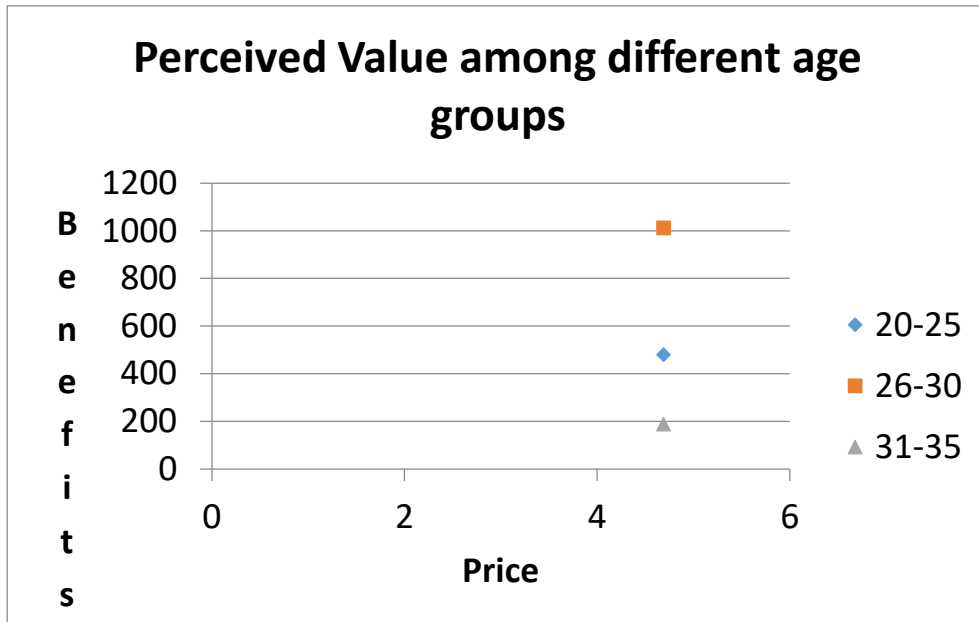
Mahindra KUV 100 intended target group is- 20-35 years age (Youth of the Country)

But, the study from the responses of the sample survey shows that Value perception for the group (20-25 Years) is 1.5 times lesser than the age segment 26- 30. This is because of the value of different attributes of the car that is perceived by them. Below table shows us that-

Age	20-25	26-30	31-35
Technology	62	135	25
Space	61	143	24
Brand Image	63	135	22
Style	55	133	24
Design	60	130	25
Social Symbol	64	80	24
Benefits	479	1011	187
Price	4.8	4.8	4.8

The age segment 26-30 years shows more value in attributes- Technology, Space, Brand Image.

Perceived Value of Mahindra KUV 100 in different family Structure

Perceived Value for different family structures
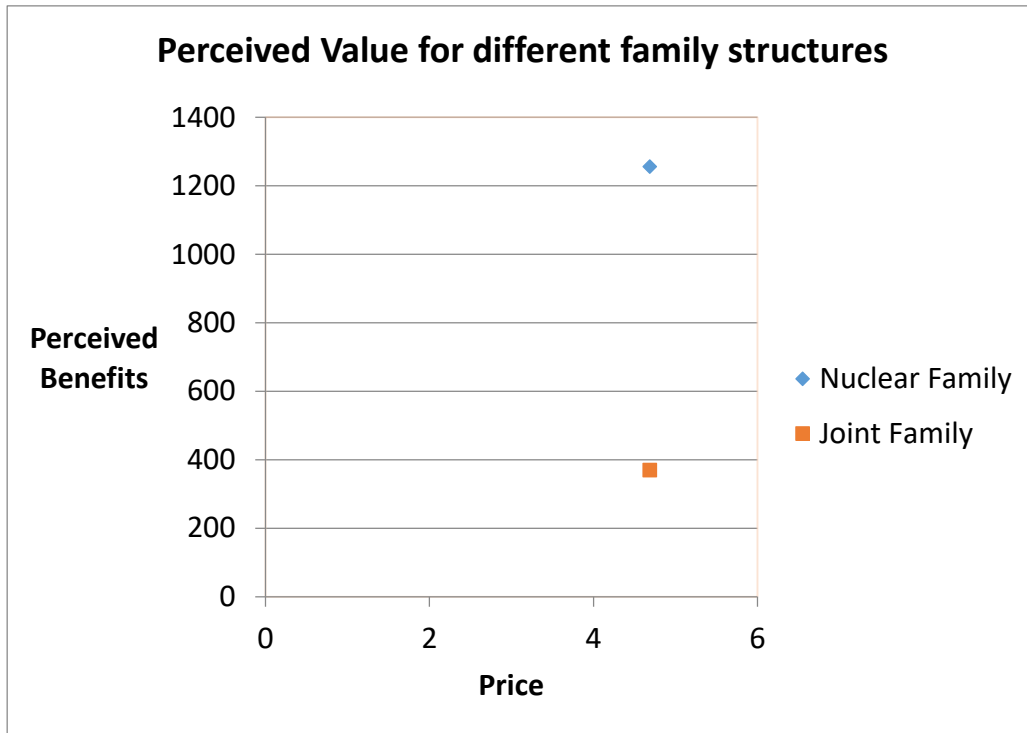
The Perceived Value for Mahindra KUV100 is more than 1200 points for Nuclear Family and is less than 400 for Joint Family.

The ratio is coming 3:1 (Approximately)

The Perceived Value of Mahindra KUV 100 is appreciated in the Nuclear families because of its incorporation of attributes- Space, Brand Image, and Technology.

Thus, Mahindra should focus on positioning Mahindra KUV100 among the Nuclear Families.

Family	Nuclear Family	Joint Family
Technology	163	49
Space	180	48
Brand Image	174	46
Style	142	46
Social Symbol	158	47
Design	142	45
Benefits	1256	370
Price	4.8	4.8

Main value Driver - **Space**

Qualitative Result-

From the focus group discussion, we interpreted that the Nuclear family was giving more perceived value to Mahindra KUV100 because the space of a 6 seater car was provided to them in a Hatchback car.

Therefore, Mahindra should plan their brand communication and other positioning to the focused segment of Age group of 25-30 years, Nuclear families.

TEST ANALYSIS –

1. **Difference between the mean value of Mahindra KUV and Volkswagens Polo (Best in class):**

H0 – There is no difference between Mean value of Mahindra KUV100 and Volkswagens Polo (Best in Class)

H1 – There is a difference between Mean value of Mahindra KUV100 and Volkswagens Polo (Best in Class)

t-Test: Paired Two Sample for Means		
	Variable 1	Variable 2
Mean	5.714286	6
Variance	2.873237	0.080261593
Observations	5	5
Pearson Correlation	-0.59711	
Hypothesized Mean Differe	0	
df	4	
t Stat	-0.34018	
P(T<=t) one-tail	0.375416	
t Critical one-tail	2.131847	
P(T<=t) two-tail	0.750831	
t Critical two-tail	2.776445	

From the given table P (T<=t) two-tail is 0.750831 which is greater than 0.05 (0.750831 > 0.05). Thus, the Null hypothesis will be accepted.

Therefore, there is no significant difference between the mean value of Mahindra KUV100 and Volkswagen Polo (Best in Class)

Perceived Value of different Brand with similar product like Mahindra KUV 100

Value Map
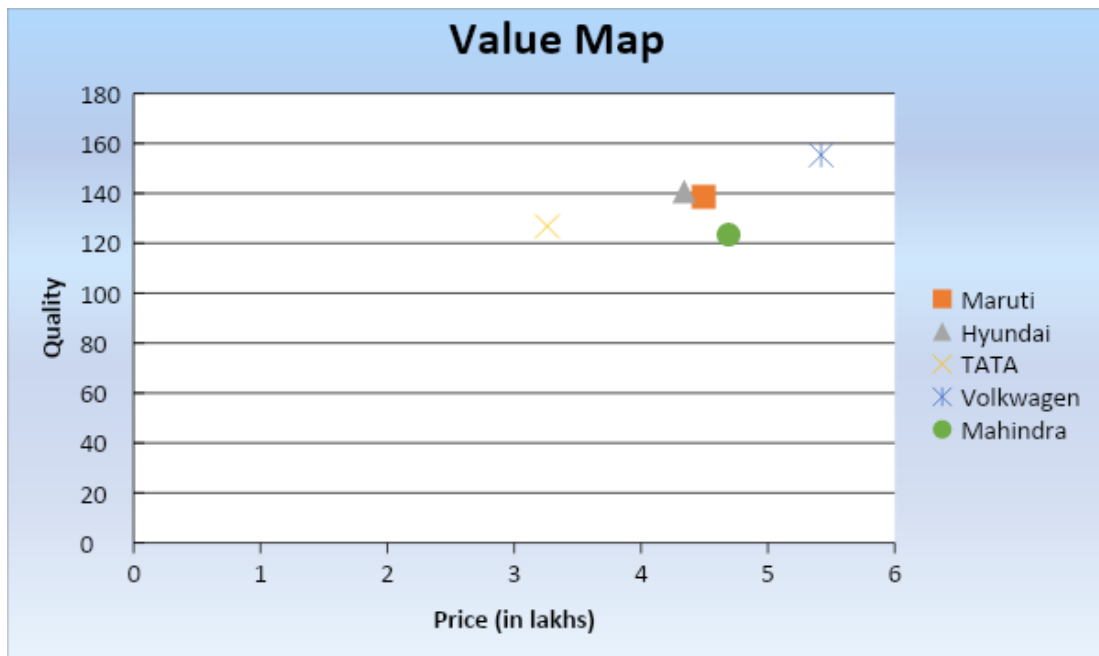
2. Difference in mean value of each attributes of Mahindra KUV100 and Volkswagen Polo

A. Technology

Ho – There is no difference between mean value of each Attribute of Mahindra KUV100 and Mean Attribute Value of best in Class

H1 – There is a difference between mean value of each Attribute of Mahindra KUV100 and Mean Attribute Value of best in Class

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Technology	63	3.52	.820	.103

One-Sample Test

Test Value = 4.6

	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Technology	-10.414	62	.000	-1.076	-1.28	-.87

The Value of Sig is 0.000 (0.000< 0.05). Thus, we will reject Null Hypothesis and Accept the Alternative Hypothesis.

Therefore, there is a significant difference between mean value of Attribute-Technology of Mahindra KUV100 and Volkswagen Polo.

B. Space

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Space	63	3.62	.851	.107

One-Sample Test

Test Value = 4

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Space	-3.555	62	.001	-.381	-.60	-.17

The Value of Sig is 0.001 (0.001< 0.05). Thus, we will reject Null Hypothesis and Accept the Alternative Hypothesis.

Therefore, there is a significant difference between the mean value of Attribute- Space of Mahindra KUV100 and Volkswagen Polo.

C. Fuel Efficiency

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Fuel Efficiency	63	3.37	.789	.099

One-Sample Test

Test Value = 4.43

	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Fuel Efficiency	-10.712	62	.000	-1.065	-1.26	-.87

The Value of Sig is 0.000 (0.000< 0.05). Thus, we will reject Null Hypothesis and Accept the Alternative Hypothesis.

Therefore, there is a significant difference between mean value of Attribute- Fuel Efficiency of Mahindra KUV100 and Volkswagen Polo.

D. Brand Image

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Brand image	63	3.52	.948	.119

One-Sample Test

Test Value = 4.83

	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Brand image	-10.937	62	.000	-1.306	-1.54	-1.07

The Value of Sig is 0.000 (0.000< 0.05). Thus, we will reject Null Hypothesis and Accept the Alternative Hypothesis.

Therefore, there is a significant difference between the mean value of Attribute- Brand Image of Mahindra KUV100 and Volkswagen Polo.

E. Style -

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Style	63	3.37	1.005	.127

One-Sample Test

Test Value = 4.13

	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Style	-6.042	62	.000	-.765	-1.02	-.51

The Value of Sig is 0.000 (0.000< 0.05). Thus, we will reject Null Hypothesis and Accept the Alternative Hypothesis.

Therefore, there is a significant difference between the mean value of Attribute- Style of Mahindra KUV100 and Volkswagen Polo.

F. Design

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Interior/ Exterior design	63	3.41	.927	.117

One-Sample Test

Test Value = 4

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Interior/ Exterior design	-5.029	62	.000	-.587	-.82	-.35

The Value of Sig is 0.000 (0.000< 0.05). Thus, we will reject Null Hypothesis and Accept the Alternative Hypothesis.

Therefore, there is a significant difference between the mean value of Attribute- Design of Mahindra KUV100 and Volkswagen Polo.

G. Service cost-

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Servcie cost	63	3.24	.856	.108

One-Sample Test

Test Value = 4

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper

Servcie cost	- 10.867	62	.000	-1.172	-1.39	-.96

The Value of Sig is 0.000 (0.000< 0.05). Thus, we will reject Null Hypothesis and Accept the Alternative Hypothesis.

Therefore, there is a significant difference between the mean value of Attribute- Service Cost of Mahindra KUV100 and Volkswagen Polo.

H. Social symbol-

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Social Symbol	63	3.22	.941	.119

One-Sample Test

Test Value = 4.37

|	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Social Symbol	-9.682	62	.000	-1.148	-1.38	-.91

The Value of Sig is 0.000 (0.000< 0.05). Thus, we will reject Null Hypothesis and Accept the Alternative Hypothesis.

Therefore, there is a significant difference between the mean value of Attribute- Social Symbol of Mahindra KUV100 and Volkswagen Polo.

Through the given tables, we are able to find out that each SIG value of all the attributes is lesser than 0.05. Thus, Ho is rejected and H1 is accepted.

Thus, there exist significant difference between the mean value of each attribute of Mahindra KUV100 and Volkswagen Polo (Best in Class)

ATTRIBUTE MAP (ATTRIBUTE WEB)
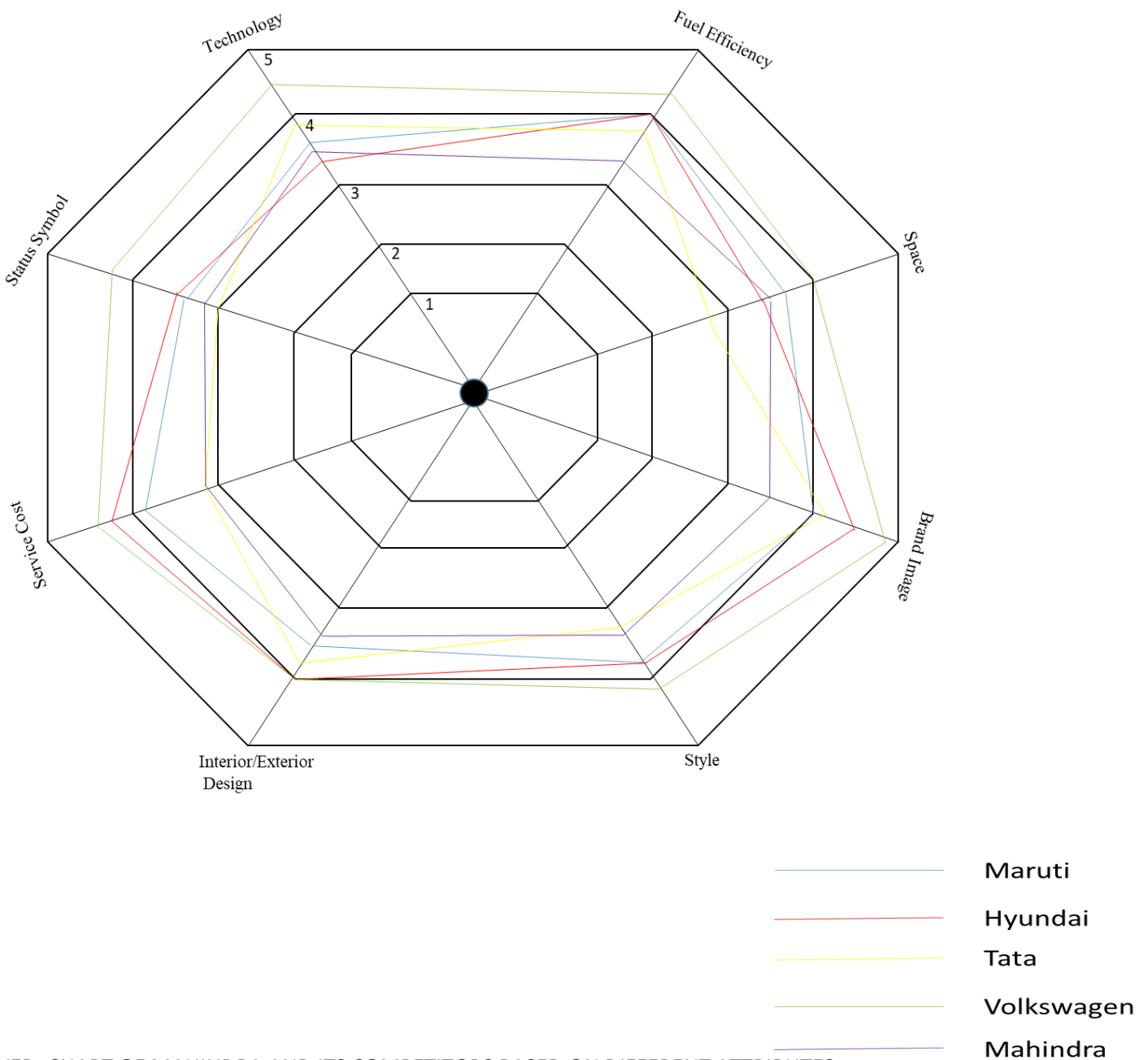
WEB- CHART OF MAHINDRA AND ITS COMPETITORS BASED ON DIFFERENT ATTRIBUTES

From the above tests, we are able to conclude that:

==Statistically, the mean value of each attribute of Mahindra KUV100 shows a significant difference when compared to attributes of Volkswagen Polo.==

==But, there is no significant difference in the mean value of Mahindra KUV100 from the best in class i.e. Volkswagen Polo because of the element of Price. The Price of Mahindra KUV100 is lesser(Rs.4.8 lacs) than the price of Volkswagen Polo (Rs.5.4 Lacs). Thus, in the valuation of Quality/Price (p/q), the difference is not significant.==

3. Linear Relationship between Attribute and referral of the customer owned car:

Technology

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Tech[b]	.	Enter

a. Dependent Variable: Referral
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.048[a]	.002	-.014	.587

a. Predictors: (Constant), Tech

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.048	1	.048	.140	.709[b]
	Residual	21.031	61	.345		
	Total	21.079	62			

a. Dependent Variable: Referral
b. Predictors: (Constant), Tech

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.509	.261		36.409	.000
	Tech	.026	.069	.048	.374	.709

a. Dependent Variable: Referral

Fuel Efficiency

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Fueleff[b]	.	Enter

a. Dependent Variable: Referral
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.052[a]	.003	-.014	.587

a. Predictors: (Constant), Fueleff

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.057	1	.057	.166	.685[b]
	Residual	21.022	61	.345		
	Total	21.079	62			

a. Dependent Variable: Referral
b. Predictors: (Constant), Fueleff

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.712	.277		35.077	.000
	Fueleff	-.029	.072	-.052	-.407	.685

a. Dependent Variable: Referral

Consolidated of rest

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.712	.277		35.077	.000
	Fueleff	-.029	.072	-.052	-.407	.685

a. Dependent Variable: Referral

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.251[a]	.063	-.019	.589

a. Predictors: (Constant), Servecost, Style, Space, BI, Design

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.331	5	.266	.768	.577[b]
	Residual	19.748	57	.346		
	Total	21.079	62			

a. Dependent Variable: Referral
b. Predictors: (Constant), Servecost, Style, Space, BI, Design

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.												
1	(Constant)	9.546	.307		31.059	.000												
	Space	.075	.110	.141	.680	.500												
	BI	.094	.141	.181	.666	.508												
	Style	.127	.148	.228	.863	.392												
	Design	-.161	.140	-.316	-1.150	.255												
	Servecost	-.128	.096	-.237	-1.335	Fuelef	-.029	.072	-.052	-.407	Tech	.026	.069	.048	.374	.709		

a. Dependent Variable: Referral

The Equation will be:

Referral = 9.546 + (0.026) Technology + (0.075) Space + (0.94)Brand Image +(0.127)Style +(-0.161) Design + (-0.128)Service Cost + (0.014)Social Symbol

4. Linear relationship between Value of a car and its referral by its existing consumer:

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Value of own car[b]	.	Enter

a. Dependent Variable: Recommendation
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.016[a]	.000	-.016	.588

a. Predictors: (Constant), Value of own car

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.005	1	.005	.015	.902[b]
	Residual	21.074	61	.345		
	Total	21.079	62			

a. Dependent Variable: Recommendation

b. Predictors: (Constant), Value of own car

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.566	.308		31.029	.000
	Value of own car	.006	.045	.016	.123	.902

a. Dependent Variable: Recommendation

The Equation is:

==Referral = 9.566 + (0.006) Value of owned car==

Research findings/theoretical question –

No single variable (Attributes) has significant contribution to referral. Thus, Perceptual/perceived performance is no guarantee for referral

Therefore, Attribute based positioning does not lead to referral.

Other Key Findings:

• Most relevant brand communication is –

- ● Family (61%)
- ● Friends& Colleague (62%)

• 60% of the Target group is first Time buyer

• There is no preference for in which month to buy a new car

• Television >Newspaper > social media has maximum reach of car advertisement

• Target Group is expecting Reliability as their first ideal self. (If car was a person)
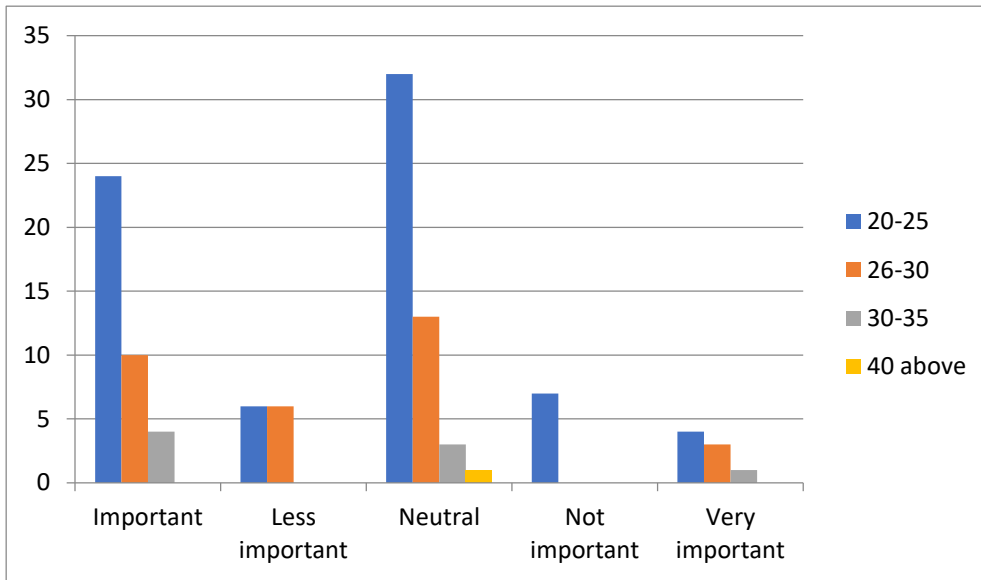
- Preference to Status symbol is not important
- Gap between the current performance of Mahindra KUV 100 and ideal one

ATTRIBUTES	CURRENT- KUV performance	DESIRE (IMPORTANCE OF ATTRIBUTES)	IDEAL self
Technological	Moderate	4	Significant
Fuel efficiency	Good	1	Significant
Service cost	Unsatisfied	3	Significant
Brand Image	Moderate	6	Insignificant
Status Symbol	Low	7	Insignificant
Upper class	Low	5	Insignificant
Space	Good	2	Significant

(Calculation of measurement of attributes mentioned in Annexure)

VALUE MAPPING OF COMPETITORS BASED ON CUSTOMER'S FEEDBACK-

Brands -> Attributes	Weightage	Maruti		Hyundai		TATA		Volkswagen		Mahindra	
		Performance	Total Score		Total Score		Total Score		Total Score		Total Score
Technology	5	3.86	19.3	3.57	17.85	3.91	19.55	4.6	23	3.53	17.65
Fuel Efficiency	8	4.04	32.32	4	32	3.82	30.56	4.43	35.44	3.37	26.96
Space	7	3.72	26.04	3.57	24.99	2.8	19.6	4	28	3.64	25.48
Brand Image	2	4	8	4.57	9.14	4.14	8.28	4.83	9.66	3.51	7.02
Style	3	3.82	11.46	3.85	11.55	3.38	10.14	4.13	12.39	3.41	10.23
Design	4	3.59	14.36	4	16	3.87	15.48	4	16	3.41	13.64

Service	6	3.95	23.7	4.28	25.68	3.24	19.44	4.41	26.46	3.2	19.2
Social Symbol	1	3.41	3.41	3.57	3.57	3	3	4.37	4.37	3.24	3.24
SUM OF QUALITY			**138.59**		**140.78**		**126.05**		**155.32**		**123.42**
PRICE			4.494		4.34		3.26		5.42		4.8

Gap between Brand Image and Self-Image

CONSUMER DESIRE
To be able to take out time for himself and his family after a long hectic day at work

Brand Idea

BRAND OFFERING
An ideal space that will act as a mind and tension reliever for the entire family

OUR IDEAL POD
Hatchback with more length than others in the category
Mahindra KUV 100 >= 4m
Others= 3.7 m
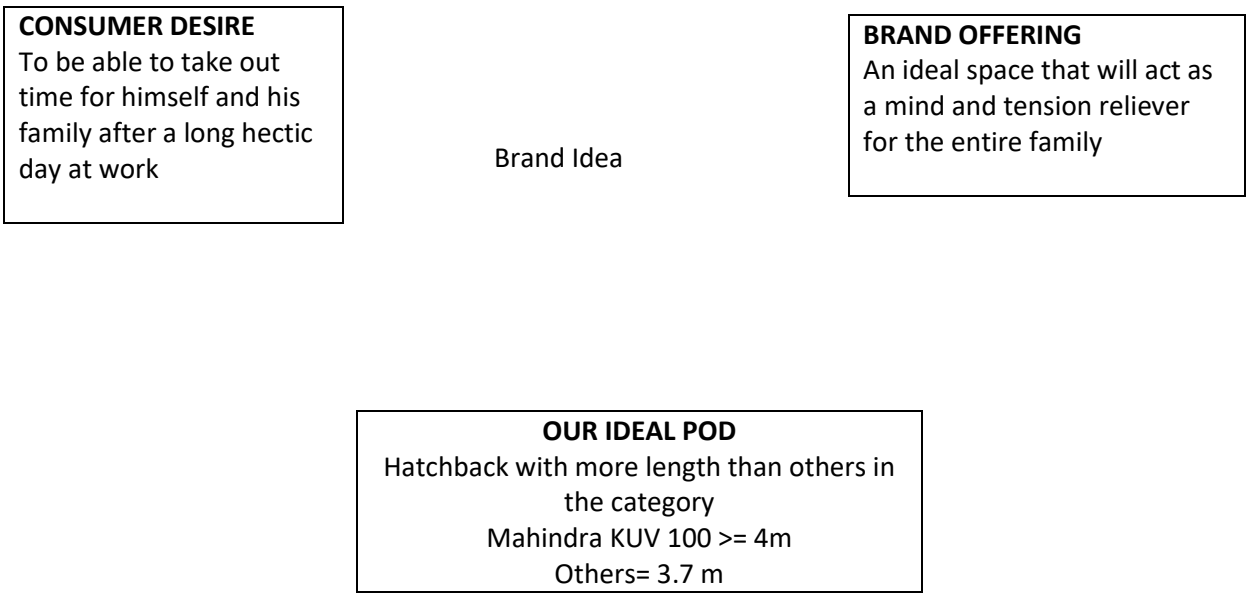
Recommendations:

	What's the problem?	Recommendations	Expected Changes
Offering	r ergonomics- Hand-rest and hand-break improperly placed, small windshield mance The power kicks in at 3000 RPM and doesn't sustain post that. This isn't in congruence with what the ad depicts Features -Automatic Transmission missing -Apple car play and android auto missing unlike in other cars in the same segment	Offer the most coveted- AMT feature	The car will be able to compete with all the other Mini SUV and hatchback competitors offering AMT, which is a hugely demanded feature and its number of users are growing swiftly.
Pricing	Although fairly priced as its competitors, the missing features tune down the value for money component.	Include the most recommended feature like AMT, even if that drives up the price a little.	Consumers looking for all features in one car with a fair price value will be pleased by this change.
Category	The mini SUV (length>=4 Meters) is a strongly growing segment and that's why M&M wants to position KUV as a mini SUV. By design it does give that sort of a look. However, technically and by consumer's perception it is a hatchback (length=3.7 m)	Leverage the POD that it's a 6 seater in a hatchback category	Along with the first time buyers , even the 5-6 member, price sensitive families can then become viable prospects even if they've been car owners previously
Branding	anding /positioning of the car doesn't set itself apart from the rest of the SUVs' positioning There is a mismatch between the category in which it's trying to project itself- Mini SUV and what the consumer is perceiving it to be- a hatchback.	Capitalize on the hatchback positioning - Hatchback with style and toughness	ind of positioning hasn't been done yet, by any other competitor and will be a great attraction for first time as well as second time buyers The heavy diesel vehicles have come under fire due to government's laws on banning the same, this shall be a reprieve from that.

Target Audience	rrent target audience are young individual (men especially) who push their boundaries and challenge themselves. They like adventure and follow the road less travelled. Demographically- Men in their late twenties buying their first car. This Target audience is already flooded with tonnes of competitor's offerings which are equally or more valuable/established than Mahindra thus making the Customer Acquisition cost a lot higher and competitive	w target audience should be young nuclear families. These families comprise hard working yet time deprived members who hardly get to spend time together. KUV is a value for money, spacious, "pleasure to drive" experience giving both, the father and the mother, their "me time"	The new Target audience will be a great opportunity as KUVs current product offerings fit well with what they value the most(space, easy driving experience and inexpensive). They will be more responsive to this viz a viz the young adventurous males, as the former is more pragmatic when it comes to making a heavy investment such as a car.

Target Audience

- The new target audience should be young nuclear families (Age group of 26-30 years).These families comprise hard working yet time deprived members.

- "KUV is a value for money, spacious, 'pleasure to drive' experience giving both, the father and the mother, their "me time" – quoted by a customer in Focused Group Discussion with 4 existing users of Mahindra KUV100.

BUYING DECISION PROCESS-

1. **Need Recognition-**

➢ Family dependency

➢ More space(X)

➢ New technology(Y)

➢ Affordability

➢ Efficiency

➢ Reliability

➢ Better brand/image

2. **Information Search-**

Factors on which information is searched are:

➢ Price of car

➢ Features

- Engine type

- Vehicle type (XUV, SUV etc.)

- Brand

- Styling/colors

Sources for information search are:

- Newspaper Advertisements

- Television Advertisements

- Social Circle (Friends & Colleagues etc.)

- OEM websites

- Social Media Sites

- Dealership sales

3. Evaluate alternatives-

(Sources to Evaluate – from the findings of Questionnaire)

- Family Member opinions and knowledge

- Friends and Colleagues opinion and suggestions

- Business Magazines inputs and reviews

- Dealer Updates on offers and discounts

Importance given to each attribute while evaluation process:

ATTRIBUTES		DESIRE (IMPORTANCE OF ATTRIBUTES)	IDEAL self
Technological		4	Significant
Fuel efficiency		1	Significant
Service cost		3	Significant
Brand Image		6	Insignificant
Status Symbol		7	Insignificant
Upper class		5	Insignificant
Space		2	Significant

4. Purchase Decision-

➢ Product purchase as per the requirements and evaluation of all the alternatives

5. Post purchase behaviour-

➢ A satisfied purchase and post sales dealer attitude and behaviour will help in recommendation and word-of-mouth.

CAMPAIGN PLANNING

1) Strategic Solution-

Promotion

- Referral incentive

- Cards/gifts on birthday to current users

- Branded promotional gifts

- Club Mahindra holiday package to current users

- Loyalty program for second time purchaser of Mahindra car

Media Vehicles

- Exposition of Mahindra KUV in business parks.

- Television

- Influencer marketing

- Print Media

- Promoting Brand on social media through contest

- Out of home media advertising

Positioning

Position Mahindra KUV as an ideal pod for parents in Nuclear Families of age group of 25 years to 30 years who are time deprived and look for stress relieving activities after work.

Attributes which will be refer are Technology and Space which were the most important attributes considered by a target segment consumer in the survey.

A Nuclear family is more willing to buy a fuel efficient and spacious car and Mahindra KUV100 serves their needs in a very price efficient deal.

<u>BRAND QUOTIENT</u>-

1. **The emotional benefits of KUV**

- Drives a person to spend time with his or her family, a major getaway from the hustle bustle of life and makes you feel at ease

2. **So then what is my consumer actually buying? Therefore what business am I actually in?**

- Business of making cars that encourage people who give equal importance to both professional and personal life to take out time for themselves and their family

3. **Who is then my target group?**

- Young working families who don't get their me time and want to take time out for themselves and their family

4. **So what should be my personality?**

- Any space that makes you feel comfortable and makes your experience enjoyable

5. **What is the campaign idea that my customer would be excited to spread?**

- Our ideal pod- Technology, Space, Hatchback Category

<u>MEDIA PLAN AND BRIEF-</u>

Marketing Objective

- Communicate the new positioning of Mahindra KUV to the target group and showcase features the 'mom and pop' segment would most benefit from

- The new target segment (young parents) size is approximately 285 million. The plan would be aimed at attaining maximum possible coverage of this target group via a variety of media vehicles, within their proposed budget.

- The media plan would also be aimed at achieving at least the average CTR, since re-positioning a brand requires a more robust marketing communication plan

Communication Task

- Convey the features that would appeal to the new target group

- The cost per person for the proposed communication plan comes to approx 98 paisa. The Indian TV network now reaches 780 million customers, out of which 27% are the target group, amounting to 210 million. This ensures good coverage of the proposed marketing communication strategy

Target Audience

- 26-30 years, Young nuclear families

Creative Ad 1 - The Plot

Scenario 1 – A man is tired after a long working day and has asked his family (a wife and two children) to get ready to relax and have dinner in a restaurant

Scenario 2 – The man reaches home, and the family leaves in Mahindra KUV 100 and the car comforts the family and relieves this man from long day stress and back pain

Scenario 3 - They reach the restaurant, order dinner and decide to get it 'Take Away' so that they can have it in the car which has a better environment and space compared to the restaurant

Scenario 4 – They have the dinner in the car

Attributes of the Ad

According to the new positioning statement of Mahindra KUV 100, the viewer of the Ad will get a perception of Comfortable and spacious car suits best for a family size of 4-5 people

Creative Ad 2 - The Plot

Scenario 1 – The family is planning to go on a vacation for 1-2 weeks. But they have a lot of luggage to carry and flight will cost a lot

Scenario 2 – They plan on commuting by their Mahindra KUV 100 which is appropriate for their journey as it spacious and comforting for the family.

Scenario 3- After reaching the destination they don't feel the need to take a rest and immediately started their tour by visiting a museum

Attributes of the Ad

Viewers of this Ad will form a perception of comfortable and spacious car as

● Heavy and large luggage is easily accommodated in the car boot space

● The family is energetic and willing to visit a museum immediately after a long and tiring journey

Conclusion

- Status symbol is not an important factor for the target consumers of Mahindra KUV100
- The car's positioning must showcase and communicate it as a reliable and up to date personality
- New Target Segment should be young people of age between 25 - 35 years having nuclear family structure.
- KUV100 should focus on leveraging the POD that it's a 6 seater car in Hatchback category as consumers have already perceived it as a hatchback car not as a Mini SUV.
- KUV100 should focus on adding some more features like AMT even if it increases a price a little but not a major increase in prices.
- Target consumer expect that the car will be having advance technology, Fuel Efficiency and will be spacious but thinks that their service cost will be high
- There exists a significant difference between the mean value of each attribute of Mahindra KUV100 and Volkswagen T-cross (Best in Class) but there is no significant difference in their overall mean value (p/q). Thus, there is a need to enhance POD with Fuel Efficiency and Space as their main attributes and catch with the value of Attributes provided by best in class.
- The positioning of KUV100 done right, there is a drop in sales because the intended segment is giving lesser perceived value than expected. There is a need to refocus in segment- Sharpening focus- 26 to 30 years, Nuclear family.
- In short run Mahindra should Sharpening focus on a specific target audience of 26-30 years, Nuclear families for their brand communication with enhancing POD. In long run, focus on catching up with the perceived value of best in class.

LIMITATION

• The sample data collected was small due to lockdown in the nation.

• Meaning of status is different for all consumers

• We were not able to monitor expressions of focus group in the discussion with them

References

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4) www.marketforcast.com
5) https://analysisproject.blogspot.com
6) www.marketing91.com
7) www.digitalvidya.com

Count of Characteristics of a car you will give preference to? [Fuel Efficiency]	Column Labels					Weightage
Row Labels	20-25	26-30	30-35	40 above	Grand Total	
Important	29	10	5		44	1
Less important	2	1			3	-1
Neutral	7	5		1	13	0
Not important	2				2	-2
Very important	33	16	3		52	2
Grand Total	73	32	8	1	114	
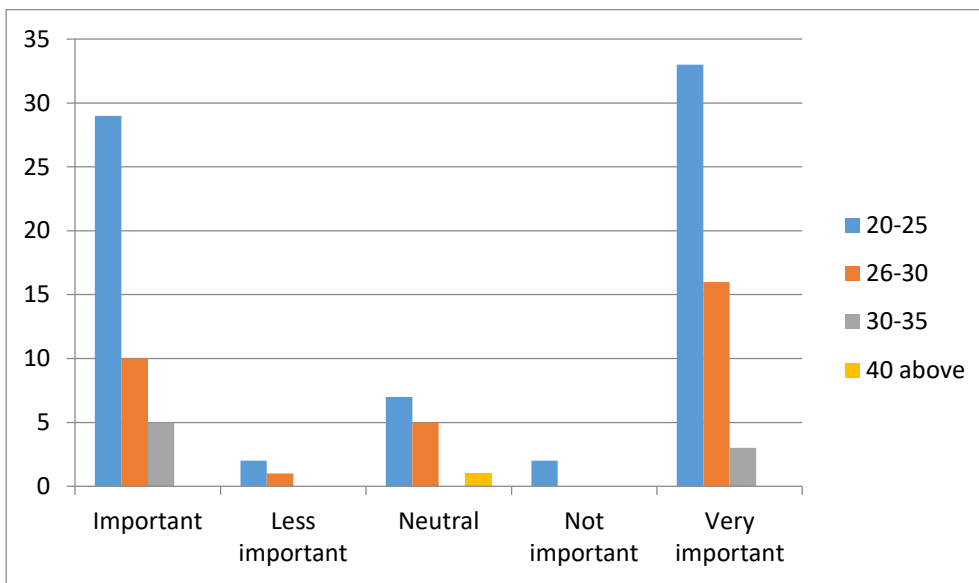
Count of Characteristics of a car you will give preference to? [Space]	Column Labels					Weightage
Row Labels	20-25	26-30	30-35	40 above	Grand Total	
Important	26	11	2		39	1
Less important	3	1			4	-1
Neutral	17	5	1	1	24	0
Not important	2				2	-2
Very important	25	15	5		45	2
Grand Total	73	32	8	1	114	
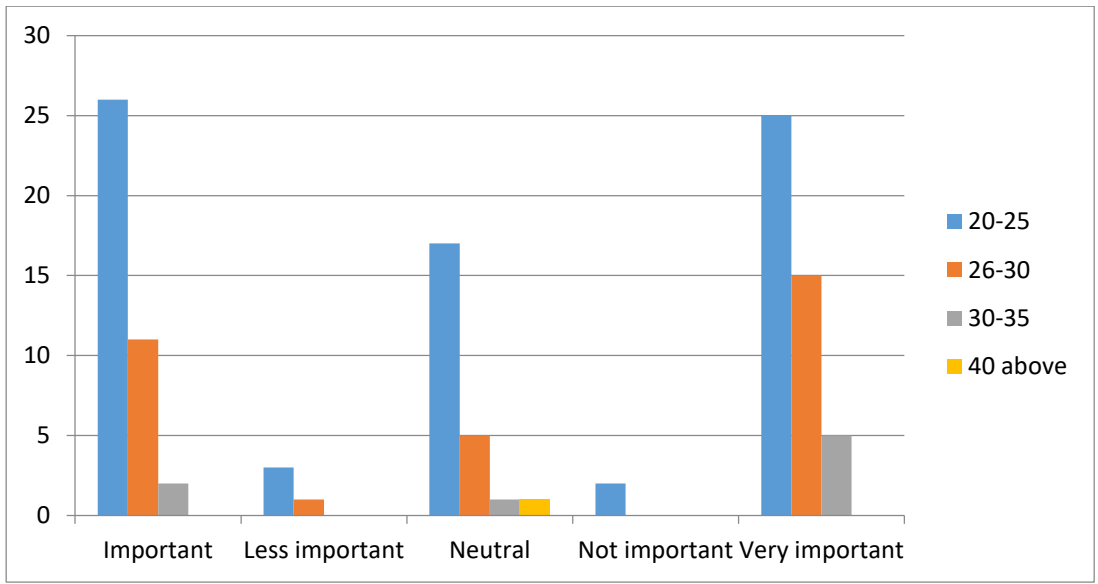
Research Questionnaire (screenshots of the questionnaire below)

Survey for Automobile Industry

Major Research Project seeking your perspectives towards automobiles

* Required

What is your name?

Your answer

What is your age? *

○ 20-25

○ 9

○ 31-35

○ 36-40

○ 40 above

What is your occupation? *

○ Self- employed

○ Employee

○ Employer

○ House- maker

○ Student

What is your qualification? *

○ Primary Education

○ Senior Secondary

○ Graduation

○ Post Graduation

○ PHD

What is your income level? (per annum in lakhs) *

○ Below 5

○ 5-10

○ 10-20

○ 20 and above

What is your family structure? *

○ Nuclear family

○ Joint family

Do you have a car? *

○ Yes

○ No

Characteristics of a car you will give preference to? *

	Not important	Less important	Neutral	Important	Very important
Technology	○	○	○	○	○
Fuel Efficiency	○	○	○	○	○
Space	○	○	○	○	○
Brand Image	○	○	○	○	○
Style	○	○	○	○	○

Style	○	○	○	○	○
Interior/ Exterior Design	○	○	○	○	○
Service cost	○	○	○	○	○
Status Symbol	○	○	○	○	○

On what brand communication do you rely? *

☐ Family

☐ Friends and Collegue

☐ Business Magazines

☐ Dealer updates

☐ Television

☐ Social Media

- [ ] Dealer updates
- [ ] Television
- [ ] Social Media
- [ ] Newspaper

Will you recommend the brand of your owned car to other? *

- ( ) Yes
- ( ) No
- ( ) Maybe

If you have an oppurtunity, you will buy a new car from? *

- ( ) Existing brand
- ( ) Different brand

In which month will you prefer to buy a new car? *

- [ ] January
- [ ] February
- [ ] March
- [ ] April
- [ ] May
- [ ] June
- [ ] July
- [ ] August
- [ ] September
- [ ] October
- [ ] November
- [ ] December
- [ ] No preference

Where do you see car advertisements? *

- [ ] Newspaper
- [ ] Television
- [ ] Social Media
- [ ] Business Magazines
- [ ] Outdoor Hoardings
- [ ] Society gates
- [ ] Word of mouth from others
- [ ] Other:

How do you spend your day? (1- least where 5 refers to most) *

	1	2	3	4	5
Family time	O	O	O	O	O
Working	O	O	O	O	O
Leisure time	O	O	O	O	O

Please rate the features you think Mahindra KUV 100 carries? *

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Technology	O	O	O	O	O
Fuel Efficiency	O	O	O	O	O
Space	O	O	O	O	O

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Fuel Efficiency	○	○	○	○	○
Space	○	○	○	○	○
Brand image	○	○	○	○	○
Style	○	○	○	○	○
Interior/ Exterior design	○	○	○	○	○
Servcie cost	○	○	○	○	○
Social Symbol	○	○	○	○	○

Please rate the features of your car? *

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Technology	○	○	○	○	○
Fuel Efficiency	○	○	○	○	○
Space	○	○	○	○	○
Brand image	○	○	○	○	○
Style	○	○	○	○	○
Interior/ Exterior design	○	○	○	○	○
Servcie cost	○	○	○	○	○
Social Symbol	○	○	○	○	○

What is the last car you purchsed? *

Your answer

Imagine if your car were a person, what qualities do you seek in it? *

- [ ] Reliable
- [ ] Successful
- [ ] Intelligent
- [ ] Daring
- [ ] Spirited
- [ ] Up-to-date
- [ ] Down-to-earth
- [ ] Upperclass
- [ ] Charming

Please rate Mahindra & Mahindra. (1- least, 5- most) *

	1	2	3	4	5
Trustworthy	○	○	○	○	○
Up-to-date	○	○	○	○	○
Service	○	○	○	○	○
Charming	○	○	○	○	○
Down-to- earth	○	○	○	○	○
Worthy	○	○	○	○	○

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Mahindra KUV100

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