

Project Dissertation Report
on
Analysing Consumer Behaviour in Indian Hatchback
Market

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CERTIFICATE

This is to certify that the work titled '**Analysing Consumer Behaviour in Indian Hatchback Market**' as part of the final year Major Research Project submitted by **Shivangi Sehrawat** in the 4th Semester of MBA, Delhi School of Management, Delhi Technological University during January-May 2021 is her original work and has not been submitted anywhere else for the award of any credits/ degree whatsoever.

The project is submitted to Delhi School of Management, Delhi Technological University in partial fulfilment of the requirement for the award of the degree of Master of Business Administration.

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DECLARATION

I hereby declare that the work titled '**Major Research Project**' as part of the final year Internship Project submitted by me in the 4th Semester in MBA, Delhi School of Management, Delhi Technological University, under the guidance of Ms. Deep Shree, is my original work and has not been submitted anywhere else.

The report has been written by me and not copied from elsewhere. Anything that appears in this report which is not my original work has been duly and appropriately referred/acknowledged.

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MBA (Marketing and IT)

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I have put all my efforts to ensure that the project is completed in the best possible manner and also ensured that the project is error-free.

Shivangi Sehrawat

ABSTRACT

Maruti Suzuki India Limited, formerly known as Maruti Udyog Limited, India's largest passenger car company is a subsidiary of the Japanese automotive manufacturer Suzuki accounting for over 50% of the domestic car market. The company was formed as a government company in 1981 and was sold to Suzuki Motor Corporation in 2003.

Consumer behaviour, on the other hand is the study of when, why, how, and where people do or do not buy a product. It typically blends elements from psychology, sociology, social anthropology and economics. It basically attempts to analyse the trends behind the buyer decision making process, both individually and in groups. Customer behaviour study is based on consumer buying behaviour including the demographics and behavioural variables, with the customer playing the three distinct roles of user, payer and buyer.

The main purpose of this study is to analyse and understand the consumer behaviour in the Indian Hatchback Automobile Industry majorly dominated by Maruti Suzuki India Ltd., with a neck-to-neck competition between Maruti Suzuki WagonR and Maruti Suzuki Swift.

The methodology used for completion of this project is basically using the secondary that is the data is available in the public domain like from the reports, articles, newspaper and the data that was made available by the company itself. Also, apart from this, primary data was collected using a questionnaire to know why Maruti Suzuki is the dominant player in the Indian Automobile Industry and to analyse the trends and patterns for buying Maruti Suzuki hatchback cars.

The strategy utilized for fulfilment of this task is fundamentally utilizing the auxiliary that is the information is accessible in the public space like from the reports, articles, paper and the information that was made accessible by the actual organization. Likewise separated from this essential information was additionally gathered utilizing a Google structure so as to better understand the consumer's perspective in the Indian Hatchback Market and to back up the research.

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CHAPTER-1

INTRODUCTION

1.1 Background

Indian Automobile Industry

One of the biggest automobile markets in the world is the Indian auto industry with an yearly production of 30.92 million vehicles in FY-19, after a development of 6.96% percent over the course of most recent year. The automobile business represents 71% of the nation's GDP which is almost two-third.

The Two Wheelers fragment with practically 81% industry share is leading the charts of the Indian Automobile Industry inferable from an arising of the middle-class population and the energetic young populace. Additionally, the developing income of the organizations in exploring the natural business areas further upheld the advancement of this sector. The overall Passenger Vehicle (PV) segment possesses 13% of the total general business.

India is likewise an auto exporter and has strong export developments regarding the growth perspectives. In FY-19, vehicle exports increased by 1.5% over the recent year. Additionally, few drives by the Indian Government and the main competitors in the automobile sector are trusted upon to foster India a Kadar in the Two-Wheeler and Four-Wheeler market in the whole world in the coming few years.

Size of Indian Market

India will definitely be the world's third-largest automotive industry by volume by 2026. The business manufactured a total 30.92 million vehicles including PVs as well, business vehicles, three wheelers and two-wheelers in Financial Year-2019. Enrolling with the development and growth of 1.5 per cent year-on-year the by PV portion. India also holds a dominant place in the world-wide heavy automobile league as it is the largest and main manufacturer of tractors, second-largest manufacturer of busses and third-largest manufacturer of the heavy-duty trucks in the world.

The industry share of different brands is clearly visible for year 2020 which clearly shows Maruti Suzuki leader at 50% and followed by Hyundai and TATA at 17.4% and 7% separately.

Homegrown car creation/production expanded at 2.36% CAGR between the years 2016-2020 with 26.36 million cars being fabricated in the country in the 2020 alone. In general, homegrown car sales numbers expanded at a rate of 1.29% CAGR between financial years 2016-2020 with selling of almost 21.55 million cars in the year 2020.

Passenger car market share in India in 2020, by vendor

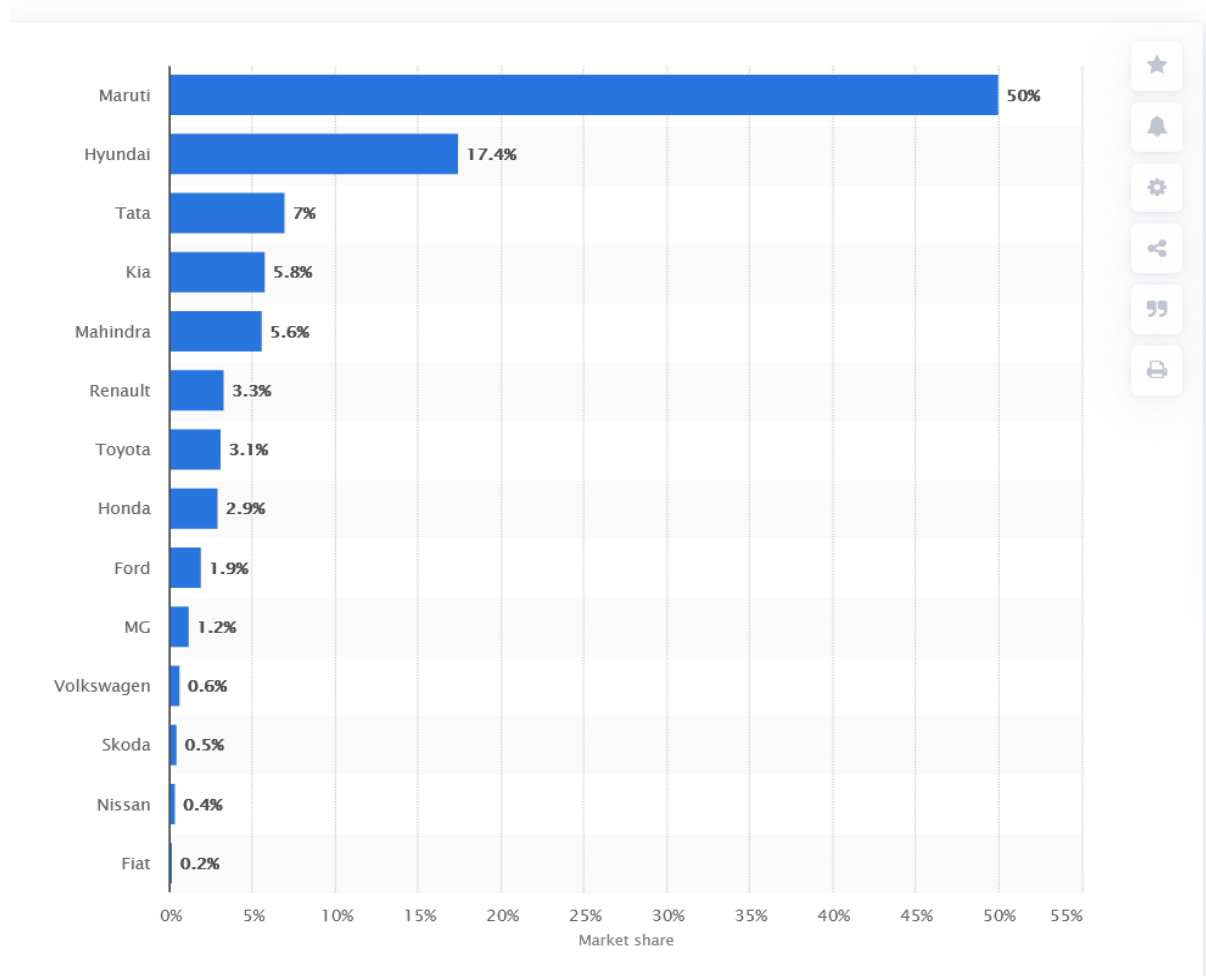


Figure 1 , Source: statista.com

Bikes and SUV cars rule the homegrown auto market of India. The car sales are controlled majorly by hatchbacks and medium-sized cars. Two wheelers i.e., bikes and passenger cars represented the 80.8% and 12.9% industry equity, individually, representing the consolidated sales of more than 20.1 million cars in the year 2020.

SUV vehicle dealings stayed with more than 3.1 lakh cars in the long course of October 2020, in comparison with 2.7 lakh cars in the duration of October 2019, setting up a growth rate of

14.19%. As maintained in the records of FADA- Federation of Automobile Dealers Associations, the number of sales of the passenger vehicle in November 2020 stayed at 2.9 lakhs cars, differentiated with 2.7 lakhs cars during November 2019, recording a growth rate of 4.17%.

Collectively, auto market export showed up at 47.7 lakh cars in the year 2020, increasing at a decent CAGR - 6.94% during the years 2016-2020. TW, that constitutes the bikes and scooters make up the majority part with 73.9% vehicles exported, meandered vehicles at 14.2%, followed by the 3-wheelers with 10.5% and heavy-duty vehicles with 1.3%.

The EV sale numbers, ignoring the E-rickshaws, in India saw an advancement of 20% and showed up at 1.56 lakh units in the year 2020 that was completely in favour of the two wheelers.

Premium motorcycle deals in India noted a seven-fold hop in the homegrown deals, arriving at 13,982 units during 2019- April-September. The sale of luxury vehicles stayed at 15,000 to 17,000 for the initial half of 2019.

Investments

To stay up to the mark with the increasing and emerging demand, few of the automobile manufacturers have started investing intensely in the industry during the noticeable recent months. The business has pulled FDI- Foreign Direct Investment completely worth of US \$24.53 billion between the year 2020 from April-June, as said by the data released by Department for Promotion of Industry and Internal Trade (DPIIT).

Some of the recent new arranged speculations, developments and improvements in the auto segment in India are below:

- In November 2020, Mercedes Benz collaborated with the State Bank of India to provide alluring interest rates, while further extending the client base by contacting the bank's potential HNI clients.
- Hyundai Motor India invested ~ US\$ 500 million in the year 2020, so as to acquire the dominant segment of the overall industry. Tamil Nadu government allocated in 2019 some funds to the company, this investment was a part of US\$ 993 million as promised.
- Kinetic Green, an electric automobiles manufacturer, in October 2020, reported an arrangement to make an assembling office for electric golf trucks other than battery trading plant in Andhra Pradesh. The 2 undertakings including setting up an assembling office for

electric trucks and a battery trading unit together involve a speculation of 17,25,78,10,542 rupees.

- In October 2020, JBIC- Japan Bank for International Cooperation consented to give 7300 crore rupees to SBI for subsidizing the assembling and deals of providers and vendors of Japanese origin car makers and giving car advances to the acquisition of Japanese vehicles in India.
- MG Motors declared that it will be contributing Rs. 1,000 crore to dispatch new cars and grow activities disregarding the counter China assessments.
- Ultraviolette Automotive, a producer of electric cruiser in India, brought a revealed sum up in an arrangement B venture from GoFrugal Technologies, a product organization.
- Toyota Kirloskar, in September 2020, declared ventures of more than rupees 2,000 crore in India coordinated to electric parts and innovation for homegrown clients and fares.
- In September 2020, Mahindra sealed a MoU with Israel-based REE Automotive to work together and create business electric cars.
- TVS Motor Company purchased United Kingdom's notable wearing cruiser brand, Norton, in April 2020, for an amount of about Rs. 153 crore marking its entrance into the upper end bikes section of the high-end marketplace, these bikes have engine capacity above 850cc.
- Lithium Urban Technologies cooperated with sustainable power arrangements supplier, Fourth Partner Energy, to assemble charging framework for the nation in March 2020,
- In January 2020, Tata AutoComp Systems, the auto-segments arm of Tata Group go into a joint endeavour with Beijing-based manufacturer Prestolite Electric to enter the EV parts market.
- In last month of 2019, Force Motors intended to contribute Rs. 600 crore to create two new automobiles in the next two years.
- In December 2019, Morris Garages (MG), a British vehicle brand, reported designs to contribute an extra Rs. 3,000 crore in India.
- Audi Motors intended to launch nine all-new models of existing cars which includes Sedans and SUVs alongside cutting edge E-tron by end of 2019.
- MG Motor plans to launch reasonable electric vehicles in the coming 3-4 years after its MG ZS EV.
- BYD-Olectra with Tata Motors and Ashok Leyland will supply 5,500 electric transports for various states.

Initiatives by Government

The Government energizes unfamiliar interest in the auto area and has permitted 100% FDI under the programmed course.

New drives by GoI – Government of India are:

- In Union Budget 2019-20, the Government declared to turn out extra revenue by paying out subsidies of 1.5 lakh on buying of an electric car by personnel.
- The Government intends to create India as a worldwide assembling place and a high quality Research and Development (R&D) centre to become leader in the this segment.
- Under NATRiP, the Government of India wishes to set up R&D focuses comparable to first world nations with an expense of US \$388.5 million to enable the business in the Indian state.
- The Ministry of Heavy Industries, Government of India has shortlisted 11 metropolitan zones for incorporating of EVs in their public vehicle systems under the program - FAME Faster Adoption and Manufacturing of (Hybrid) and Electric Vehicles in India scheme. The Administration will likewise in like manner set up bring forth place for new organizations to begin working in the electric vehicles space.
- In February 2019, FAME – 2 plans upheld with RS. 10,000 crore for FY 20-22 by the Government of India.

Road Ahead

The vehicle business is upheld by different factors like accessibility of talented work for minimal price, strong R&D focuses, and minimal expense steel creation. The business likewise gives incredible freedoms to speculation and immediate and aberrant work to talented and untalented work.

Indian car industry (counting segment fabricating) is required to arrive at US \$251.4-282.8 billion by 2026.

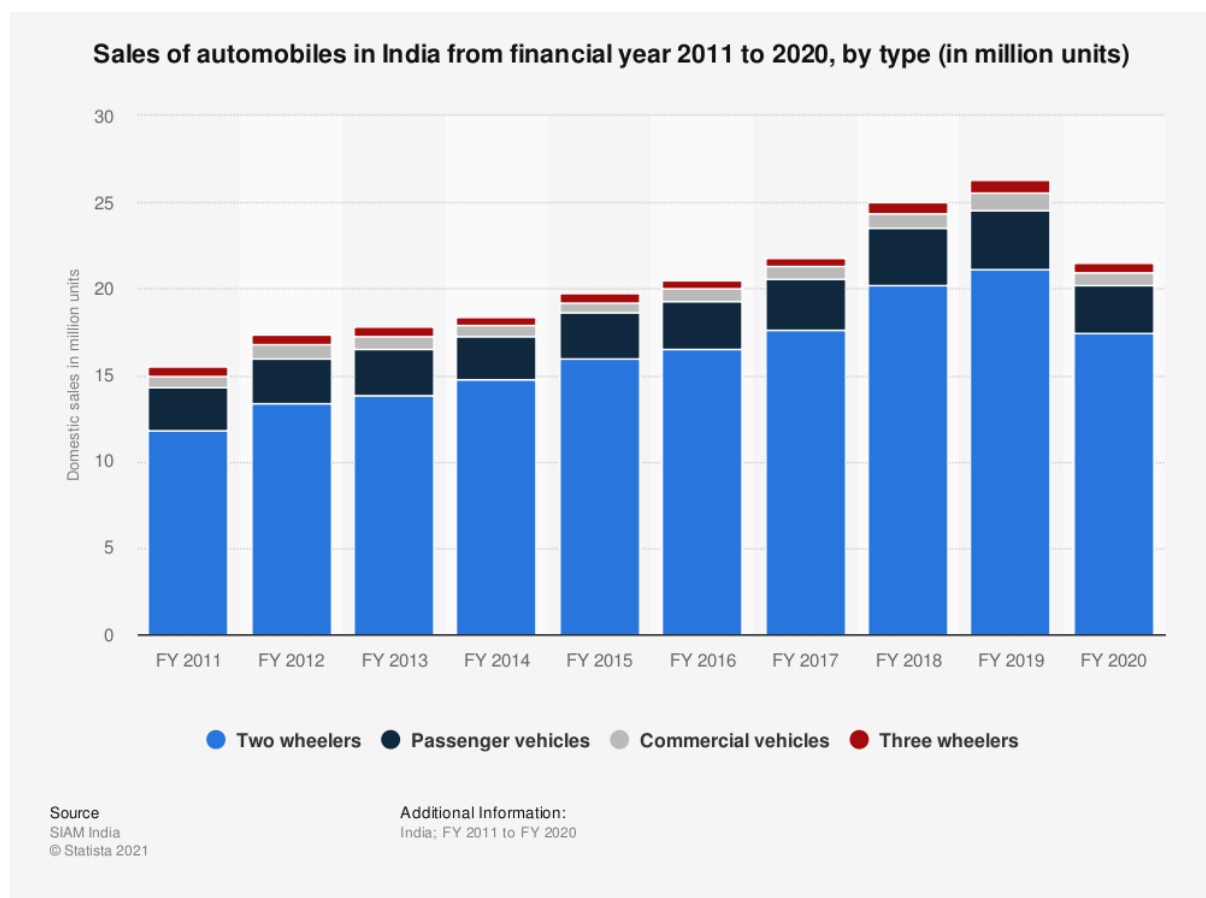


Figure 2, Source: statista.com

Indian Hatchback Market

India's automobile industry is the dominant player of FDI within the country and contributes for about 8% of the Indian economy. The industry is increasing as a worldwide manufacturing hub where world-renowned brands are trying their level best to set up local operations so as to dominate India's lucrative domestic market. This has seen more activity across the entire consumer market the major international car manufacturers are entering the increasingly competitive small car segment. The industry is not immune to global dynamics, so the yearly sales growth is expected at a lower rate comparatively in 2011-2012.

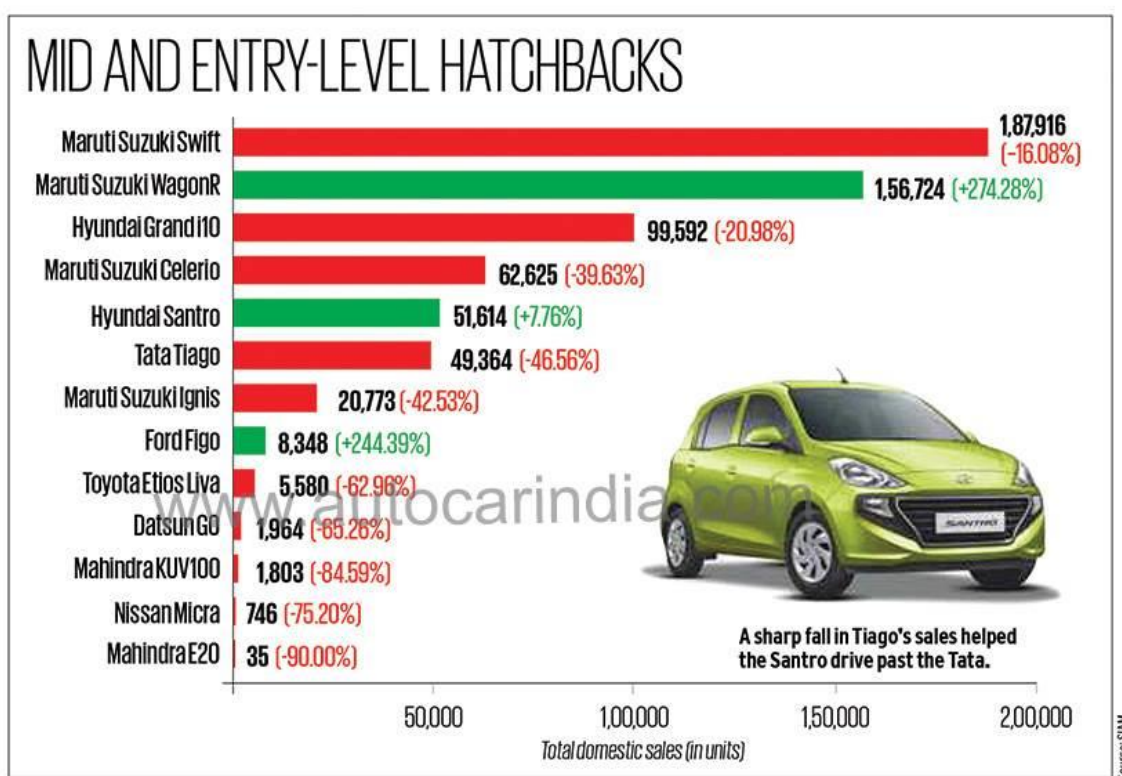


Figure 3, Source: autocarindia.com

The hatchback segment contributed to the majority of market share i.e., 49.17% in 2019. This share accounted for the increasing use of small passenger vehicles by middle-class families. Additionally, the grand market share is assigned to their smaller size that is well suited to the Indian roads with competitive pricing, premium range features, compact sizes, number of financing options, manufacturers have marked a niche for targeting the country's middle-class population.

Hatchbacks make a very good first car due to its affordability and drivability. The small footprint of hatchbacks makes it very easy to manoeuvre and drive in the city. Hatchbacks are very easy to park due to very good turning radius. Fuel efficiency is the best for small cars due to small engines and light weight of the cars.

The hatchback segment is mostly dominated by **Maruti Suzuki** with market share of more than 50%. Maruti has been present in this segment since almost three decades. This has built its reputation and trust of customers. People mostly prefer to buy Maruti car as their first car due to its reliability and good fuel efficiency.

Maruti took charge of the small car market in the late 1980s when it the first model of Maruti 800 was introduced, a customised small car aimed at India's market which removed Hindustan Motor's Ambassador from its leading position in the market. Within a short span of time, Maruti Suzuki was manufacturing and dealing 100,000 cars a year in India where the entire automobile market over the last decade had only chalked up annual sales of 35,000-40,000 units. Hyundai Motors India in 1998 became the first car manufacturer to seriously compete with Maruti's dominance with the launch of 'Santro', which turned out to be segment's no. 1 seller within a year because of the amazing success it achieved. To combat its position in the market, Maruti launched 'WagonR', but due to some production issue for two years the car did not set foot in the market. Tata Motors, during the same year, announced 'Indica' as India's first totally domestic small car which turned out to be an immediate hit. Other small cars, such as Daewoo Mates, Fiat Uno and Fiat Palio, failed to qualify in the market and were eventually dropped out. This enabled the four models – Hyundai Santro Tata Indica, Maruti Suzuki 800 and Alto, – to practically dominate the small car industry until the recent arrival of the foreign competitors.

Hatchbacks have always been the chart-topping cars in India since the day they were launched in the 1980s. The portrayal of compact cars is rapidly changing from that of the idealised car for budget constraint middle-class buyers to something that is very popular with wealthier consumers, all thanks to the launch of more stylish, unique and customised models. However, this small car industry has seen the decline in the overall sales over the past few years because the new generation is more interested in buying sedans and utility vehicles. The hatchback segment grew by only 1.5% in 2011-12 compared to 5% for India's Automobile market. An absence of new hatchback models at Auto Expo 2012 has done nothing to help boost the segment's performance where only one hatchback was launched.

There are some disadvantages of hatchbacks as well. The leg space and boot space of hatchbacks are not very good. Also the highway performance is not very good due to smaller engines. Fitting five people is always a task in these cars due to less leg space. The ingress and egress is also very difficult due to low height except some cars like WagonR which have a tall boy design.

Highest selling Hatchback in the market

- **Maruti Suzuki Alto**

Alto is an entry level hatchback that has been around since almost two decades. It has always been in the top of sales chart every month. It is the best first car because of its size and easy drivability. It is available in two engine options of 800cc and 1000cc. Both the engines are powerful and fuel efficient. The car is also available in CNG avatar.

- **Maruti Suzuki WagonR**

The WagonR has been around for almost two decades and is highly successful product. The car is also favoured by the taxi segment due to its practicality and fuel-efficient engines. WagonR is a very spacious car which is its unique selling proposition.

- **Hyundai Santro**

Santro has been in the market for almost 15 years. The latest model of the Santro was launched three years back. It is powered by a 1.1 Litre petrol engine makes 70 bhp of power and 95 nm of torque. It is also available in petrol engine options. The advantage of Hyundai cars over Maruti products is better interior quality which makes it look very premium.

- **Hyundai Grand i10**

I10 has been around for almost a decade now. The current model of i10 is very popular because of its design and interior quality. It is powered by a 1200 cc petrol engine which makes 85 bhp and 114nm torque. The car has very good ride quality and good space inside.

- **Maruti Suzuki Swift**

The Swift has been there for almost 15 years and has been highly successful. Swift is known for its performance and dynamics. The car is very fun to drive because of its powerful engine and great dynamics. The car is very easy to handle with low amounts of body roll which makes it a joy to drive in the city and the highways. It is powered by a petrol 1200cc engine which makes 82ps o horsepower and 114nm of torque.

- **Tata Tiago**

Tata Tiago is the entry level hatchback from TATA Motors. The unique selling point of this car is its safety rating. It achieved 4 stars in the NCAP crash test which is better than every car from this segment. The built quality is best in the segment. The car weighs more than other cars in the segment due to which its fuel efficiency is quite low. It is powered by a 1200 cc petrol engine which has 85 ps of power and 114 nm torque.

- **Renault Kwid**

Kwid is the entry level hatchback offering from the French manufacturer Renault. The car is very successful due to SUVish look from the front. The car is very popular among youth due to its looks. The car is powered by two engine options. One is 1 800 cc engine and other is a 1000 cc option. Both the engines run on petrol.

- **Hyundai i20**

I20 is a premium hatchback from Hyundai. The car is almost 4 metres in length and is powered by 1200cc petrol engine. The car also gets an option of a 1000cc turbocharged petrol engine which is very quick and powerful.

- **TATA Altroz**

Tata Altroz is a premium hatchback offering which is almost 4 metres in length. The car got 5 stars in safety rating which makes it the safest car in the segment. The car is very spacious and practical. The ride quality of this car is best in the segment. The car is available in a naturally aspirated 1200cc petrol engine and a turbocharged 1200 engine.

MARUTI SUZUKI INDIA LTD.



Maruti Suzuki India Limited was before called as Maruti Udyog Ltd., is a sub company of Japanese car manufacturer Suzuki. It was founded and owned by Government of India between 1981 till 2003. Government of India sold the Maruti brand to Suzuki Motor Corporation in 2003. Right now, Maruti Suzuki has almost 50 % market share in our country. The brand is highly successful among the private and even taxi buyers.

History of Maruti Suzuki

Maruti Udyog Ltd. was founded by the government of India on 24th Feb 1981 and merged with Japanese car manufacturing company Suzuki in October 1982. The first manufacturing plant of Maruti Suzuki was manufactures in Gurgaon, Haryana in 1982.

In 1982, Maruti Udyog Ltd. and Suzuki of Japan signed a joint venture agreement (JVA). At the start, Maruti Suzuki only imported cars from India. In India closed market, Maruti got the right to import to 40,000 fully manufactured cars for the first two years. This was not taken very good by the local manufacturers. Maruti Suzuki planned a large production due to which there were concerns if the production could be absorbed by the market and the government was even considering adjusting the tax on petrol and loqering the excise duty to boost sales. Local production of Maruti cars started in December 1983 with the introduction of Maruti 800. In the next year Maruti Van was launched with the same engine option as Maruti 800 which is a 800cc block. The capacity now reached 40,000 units.

In 1985 Maruti Suzuki launched Gypsy, which is a 4wd off road vehicle. It was powered byu a 1000cc engine. In 1986, the old Maruti Suzuki 800 was replaced by a new model with 800cc car. Also 1,00,000th vehicle was produced by the car manufacturer. In 1987 the manufacturer started exporting to countries in the west and in the first lor 500 cars were exported to Hungary. In the next year the capacity was upgraded to 1 lakhs units per annum.

In the next year Maruti 100 was launched which was powered by a 1000cc engine and was India's first three box sedan.

In 1993, another hatchback, Zen was launched powered by 1000cc engine. IN 1994, Esteem which was a sedan based on Maruti 1000 was launched powered by 1300cc engine. In the following year new model of Maruti 800 was introduced in the market which had a complete different design from the previous design. Also a diesel Zen powered by a 1500cc diesel engine was launched along with a new Maruti Omni. In 1999, Maruti Baleno was launched which was powered by 1600cc petrol engine. WagonR was also launched later that year. In 2003, Maruti launched Suzuki Grand Vitara XL7 and new models of ZEN and WagonR were launched that year.

In 2006, Suzuki and Maruti started another venture together, "Maruti Suzuki Automobiles India" in which it was planned to build two new manufacturing plants. One plant was to manufacture vehicles and another one was for manufacturing car engines.

BS3 emission norms were followed and less polluting engines were created to reduce the environment pollution. In Feb 2012 Maruti Suzuki sold its ten millionth car in our country.

In 2014 the company introduced Maruti Suzuki Dzire which was a sedan version of already existing Suzuki Swift.

In 2019 Maruti Suzuki announced that it would stop selling diesel cars by the next year and the Bharat Stage 6 emission norms were adopted by the government. This was done because to make BS6 diesel engines will require huge investment. The company wanted to focus more on CNG vehicles. Diesel vehicles amounted to almost 25% of its sales.

Manufacturing Facilities

Maruti Suzuki has two manufacturing plants in India along with one fully owned subsidiary Suzuki Motor Gujarat's manufacturing complex which supplies its entire production to Maruti Suzuki. The total production of the three facilities is 2,250,000 vehicles per annum. The manufacturing plant in Gurgaon has three fully integrated plants which is spread over 300 acres. The facility in Gurgaon also manufactures 2,40,000 K-series engines per annum. The cars manufactured in Gurgaon includes Maruti Suzuki Alto, WagonR, Ertiga, XL6, SCross, Vitara Brezza, Ignis and Eeco. It also assembles Jimny to export it to western markets.

The second plant is in Manesar which was inaugurated in Feb 2007. The plant is spread over 600 acres. The total per annum production of this plant is 800,000 vehicles. This plant manufactures Alto, Swift, Ciaz. Baleno and Celerio.

In 2017, Suzuki Motor Gujarat facility was introduced. This is the third facility but is not owned by Maruti Suzuki, but owned fully by Suzuki Motor Corporation. It is located in Hansalpur, Ahmedabad and has a total annual capacity of 750,000 units.

Industry Relations

Maruti Udyog Ltd. Has always been in a bad relation with its working force. The workforce had to accept Japanese work culture and its modern manufacturing process. In 1997, ownership was changed, as it was more government controlled now. In 2000, there was a major strike by the workers who demanded higher wages, better incentives and pensions.

As a protest for better wages and incentives, workers in 2000 used slowdown to show their unhappiness. After the elections were done, new government led by NDA alliance, the country followed a disinvestment policy. Along with other govt. owned companies the new admin wanted to sell part of its stake in Maruti Suzuki. The workers union was against this plan with the fear of company loosing advantage of subsidy of the government.

This argument between the two continued till 2001. The management didn't agree to the demands of the union reasoning increases competition and lesser margins. The government privatised Maruti in 2002 and Suzuki was now the majority owner of Maruti Udyog Ltd..

Sales and Service Network

Maruti Suzuki currently has almost 3600 sales outlets spread across 1861 cities in the country. The brand plans to increase the number of sales outlets to 4000 by 2020. The company has almost 3800 service stations throughout the country. The company's dealership network is significantly greater than other car manufacturers in the country. After sales service is one of the major revenue generators of the company. The company employees trained staff in its service stations. The company also has a facility of express service where they send a repair man to the customer's location.

Nexa

Maruti Suzuki introduces NEXA in 2015, which is a premium dealership with better customer experience and amenities. NEXA dealership offers Suzuki Baleno, SCross, XL6, Ciaz, and Ignis. The first car that was sold through NEXA dealership was Suzuki Scross.

Maruti Insurance

Maruti Insurance was launched in India through which it offers insurance facility to its customers with National Insurance Company, Bajaj Allianz, New India Assurance and Royal Sundaram. The service was very successful as they were able to sell more than two million insurance policies since it was launched.

Maruti Finance

Maruti Suzuki Finance was launched in 2002. The company tied up with ABN Amro bank, ICICI Bank, HDFC Bank, Kotak Mahindra, Standard Chartered Bank and Sundaram to start its venture. The company started a partnership with State Bank of India in March 2003. Since then the company has sold almost 13000 vehicles through SBI-Maruti Finance. The service is available in 167 cities in the country.

Maruti True Value

Maruti True Value is a used car dealership by Maruti Suzuki. It offers used cars which is certified by experts after tests conducted. Customers can sell, buy or exchange Maruti or non-Maruti vehicles through this dealership. There are almost 1200 True Value dealership across 940 cities in the country.

Maruti Driving School

Maruti Suzuki launched Driving School in Delhi. Later these services were introduced in other major cities as well. These driving schools are based on international accepted standards which involves classroom and practical lessons. Road behaviour and attitudes of people are also taught in these classes. The students are taught on driving simulators before driving actual car.

Current Range of Maruti Suzuki



- **Maruti Suzuki Alto:** Alto is an entry level hatchback that has been around since almost two decades. It has always been in the top of sales chart every month. It is the best first car because of its size and easy drivability. It is available in two engine options of 800cc and 1000cc. Both the engines are powerful and fuel efficient. The car is also available in CNG avatar.
- **Spresso :** Spresso is new product from the manufacturer. It has a tall body design which makes it spacious. It shares the powertrain with Maruti WagonR. The car has good amounts of ground clearance.
- **Maruti Suzuki WagonR:** The WagonR has been around for almost two decades and is highly successful product. The car is also favoured by the taxi segment due to its practicality and fuel efficient engines.
- **Celerio:** Celerio shares its powertrain with WagonR. It has better design than WagonR which appeals to the youth but on the same hand the practicality is reduced.
- **Ignis:** Ignis is a fairly new product in the market. The car is powered by 1200 cc engine which it shares with Suzuki Swift, Baleno and Dzire. The ground clearance of this car is more than other in the segment which makes it easier to offroad. The car hasn't been very successful die to its polarising design from the behind which most of the customers don't like.
- **Swift:** The Swift has been there for almost 15 years and has been highly successful. Swift is known for its performance and dynamics. The car is very fun to drive because of its powerful engine and great dynamics. The car is very easy to handle with low amounts of

body roll which makes it a joy to drive in the city and the highways. It is powered by a petrol 1200cc engine which makes 82ps of horsepower and 114nm of torque.

- **Swift Dzire:** Swift Dzire is an extended product of Suzuki Swift. A boot is integrated to Swift to make Suzuki Dzire. The car is very successful in even taxi segment due to its added practicality of the boot. The length of the car is less than 4 metres which allows it to get tax advantage.
- **Baleno:** Baleno is a premium segment hatchback which shares its drivetrain with the Swift. It is also a very successful product from the brand. It is sold by NEXA dealership which is a premium showroom with better customer experience. The car is a little less than 4m in length and is powered by a 1200 cc petrol engine.
- **Vitara Brezza:** Vitara Brezza is a compact SUV which is less than 4 metres. Compact SUVs get the advantage of increased ground clearance with which it can off road a little bit. Due to its large tyre size, the car offers better ride quality than similarly priced sedans in the market. It is powered by a 1500 cc petrol engine which makes 100ps of power and 135nm of torque. The car was used to sell only in diesel engine option before but now it is offered only in petrol due to BS6 emission norms now in place.
- **Ertiga :** Ertiga is a 7 seater Multi Utility Vehicle (MUV/MPV). The car is very popular in taxi segment due to its price and practicality. It is powered by 1500cc petrol engine which is also available in CNG option as well.
- **XL6:** XL6 is basically Ertiga but with plastic body cladding which enhances its appeal. The car looks more upmarket and appealing to the youth. It looks more SUVish than a taxi. The car is powered by the same engine options that Ertiga gets.
- **Ciaz:** It is the second sedan from Maruti Suzuki. The car is powered by 1500cc petrol engine with 100 ps horsepower and 135nm torque. The car gets a high boot which makes it very practical.
- **Scross:** Scross is the most expensive offering from Maruti Suzuki. It is a crossover car with good amounts of ground clearance and space inside. It is powered by the same 1500cc petrol engine which is offered in other cars from the brand.

WAGONR

WagonR is a highly successful product by Maruti Suzuki. WagonR is a very spacious car which is its unique selling proposition. It has a boxy design which creates huge amounts of space while having a short footprint on the road. It offers reliable engine options in petrol as well as CNG. The maintenance costs are very affordable and fuel efficiency is high as well. Its tall-boy design allows easy ingress and egress which is a boon for old people. The latest iteration has great space efficiency. The boot space is the best in the segment and even larger than higher segment cars.

The car has some disadvantages as well. Due to the tall-boy design, the car suffers from poor dynamics. There is some body roll experienced by the passengers and it is not stable on high speed on the highways. The build quality is not up to the level of cars from TATA and FORD.



1.2 Objectives of the research

The objectives of the research are as follows:

- To analyse why Maruti Suzuki WagonR is the leading car in the Indian Hatchback Market.
- To study the behaviour of customers in the Indian Hatchback Automobile Market with the help of a questionnaire circulated among 50 respondents.

CHAPTER-2

LITERATURE REVIEW

SWOT ANALYSIS OF SUZUKI WAGONR

The Acronym of SWOT is Strengths, Weaknesses, Opportunities and Threats. It is process of accessing four major aspects of the company before taking any strategic decision.

STRENGTHS

- Good Reputation of the brand

The brand Maruti Suzuki has been around for a long time in our country. The first highly successful car in our country was Maruti 800 which was launched three decades back. The car was highly appreciated by people due to its powerful engines and good fuel efficiency. The car was better than the competition. Since then, the name Maruti Suzuki is associated with highly reliable and fuel-efficient cars among the masses.

- After Sales Service

Maruti Suzuki has the best after sales service. Service centres for the company can be found in every city in even rural areas. Due to this the customer is highly satisfied with the product. There is rarely any unavailability of spare parts and accessories for the product.

- Good number of variants

Maruti offers large number of variants of WagonR. The variants differ in features present like music system, rear view cameras, interior garnishing, wheel covers, etc.. It is present in petrol and CNG options.

- Practicality

Due to the tall boy design of the car, it has very large amounts of space inside. The space management is done really well on this product. The leg space as well as the boot space is very generous and even better than cars from segment above. It turns out to be a very utilitarian product for families.

- Performance

The car gets two engine options. One is a 1000cc petrol engine which is also available in CNG option as well. The other engine is derived from Suzuki Swift which is a 1200cc engine. Both the engines have been there for a long time and have proven themselves. Both the engines are reliable and long lasting. The fuel efficiency is also best in the segment. Due to lighter weight of the car, the performance also is the best in the segment.

WEAKNESS

- Design

The design of the car is shifted towards practicality than attractiveness. Due to this, some customers prefer other cars which has a better design. The tall height also results in more body roll which can be very uncomfortable.

- Built Quality

To increase the fuel efficiency of the car the company decided to reduce the weight of the car which resulted in poor built quality. The metal sheet of the car is very thin which gets dented easily on even small impacts.

- Safety

The product has a poor safety rating of just 2.0 stars out of 5. The structure was rated poor and unstable by the crash testing agency. The competition offers safer cars with rating of 3 or 4 stars.

- Old

The product has been there for a long time of almost two decades. Even though the current model of the product is only 2 years old, it still feels like an old product.

- Brand Image taxi

Due to its popularity in the taxi segment, it suffers form poor brand image. Because of its practicality and reliability, taxi drivers prefer WagonR over other cars. This shift customer who wants some exclusivity to other products.

OPPURTUNITIES

- Electric cars

The future is for electric cars as the fuel prices have gone sky high and they are polluting the environment as well. There will be a huge market for electric cars in the coming decade and the company should focus on developing electric cars. The brand can have major advantage over other auto manufacturers because of their large number of dealers and service station which can also offer charging facilities.

- Increasing purchase power parity.

The purchase parity of people compared to previous decade is very high and more people can afford to buy cars than few years back. This will continue to rise in the future and more and more cars will be sold.

- Fast growth of automobile sector

The automobile sector is on a rise. People have started to keep more than one car. The second car is mostly for short commute. Maruti WagonR can be a very good second car due to its high practicality and long life.

- Interior

The competition like Hyundai and TATA offers better interior of their products which feels more upmarket and premium. The company can offer better interior quality to reduce this disadvantage of their products.

THREATS

- Competition existing electric cars

Brand like TATA and Hyundai already have electric cars in their lineup. Hyundai offers Kona and TATA offers electric Tigor and Nexon. They have better experience and are increasing their sales year after year. Maruti Suzuki needs to tackle this threat by launching electric iterations of their products soon in the market.

- Chinese cars

Brands like MG motors have entered the market and have offered highly value for money cars in the market. Once they start launching small cars, Maruti will face huge competition.

- Rising Fuel Costs

With ever increasing taxes on fuel, the prices have soared upwards and have reached century in some cities. Due to this some customers are shifting to electric cars or not buying cars at all. This is a big threat which Maruti has no control on.

WagonR Sales

Maruti WagonR sales average stands at 9,756 units, each month over the past 227 months; ever since it was launched in February 2000. Over the past 19 years, the WagonR has stood its ground among the leading best-selling cars in the country, featuring each month among the top 5 models on this prestigious list. Maruti Suzuki WagonR, on sale in India for nearly 19 years, has clocked total sales of 22,14,544 units. The company sells an average of 9,754 units each month with the highest volume noted in June 2014 when sales stood at 17,119 units. 2016 saw

Year	Sales	Milestone
2000	19,990	1st gen
2001	22,566	
2002	30,974	
2003	42,589	1 lakhs
2004	73,164	Facelift
2005	85,441	LPG Duo
2006	1,12,668	
2007	1,30,419	5 lakhs
2008	1,27,332	
2009	1,49,757	
2010	1,56,509	Update
2011	1,47,299	10 lakhs
2012	1,34,823	
2013	1,59,233	
2014	1,59,260	15 lakhs
2015	1,70,399	AMT
2016	1,73,286	Airbags
2017	1,66,815	20 lakhs
2018	1,52,020	
Total	22,14,454	

the highest number of WagonR sold which totaled 1,73,286 units during the January to December period. Launched in 2000, sales of the WagonR were below the 1 lakh mark till 2006. After that year, sales surged past 1 lakh units, rising steadily over the years. Below is a table, detailing the performance of Maruti WagonR sales each year since it was launched in India, along with sales milestone and important highlights on its timeline.

Figure 4, Source: rushlane.com

Competition

The competition has cars from big companies like Hyundai, TATA, Honda, Ford. Every car has its own unique selling proposition. Cars from TATA offers superior safety features and ride quality. Hyundai offers more polished products but suffers from fuel efficiency. Ford offers better built quality and better engines.

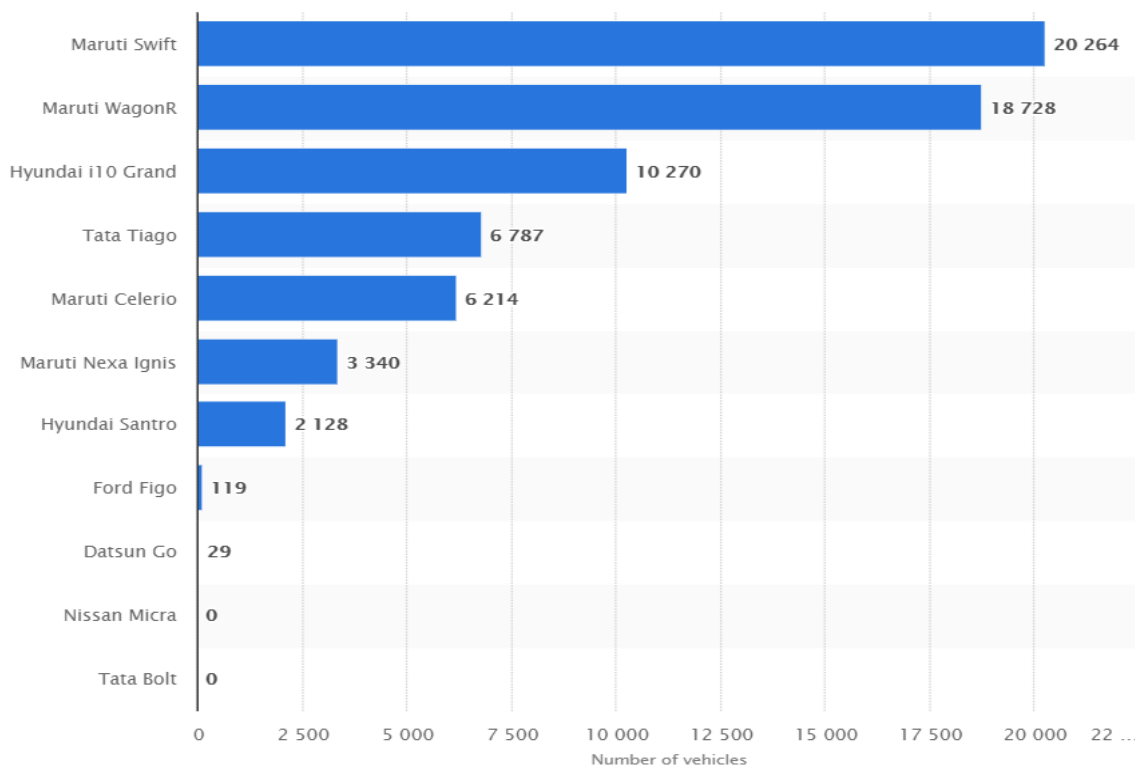


Figure 5, Source: Statista.com

Future Strategy



Figure 6, Source: autocarindia.com

The government wants to reach 100% electrical mobility by 2030. There is no future for petrol vehicles. The company needs to invest in electric WagonR with better range and performance. The company will have to set up charging points to allow customers to travel longer distances without any worry. And the performance of the car should be similar to petrol engines. There should be enough pulling ability of the electric motor with full passengers.

The company should focus on a safer WagonR to stand against the competition. Cars from Suzuki are the least safe when compared against the competition. Manufacturers like TATA, Hyundai and Honda offer safer cars with better safety rating. With rising awareness of people for safer cars, the company will have to provide safer cars in the future to stand against the competition.

CHALLENGES

With customers moving towards higher segment cars like sedans and SUVs, the product will face severe challenge to sell in current numbers in the future.

- Presence of safer and better built cars in the competition.
- Stringent safety norms in the future.
- Needs to attain 4–5-star safety rating to stand against the competition.

CHAPTER-3

RESEARCH METHODOLOGY

Research in public phrasing refers to a search for knowledge. Research is a scientific and systematic search for relevant data on a specific subject. Some consider research as a movement from the unknown to the known. It is in fact a journey of discovery. We all have the vital instinct of inquisitiveness for, when we encounter the unknown, we wonder and our curiosity makes us probe and attain full and fuller understanding of the mysterious. It is truth to be told an excursion of revelation. We as a whole have the crucial impulse of curiosity for, when we experience the obscure, we wonder and our interest makes us test and achieve full and fuller comprehension of the baffling. This thirst for knowledge is the mother of all knowledge and the method, which man employs for obtaining the knowledge of whatever the unknown, can be termed as research.

Research problem

- To analyse why Maruti Suzuki WagonR is the leading car in the Indian Hatchback Market.
- To study the behaviour of customers in the Indian Hatchback Automobile Market.

Research methodology

Research methodology is a method of completely addressing the exploration issue in front of us. It could be expressed as a study of concentrating how exploration is done experimentally. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

In it we study the different advances that are by and large received by a scientist in considering his exploration issue alongside the rationale behind them. It is essential for the specialist to know the exploration strategies/procedures yet additionally the system. Researchers also need to understand the assumptions underlying various techniques and they need to know the criteria by which they can decide that certain techniques and procedures will be applicable to certain problems and others will not.

Type of Research Methodology used:

Research methodology is the blueprint of conducting research. Research methodology has many perspectives. It considers the logic behind the techniques used in the context of the research and looks for the reason behind why only one particular method has been used.

- Exploratory

Type of research carried out was exploratory in nature; the objective of such research is to find and study the approximate area where the drawback of the company lies and also to find the course of action to solve it.

- Descriptive

In the study, descriptive analysis is used to describe the data and characteristics of the population.

Research design

The research design used in this study is both 'Descriptive' and 'Exploratory'.

Method of Data Collection

The data is concluded using both by primary data collection methods as well as secondary sources.

- Primary Data

Survey method was used for collection of data through Google questionnaire with the help of a framed questionnaire in case of retail outlets.

- Secondary Data

The study used secondary data collected from websites, company website, articles, newspapers and journals.

Sampling Plan

The samples were made on the basis of convenience and judgment. A sample size of 65 respondents was taken. The sampling unit was retailers of Delhi-NCR region for which

This sample size was considered a fair representative of the above – mentioned area.

Sample Design

- Sampling technique- The technique used for conducting the study will convenience sampling technique as sample of respondents will be chosen according to convenience.
- Sample size of 65 to be used.
- Sampling Method: Convenience Sampling

The Questionnaire was formulated by keeping in mind the following points:

- Giving the respondents, clear comprehension of the question.
- Objectives to be found out.
- Giving instructions as to what is needed.
- Identifying the needs to be known.

Analysis of data

It was done through interpretation of figures and numbers and attempts to find rationale behind the emergence of main findings.

CHAPTER- 4

CASE STUDY

- **Introduction to the Case**

Buying a vehicle is one of the most critical decision that a family make. From choosing a particular model of car to looking for a perfect design, there are many factors that influence the decision – majorly the size of the car.

Hatchbacks have always been the chart-topping cars in India since the day they were launched in the 1980s. The hatchback segment is mostly dominated by **Maruti Suzuki** with market share of more than 50%. Maruti has been present in this segment since almost three decades.

From this very case, we will be able to analyse the behaviour of customers/respondents with respect to various aspects like:

- Features
- Expenditure
- Choice
- Trust on a brand
- Size of the car

- **Data Collection**

The data was collected using a questionnaire which consist mainly 11 questions so as to analyse the behaviour of customers with respect to their buying decisions. The questionnaire mainly focusses on the following aspects:

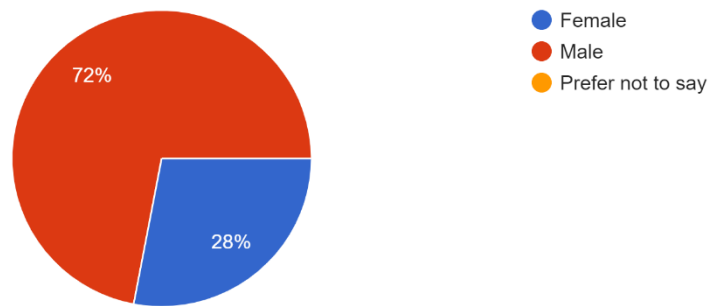
- Why Maruti Suzuki is the leading player in the Indian Hatchback Industry.
- Why Maruti Suzuki WagonR is the best choice small car.

- **Data Analysis**

The questionnaire was circulated among potential participants and a total of 50 participants answered the survey.

1) Gender

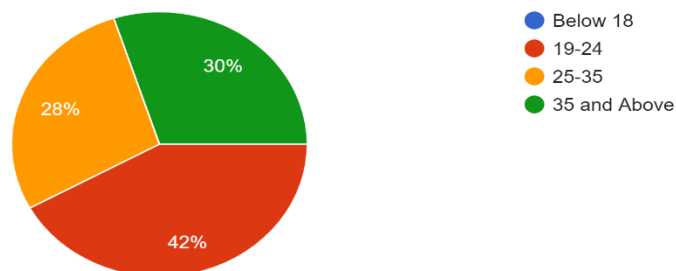
Gender
50 responses



Out of 50 respondents, 72% of the total are male and the rest 28% are female.

2) Age

Age
50 responses

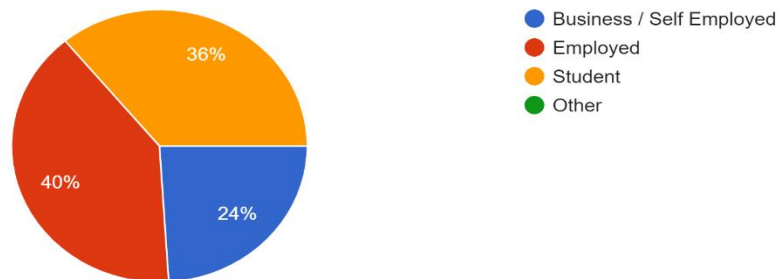


The respondents belong to different age groups:

- 19-24 years – 42%
- 25-35 years – 28%
- Above 35 years – 30%

3) Which of the following best describes your profession?

Which of the following best describes your profession?
50 responses

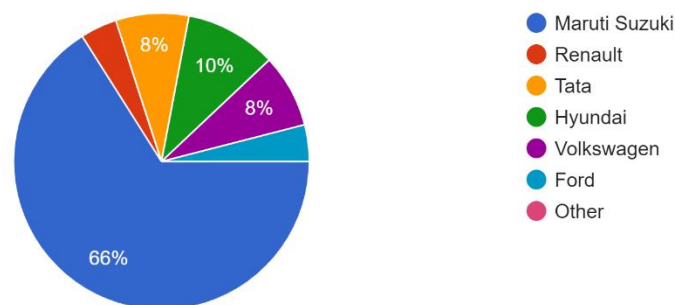


The respondents belong to different profession:

- Majority of the participants i.e., 40% were Employed
- 36% of the participants were students from different fields.
- 24% of the participants own their business or are self-employed.

4) Most preferred Hatchback Brand

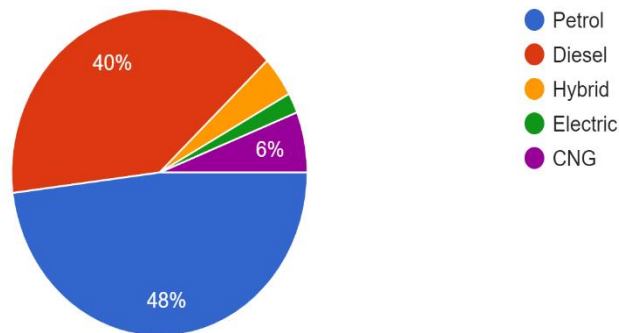
Most preferred Hatchback Brand
50 responses



Results show that majority of respondents i.e., 66%, prefer Maruti Suzuki over any other hatchback brand, followed by Hyundai (10%), TATA (8%), Volkswagen (8%) and Renault (4%).

5) Preferred mode of fuel

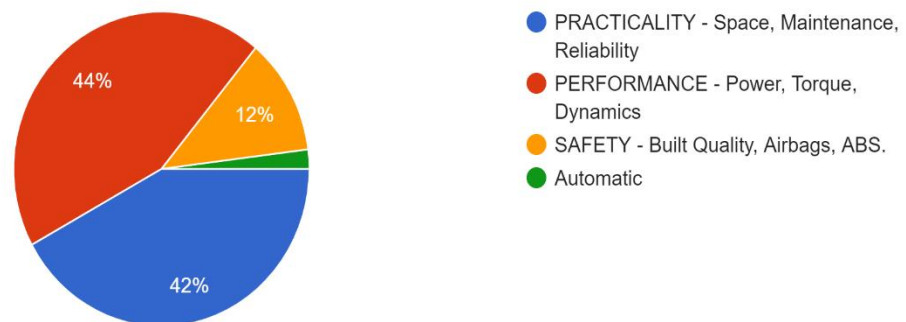
Preferred mode of fuel
50 responses



Majority of respondents have opted Petrol (48%) as most preferred mode of fuel, followed by diesel with 40% and CNG with 6%.

6) Most important aspect in mind while buying a Hatchback Car

Most important aspect in mind while buying a Hatchback Car
50 responses



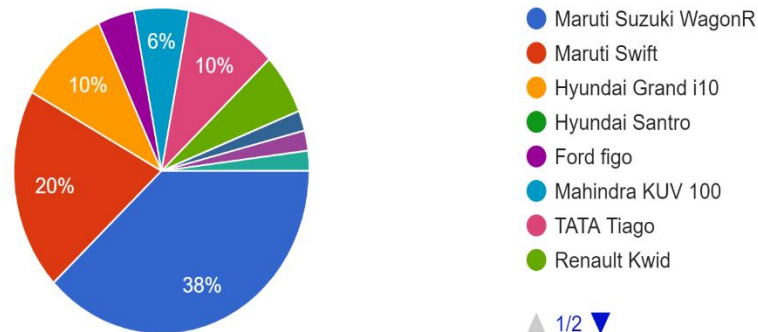
Majority of respondents i.e., 44% believe that Performance is the most important aspect one should keep in mind while buying a hatchback car, which is followed by second most aspect i.e. Practicality (42%) that includes space, maintenance costs, reliability.

12% of the respondents have opted for Safety while the rest i.e., 2% prefer hatchback cars to be automatic.

7) Given choice of hatchback car, which one do you prefer?

Given choice of hatchback car, which one do you prefer?

50 responses

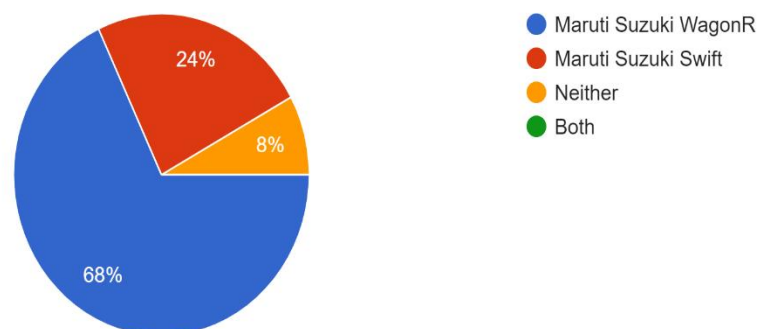


For this particular question, 38% of the respondents prefer Maruti Suzuki WagonR as the best hatchback car in this segment. 20% participants prefer Maruti Suzuki Swift over any other car, followed by a tie between Hyundai Grand i10 (10%) and TATA Tiago (10%).

8) Which car do you prefer?

Which car do you prefer?

50 responses



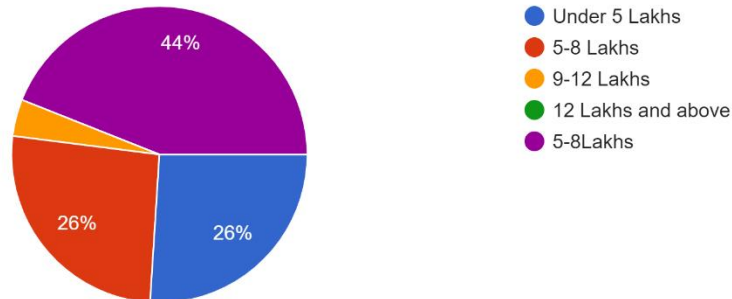
If given choice between Maruti Suzuki WagonR and Maruti Suzuki Swift, majority of respondents i.e., 68% respondents prefer Maruti Suzuki WagonR over Maruti Suzuki Swift.

Also, 8% respondents prefer neither of the two leading cars.

9) How much are you ready to spend on a Hatchback Car.

How much are you ready to spend on a Hatchback Car

50 responses

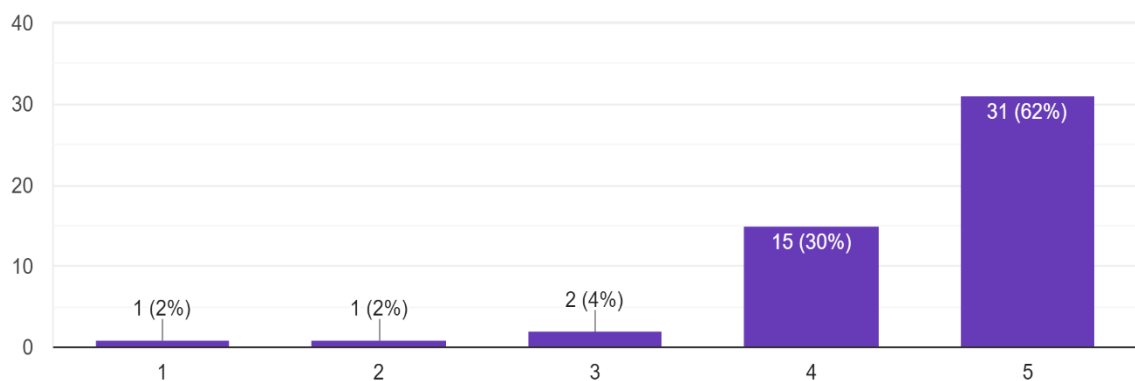


70% of respondents say that they can spend 5-8 lakhs on a hatchback car whereas 26% of the respondents feel that they can spend less than 5lakhs on a small car.

10) How likely will you recommend Maruti Suzuki?

How likely will you recommend Maruti Suzuki?

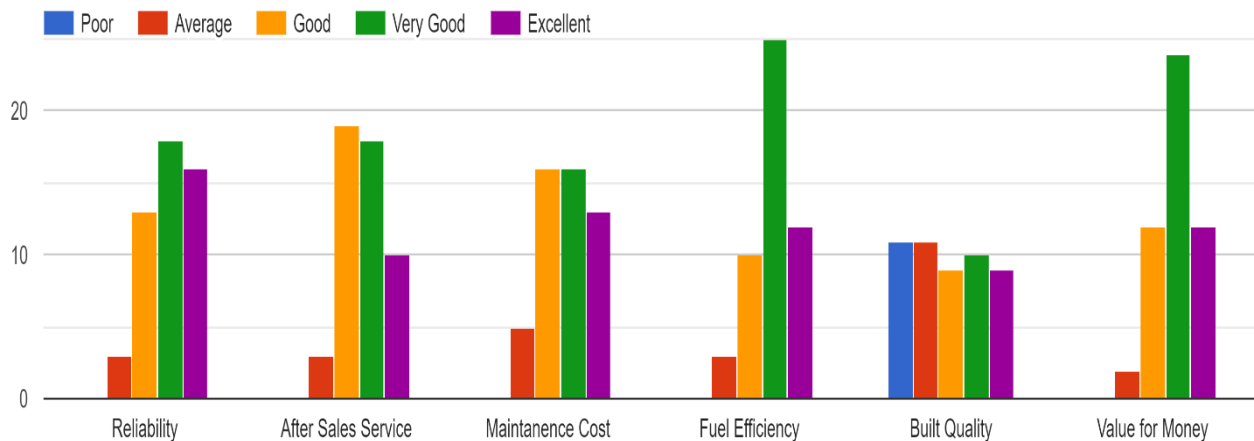
50 responses



62% of the respondents are very likely to recommend Maruti Suzuki as the best brand.

11) Rate the following features of Maruti Suzuki

Rate the following features of Maruti Suzuki



○ Reliability

68% of the respondents consider reliability as well appreciated feature of Maruti.

○ After Sales Service

Majority of respondents (38%) consider after sales service of Maruti as a good feature while 36% consider the same as very good feature. Overall, it received a positive response.

○ Maintenance cost

32% of the participants consider maintenance costs of Maruti Suzuki good and affordable whereas other 16% says that this feature is very good.

26% consider maintenance cost as an excellent feature of Maruti.

○ Fuel Efficiency

50% of the participants believe that Maruti Suzuki is fuel efficient brand (very good feature).

○ Built Quality

Respondents have different opinion regarding the built quality of Maruti Suzuki:

- ✓ 22% - Poor Quality
- ✓ 22% - Average Quality
- ✓ 18%- Good Quality
- ✓ 20%- Very Good quality
- ✓ 18%- Excellent Quality

○ Value for Money

48% of the respondents believe that Maruti Suzuki is value for money brand (very good) whereas 4% respondents are not quite happy (average).

- **Findings**

1. Maruti Suzuki India Limited is the dominant company in the passenger vehicles segment and the second largest company in the commercial vehicle segment.
2. Maruti Suzuki is the most preferred company in the Indian Hatchback Industry with Maruti WagonR leading the charts with highest sales.
3. Maruti Suzuki is preferred over other brands because of its overwhelming performance and practicality features that include reliability, space and maintenance.
4. Maruti WagonR features tall-boy composition and also comes with number of options in terms of features and engine. The factory fitted CNG technology is the best feature of this small car.
5. The sales of Maruti Suzuki in the passenger vehicle segment are rapidly increasing. This maybe because of:
 - Customers preferring pocket friendly hatchback cars that provide comfort than costly SUVs or sedans.
 - Maruti emerging as a viable alternative to market competitors TATA and Hyundai.
 - Also, Maruti cars are safest cars now in market with NCAP ratings of 4 and 5 stars.
 - Maruti is planning to launch WagonR EV which will be in budget and will perform good too.
 - Maruti has been able to use its various subsidiaries for its benefit like design and technology.
 - Maruti Suzuki took good advantage of Made in India campaign and increased its domestic sales wisely.
 - Maruti has been able to change its image to become a premium brand which provides its customers with all the best services.
6. The best features provided my dominant leader Maruti Suzuki are Reliability, Performance, Safety, Reliability, After sales service, maintenance cost, value for money and fuel efficiency

CHAPTER-5

CONCLUSION

Maruti Suzuki has almost 50 % market share in our country. The brand is highly successful among the private and even taxi buyers.

Maruti Suzuki WagonR is one of the most successful cars in our country. The study shows numerous reasons why consumers prefer WagonR over other cars in the segment. Few of the reasons are as follows:

- **Practicality**

The car has a tall boy design due to which it offers more space even with a small footprint on the road. The leg space, headroom and boot space is good enough for a family of four. The rear seats are foldable which can be used to carry larger objects without the need of external help. The tall boy design helps in easier ingress and egress for tall passengers. WagonR has a boot space of 340 Litres which is twice the size of previous generation of WagonR.

- **Reliability**

Maruti Suzuki is a Japanese brand who are known for their reliability. The simplicity of the cars make sure they are reliable for a long period of ownership. Every car from Maruti Suzuki has been known for their reliability and WagonR is no exception to that. Even after ten fifteen years of ownership the car is reliable if properly maintained.

- **Performance**

The K-Series engines from Maruti are very powerful and the fact that the cars from Maruti are very light weight, the performance is very good even on highways. The fuel efficiency is also best in the segment.

- **After Sales Service**

Maruti Suzuki have a huge number of Service Stations in the country with trained experts. Maruti Suzuki has service station even in rural areas. The service costs if the cheapest in the industry and the customer satisfaction is their first priority.

There are some negative points of Suzuki WagonR which Maruti should work on so as to lead the charts in the coming years as well :

- **Built Quality**

Maruti Suzuki is also known for cutting on built quality to reduce the weight of the car for better fuel efficiency and engine performance. This leads to some customers shifting on other brands like TATA and Hyundai who offer safer and superior built cars like TATA Altroz and Hyundai I10.

- **Driving Dynamics**

Due to the tall boy design the car suffers from huge body roll which makes car unstable at high speeds. This can lead to fatigue after long journeys.

- **Poor NVH**

Maruti Suzuki has done some cost cutting on the WagonR as the NVH levels are not good when compared to other cars in the segment like TATA Tiago and Hyundai Santro. The NVH is Noise, Vibration and Harshness which directly affects passenger comfort. Poor NVH levels lead to excessive sound inside the car cabin which can be very uncomfortable.

- **Popularity in Taxi Segment**

Maruti WagonR is very successful in the taxi segment. Due to this some people divert themselves from buying this product due to a taxi image of WagonR. Some customers have associated WagonR as a taxi which spoils the image of the car.

The above research has shown that Maruti Suzuki is the most successful auto manufacturer in India. They have understood the market better than any other auto manufacturer. Their strategy of focusing on Practicality and Fuel Efficiency has paid them good dividends. Other car manufacturers like Hyundai have tried to copy their strategies but haven't been successful like them. TATA Motors followed a strategy of safer and better built cars but that leads to heavier cars which in turn leads to less fuel efficiency. Whereas Maruti Suzuki focuses on inferior built quality to make cars lighter for enhanced performance and fuel efficiency.

The cars from Maruti are also very reliable and long lasting which increases customer's trust in them. Maruti is the preferred brand for first time car buyers because of its affordability and practicality. Also with so many Maruti cars on roads, the customer feels safe about its purchase.

The study shows that some customers are now preferring to buy more safer cars now because of so many accidents in our country. Other car manufacturers like TATA have much safer cars like Tiago and Altroz which achieved four and five stars respectively. Whereas the highest selling cars from Maruti are WagonR and Swift which got only two stars in crash test. Maruti Suzuki should focus on building some safer cars to attract these customers as well.

The study also shows that the After Sales Service is another factor why Maruti Suzuki is so successful. They have a large number of service stations across the country. Even in rural areas they have these facilities. The customers don't have to worry about after sales service and any availability of spare parts. They have experts in their stations which

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ANNEXURE

Analysing Consumer Behaviour in Indian Hatchback Market

- Name
- Gender
 - i. Male
 - ii. Female
 - iii. Prefer not to say
 - iv. Other
- Age
 - i. Below 18
 - ii. 18-24 years
 - iii. 25-35 years
 - iv. Above 35 years
- Which of the following best describes your profession?
 - i. Student
 - ii. Business/ Self-employed
 - iii. Employed
 - iv. Other
- Most preferred Hatchback Brand
 - i. Maruti Suzuki
 - ii. Renault
 - iii. TATA
 - iv. Hyundai
 - v. Volkswagen
 - vi. Ford
 - vii. Other

- Preferred mode of fuel
 - i. Petrol
 - ii. Diesel
 - iii. Hybrid
 - iv. CNG
 - v. Electric

- Most important aspect in mind while buying a Hatchback Car
 - i. PRACTICALITY - Space, Maintenance, Reliability
 - ii. PERFORMANCE - Power, Torque, Dynamics
 - iii. SAFETY - Built Quality, Airbags, ABS.
 - iv. Other

- Given choice of hatchback car, which one do you prefer?
 - i. Maruti Suzuki WagonR
 - ii. Maruti Swift
 - iii. Hyundai Grand i10
 - iv. Hyundai Santro
 - v. Ford figo
 - vi. Mahindra KUV 100
 - vii. TATA Tiago
 - viii. Renault Kwid
 - ix. Maruti Suzuki Celerio
 - x. Other

- Which car do you prefer?
 - i. Maruti Suzuki WagonR
 - ii. Maruti Suzuki Swift
 - iii. Neither
 - iv. Both

- How much are you ready to spend on a Hatchback Car
 - i. Under 5 Lakhs
 - ii. 5-8 Lakhs
 - iii. 9-12 Lakhs
 - iv. 12 Lakhs and above

- How likely will you recommend Maruti Suzuki?

Very Unlikely 0 0 0 Very Likely

- Rate the following features of Maruti Suzuki
 - i. Reliability
 - ii. After Sales Service
 - iii. Maintenance Cost
 - iv. Fuel Efficiency
 - v. Build quality
 - vi. Value for Money



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