

**“A STUDY OF CUSTOMER CAPITALISATION RELATING
TO
‘BRANDING’ AND ‘MARKET SEGMENTATION’
IN
AUTOMOBILE INDUSTRY WITH SPECIAL REFERENCE
TO
WESTERN MAHARASHTRA
DURING
JULY 2012 TO DECEMBER 2013”**

A Thesis submitted to

Tilak Maharashtra Vidyapeeth, Pune

For the award of

Degree of Vidyavachaspati (Ph.D.)

Doctor of Philosophy

In Faculty of Management

By

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Under the Guidance of

Dr. Shrikrishna G Bapat

January 2014

Dr. S G Bapat

17th Prashanth Nagar Navi Peth, **Pune 30.**

C E R T I F I C A T E

This is to certify that the thesis entitled “**A study of Customer Capitalisation relating to branding and market segmentation in Automobile Industries with special reference to western Maharashtra during July 2012 to December 2013**” which is being submitted herewith for the award of the Degree of Vidyavachaspati (Ph.D.) in of Tilak Maharashtra Vidyapeeth, Pune is the result of original research work completed by Shri. **Praveen D. Kulkarni** under my supervision and guidance. To the best of my knowledge and belief the work incorporated in this thesis has not formed the basis for the award of any Degree or similar title of this or any other University or examining body upon him.

Dr. S G Bapat
Research Guide

Place: Pune

Date:

Declaration

I hereby declare that the thesis entitled “**A study of Customer Capitalisation relating to branding and market segmentation in Automobile Industries with special reference to western Maharashtra during July 2012 to December 2013**” completed and written by me has not previously formed the basis for the award of any Degree or other similar title upon me or any other Vidyapeeth or examining body.

Praveen D. Kulkarni
Research Student

Place: Mumbai

Date:

Acknowledgement

This PhD journey really began when I mentioned to Dr.Vivek Diwadkar about my desire to pursue PhD. Dr.Vivek endorsed the idea and gave me encouragement.

Dr.Vivek met top official of ARAI was generous enough to introduce me to the legendary guide Dr. S.G.Bapat took me on as a student, and that turned out to be one of the best decisions I made as I began to navigate through the strange new world of academic after 27 years of automobile dealer experience. I eventually decided on Customer Capitalization in automobile industry as suggested by Dr. Bapat.

I had a serendipitous meeting with the very talented and famous personality in automotive industry Mr. Dinesh Bhasin and over the course of our conversation, I asked him for help he threw caution to the winds, and agreed. Mr.Bhasin not only enormously gifted, he is a meticulous researcher, author and a perfectionist. His books which I referred are so helpful, I could not have asked for a better aid and am convinced my journey would have been tougher without him.

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(Praveen D. Kulkarni)

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Chapter 1
Introduction

1. Introduction

The world is going through a period of rapid and wrenching changes. The recent financial meltdown has unfortunately increased the level of poverty and unemployment, developments that are now being fought with stimulus packages around the world to restore confidence and economic growth. In addition, climate change and rising pollution are challenging countries to limit the release of carbon dioxide into the atmosphere, but at the cost of imposing a higher burden on business. Furthermore, the rich countries of the West are now experiencing a much slower rate of growth, and economic power is rapidly shifting to countries in the East that are experiencing higher rates of growth. And finally, technology is shifting from the mechanical world to the digital world—the Internet, computers, cell phones, and social media—which is having a profound impact on the behavior of producers and consumers.

1.1 Brief History of Automobiles

The automotive industry

The automotive industry began in the 1890s with hundreds of manufacturers that pioneered the horseless carriage. For many decades, the United States led the world in total automobile production. In 1929 before the Great Depression, the world had 32,028,500 automobiles in use, and the U.S. automobile industry produced over 90% of them. At that time the U.S. had one car per 4.87 persons. After **WWII** the U.S. produced about 75 percent of world's auto production. In 1980 the U.S. was overtaken by Japan and became world's leader again in 1994. In 2006, Japan narrowly passed the U.S. in production and held this rank until 2009, when China took the top spot with 13.8 million units. By producing 18.4 million units in 2011, China produced more than twice the number of automobiles made by the U.S. in second place with 8.7 million units, while Japan was in third place with 8.4 million units.

Three Stages of Growth of Automobile Industry Globally

Table No –T-1

Three Stages	Duration	Revolutionary Changes
I. Origin	1890 to 1929 to 1980	<p>US Automobile Industry dominated 90% of the production. After the World War II (1939to1945) US dominance reduced to 75% Production centric.</p> <p>Focus on Mechanical aspects. Only Royal families and Big Business tycoons can own the automobiles.</p>
II.	1980 to 2011	<p>US and Japan were competing Customer Centric.</p> <p>Innovative Electronic and Mechanical Features.</p> <p>Top Management salaried start buying vehicles so importance of Customers and focus of customer satisfaction originated.</p> <p>Awareness of environment. Euro norms.</p>
III.	2011 onwards	<p>China took the Top spot by producing twice of US. And India started coming in to the limelight any many manufacturing hubs started in India and started exporting to other countries.</p> <p>More governed and controlled by Electronics gadgets there by Quality of product and trouble free experience increased. Average middle class families started affording cars.</p> <p>Focus human spirits, values, brand as Identity, Image and Integrity.</p>

Any attempt to study history of Automobile industry globally will reveal the progress as well as problems. The captain of industry usually looks at problems as challenges not as obstacles.

One can understand that that automobile industry rest on technical development but it is equally important to note that technology does not substitute the human element involved in the process, there are ample of examples of great failures so sound technology was applied.

Customer Capitalization is addressing one of the major challenges of global automobile Industry in general and Indian automobile industry in particular. The Researcher does not deny the configuration of technology but aspects on the basis of research that Customer Capitalisation plays significant role in continuous success in the field of Automobile Industry (Irrespective of the country or the brand).

1.2 Overview of Automobile Industry India

The Indian Automobile Industry is manufacturing over 11 million vehicles and exporting about 1.5 million every year. The dominant products of the industry are two wheelers with a market share of over 75% and passenger cars with a market share of about 16%. Commercial vehicles and three wheelers share about 9% of the market between them. About 91% of the vehicles sold are used by households and only about 9% for commercial purposes. The industry has attained a turnover of more than USD 35 billion and provides direct and indirect employment to over 13 million people.

The supply chain of this industry in India is very similar to the supply chain of the automotive industry in Europe and America. This may present its own set of opportunities and threats. The order of the industry arises from the bottom of the supply chain i. e., from the consumers and goes through the automakers and climbs up until the third tier suppliers. However the products, as channelled in every traditional automotive industry, flow from the top of the supply chain to reach the consumers.

Interestingly, the level of trade exports in this sector in India has been medium and imports have been low. However, this is rapidly changing and both exports and imports are increasing. The demand determinants of the industry are factors like affordability, product innovation, infrastructure and price of fuel. Also, the basis of

competition in the sector is high and increasing and the life cycle stage is growth. With a rapidly growing middle class, all the advantages of this sector in India are yet to be leveraged.

Note that, with a high cost of developing production facilities, limited accessibility to new technology and soaring competition, the barriers to enter the Indian Automotive sector are high and these barriers are studied. On the other hand, India has a well-developed tax structure. The power to levy taxes and duties is distributed among the three tiers of Government. The cost structure of the industry is fairly traditional, but the profitability of motor vehicle manufacturers has been rising over the past five years. Major players, like Tata Motors and Maruti Suzuki have material cost of about 80% but are recording profits after tax of about 6% to 11%.

The level of technology change in the Motor vehicle Industry has been high but, the rate of change in technology has been medium. Investment in the technology by the producers has been high. System-suppliers of integrated components and sub-systems have become the order of the day. However, further investment in new technologies will help the industry be more competitive. Over the past few years, the industry has been volatile. Currently, India's increasing per capita disposable income which is expected to rise by 106% by 2015 and growth in exports is playing a major role in the rise and competitiveness of the industry.

The key to success in the industry is to improve labour productivity, labour flexibility, and capital efficiency. Having quality manpower, infrastructure improvements, and raw material availability also play a major role. Access to latest and most efficient technology and techniques will bring competitive advantage to the major players. Utilising manufacturing plants to optimum level and understanding implications from the government policies are the essentials in the Automotive Industry of India.

Both, Industry and Indian Government are obligated to intervene in the Indian Automotive industry. The Indian government should facilitate infrastructure creation, create favourable and predictable business environment, attract investment and promote research and development. The role of Industry will primarily be in designing and manufacturing products of world-class quality establishing cost competitiveness and improving productivity in labour and in capital. With a combined effort, the Indian Automotive industry will emerge as the destination of choice in the world for design and manufacturing of automobiles.

Key Success Factors

The Key Success factors in the Motor Vehicle Manufacturing industry are:

- Efficiency factor - Improve labour productivity, labour flexibility, and capital efficiency
- Resource Availability - Quality manpower availability, infrastructure improvements, and raw material availability
- Effective cost controls - Close relationship with supplies and goods distribution channels.
- Establishment of export markets - Growth of export markets
- Having an extensive distribution/collection network - Goods distribution channels
- Successful industrial relations policy - Ethical and tactical industrial relations
- Access to the latest available and most efficient technology and techniques - The degree of investment in technological improvements and product development
- Optimum capacity utilisation - The level of plant utilisation
- Management of high quality assets portfolio - Understanding implications from Government policies

Products and Services

The primary activities of this industry are:

- Motor cars manufacturing
- Motor vehicle engine manufacturing

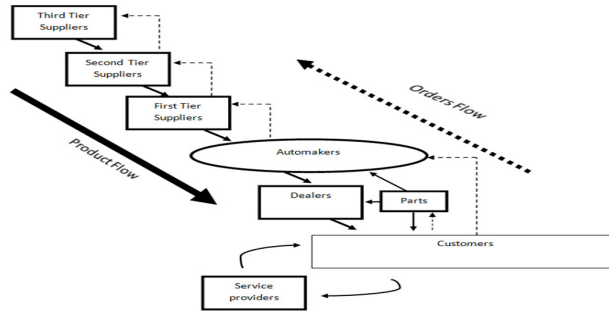
The major products and services in this industry are:

- Passenger motor vehicle manufacturing segment (Passenger Cars, Utility Vehicles & Multi Purpose Vehicles)
- Commercial Vehicles (Medium & Heavy and Light Commercial Vehicles)
- Two Wheelers
- Three Wheelers

Supply Chain

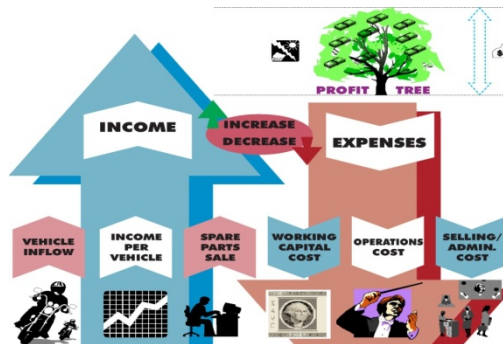
Figure No. F-1

Supply Chain of Automobile Industry:



Dealer Economics.

Figure No.F -2



The supply chain of automotive industry in India is very similar to the supply chain of the automotive industry in Europe and America. The order of the industry arises from the bottom of the supply chain i.e. from the consumers and goes through the automakers and climbs up until the third tier suppliers. However the products, as channelled in every traditional automotive industry, flow from the top of the supply chain to reach the consumers. Automakers in India are the key to the supply chain and are responsible for the products and innovation in the industry.

The description and the role of each of the contributors to the supply chain are discussed below.

Third Tier Suppliers: These companies provide basic products like rubber, glass, steel, plastic and aluminium to the second tier suppliers.

Second Tier Suppliers: These companies design vehicle systems or bodies for First Tier Suppliers and OEMs. They work on designs provided by the first tier suppliers or OEMs. They also provide engineering resources for detailed designs. Some of their services may include welding, fabrication, shearing, bending etc.

First Tier Suppliers: These companies provide major systems directly to assemblers. These companies have global coverage, in order to follow their customers to various locations around the world. They design and innovate in order to provide “black-box” solutions for the requirements of their customers. Black-box solutions are solutions created by suppliers using their own technology to meet the performance and interface requirements set by assemblers.

First tier suppliers are responsible not only for the assembly of parts into complete units like dashboard, breaks-axel-suspension, seats, or cockpit but also for the management of second-tier suppliers.

Automakers/Vehicle Manufacturers/Original Equipment Manufacturers (OEMs): After researching consumers’ wants and needs, automakers begin designing models which are tailored to consumers’ demands. The design process normally takes five years. These companies have manufacturing units where engines are manufactured and parts supplied by first tier suppliers and second tier suppliers are assembled. Automakers are the key to the supply chain of the automotive industry. Examples of these companies are Tata Motors, Maruti Suzuki, Toyota, and Honda. Innovation, design capability and branding are the main focus of these companies.

Dealers: Once the vehicles are ready they are shipped to the regional branch and from there, to the authorised dealers of the companies. The dealers then sell the vehicles to the end customers.

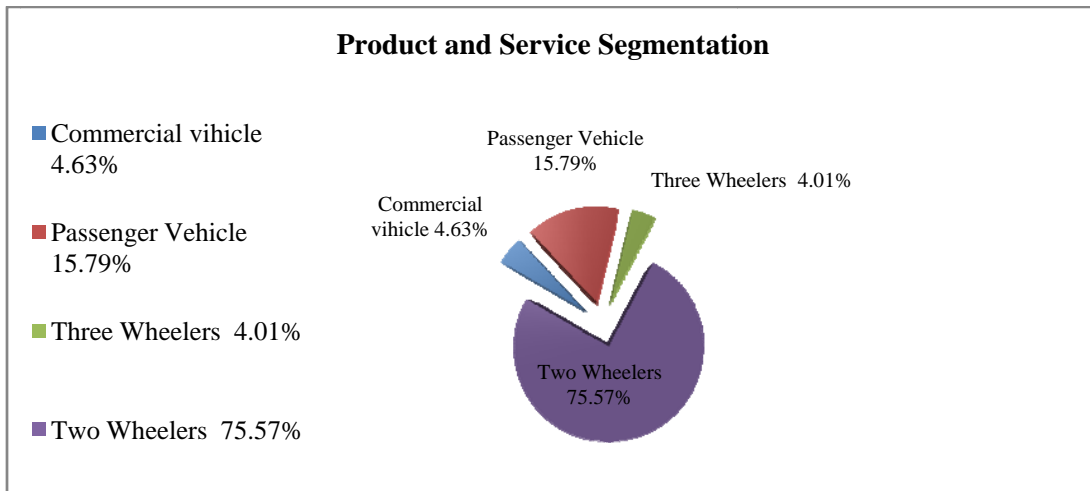
Parts and Accessory: These companies provide products like tires, windshields, and air bags etc. to automakers and dealers or directly to customers.

Service Providers: Some of the services to the customers include servicing of vehicles, repairing parts, or financing of vehicles. Many dealers provide these services but, customers can also choose to go to independent service providers.

Product and Service Segmentation

Figure No. F- 3

Product and Service Segmentation



Source: Society of Indian Automotive Manufacturing (SIAM)

The automotive industry of India is categorised into passenger cars, two wheelers, commercial vehicles and three wheelers, with two wheelers dominating the market. More than 75% of the vehicles sold are two wheelers. Nearly 59% of these two wheelers sold were motorcycles and about 12% were scooters. Mopeds occupy a small portion in the two wheeler market however; electric two wheelers are yet to penetrate.

The passenger vehicles are further categorised into passenger cars, utility vehicles and multi-purpose vehicles. All sedan, hatchback, station wagon and sports cars fall under passenger cars. Tata Nano is the world's cheapest passenger car, manufactured by Tata Motors - a leading automaker of India. Multi-purpose vehicles or people-carriers are similar in shape to a van and are taller than a sedan, hatchback or a station wagon, and are designed for maximum interior room. Utility vehicles are designed for specific tasks. The passenger vehicles manufacturing account for about 15% of the market in India. Commercial vehicles are categorised into heavy, medium and light. They account for about 5% of the market. Three wheelers are categorised into passenger carriers and goods carriers. Three wheelers account for about 4% of the market in India.

Growth Rates for PVs, CVs, and Two wheelers in India

Figure No .F- 4

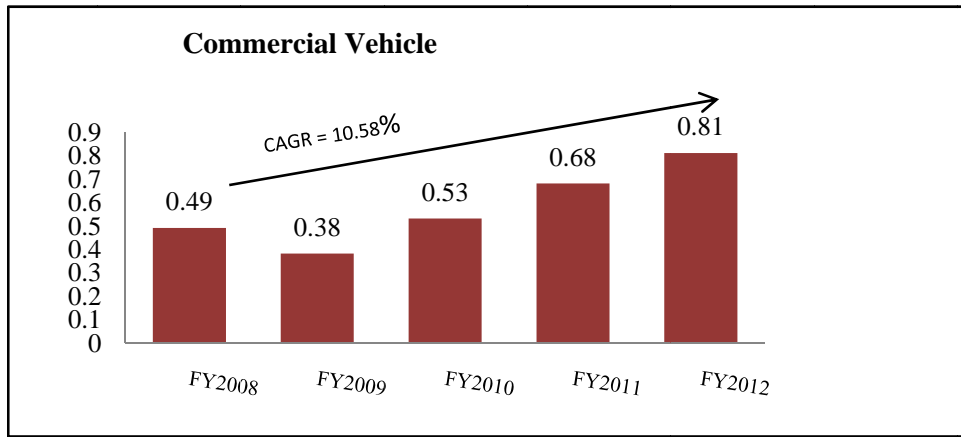


Figure No .F-5

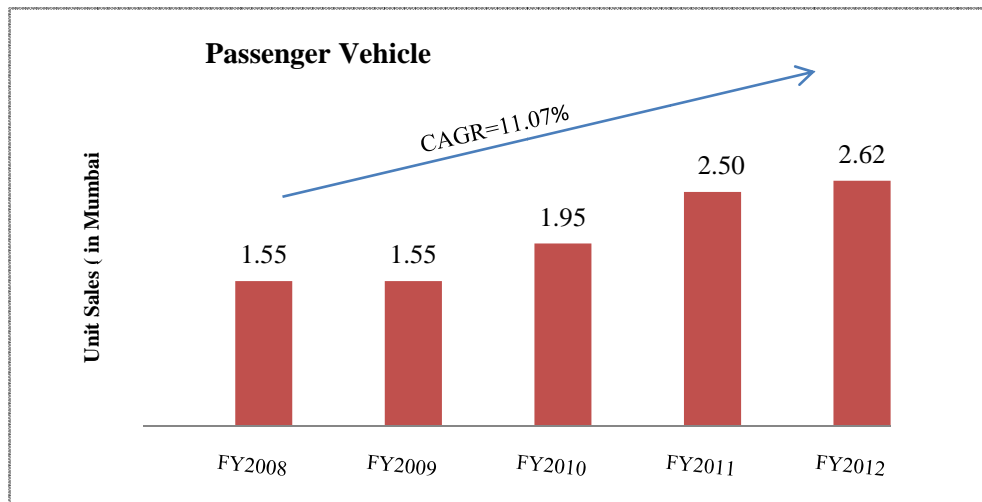


Figure No .F- 6

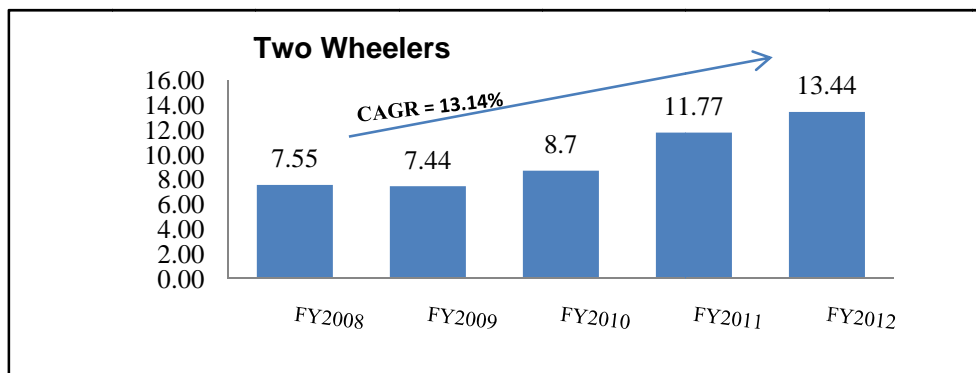
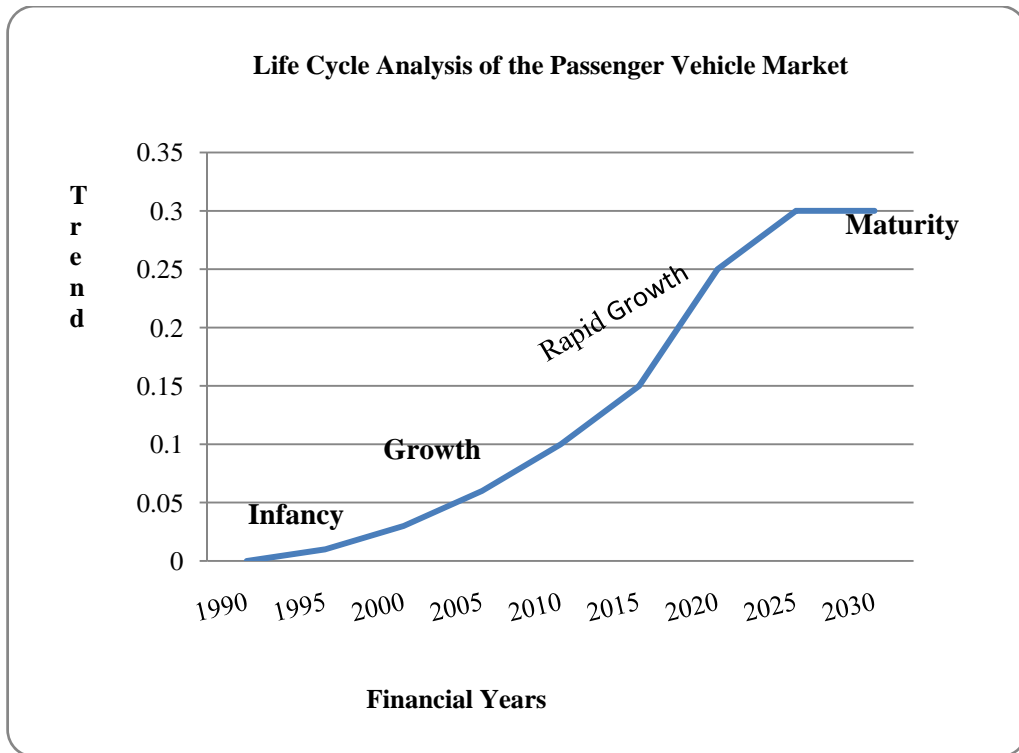


Figure No. F-7



Currently being in the initial phase of life cycle slated for rapid growth, the automobile industry is governed by a multitude of factors including macro – economic variable; such as **GDP** components, industry production, inflation, interest rates, and stock indices. Sector variables like new model launches, vehicle price and inter – segment competition, and enablers / barriers, such as, finance availability, road connectivity, etc., also affect growth. There is ample growth opportunity especially for two wheelers, as the market penetration for this segment is 55 -61 units per 1,000 people, whereas penetration of cars is only 12 per 1,000 people.

PV Segment Outlook

According to frost & Sullivan, **CAGR** for the automotive sector for 2013 is expected to be approx.4.75 %.

The PV market is primarily aspiration driven and launch of new models will spur growth of this segment further. This combined with a burgeoning client base

comprising majorly of a technologically inclined

Gen –Y, offers high scope for high and PV. Launch of several technology loaded models with attractive optional features will propel growth in this segment in India. Efficient public transport systems, which are being developed in urban areas by the government, are emerging as efficient modes of commuting in cities, especially for the working population. This coupled with reducing parking space, is gradually deterring use of personal modes of transport by the working class.

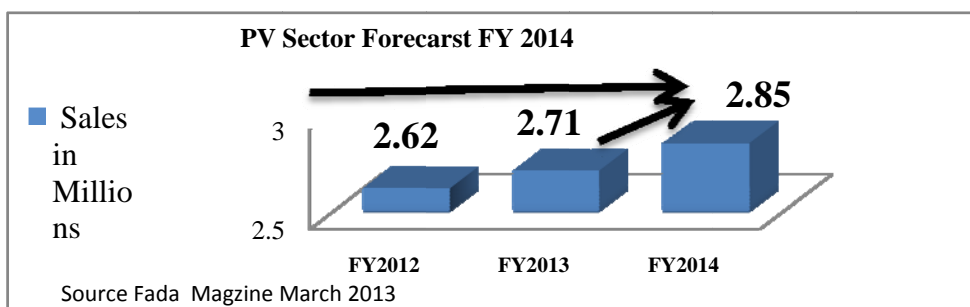
Also, the Government is currently in the process of establishing and enforcing emission norms in new vehicles, combined with upcoming safety regulation. PV price will rise to accommodate these features, and this price. Though rise in fuel prices are a concern, the only effect of deregulation of fuel prices in the immediate future will be on sale of diesel power trains, as the rate disparity between diesel and petrol continues to go down. This will reduce number of diesel vehicle sold.

Sale of Sports Utility Vehicles (SUVs) in keeping the PV segment buoyed.

This segment has come to the limelight with launch of May attractive models and has held centre stage in the past year. This segment is primarily aspiration – driven, which implies that owning as SUV is perceived as a status symbol and feeds into the aspiration of the expanding middle class and affluent segment. Another positive factor in favors of this segment is increased availability of financing option (vehicle loan), which has brought expensive SUVs into the affordable range for many consumer SUVs also provide the required capacity to accommodate the archetypal “big Indian joint family”. Additionally, with the multi-utility nature of the vehicle.

Passenger Vehicle Forecast

Figure No. F- 8



Indian Automotive Sector

As per Frost & Sullivan insights*: The Indian automobile industry has shown steady growth over the past few years, with several advantageous developments propelling it further; it has emerged as one of the best- performing sectors in the Indian industry.

1.3 Customer Satisfaction

Customer Satisfaction

It is needless to emphasize that customer plays where important role in the supply channel process where in order flows from customers to manufacturers and product flows from manufacturers to customers through dealers so the flow of orders and products are performed through Dealers. Hence dealers play vital role in increasing the sale of vehicles through customers. To keep customers happy and satisfied most of the manufacturers follow **Balance Scorecard Systems** for keeping pace with dynamic market scenario and ever evolving customer expectations.

BSC has co-partnered organization building with much deeper roots Creating values and culture at the dealerships. It has proved itself in establishing an approach towards future readiness for heading for **Customer Satisfaction** which will further help in following factors.

- **Enhancing Brand Image**
- **Increasing Customer Satisfaction & Retention**
- **Overall Business Development of the Dealership**
- **Strengthening Financial Health**

J.D. Power *

About J.D. Power

J.D. Power is a global marketing information services company providing performance improvement, social media and customer satisfaction insights and solutions.

Note: Frost & Sullivan insights www.frost.com

J.D. Power and Associates is an American-based global marketing information services firm founded in 1968 by James David Power III.

The firm conducts surveys of customer satisfaction, product quality, and buyer behavior for industries ranging from cars to marketing and advertising firms. The firm is best known for its customer satisfaction research on new-car quality and long-term dependability. Its service offerings include industry-wide syndicated studies, proprietary research, consulting, training, and automotive forecasting.

It was ISO 9001 certified in 2002.

Sales Satisfaction Index

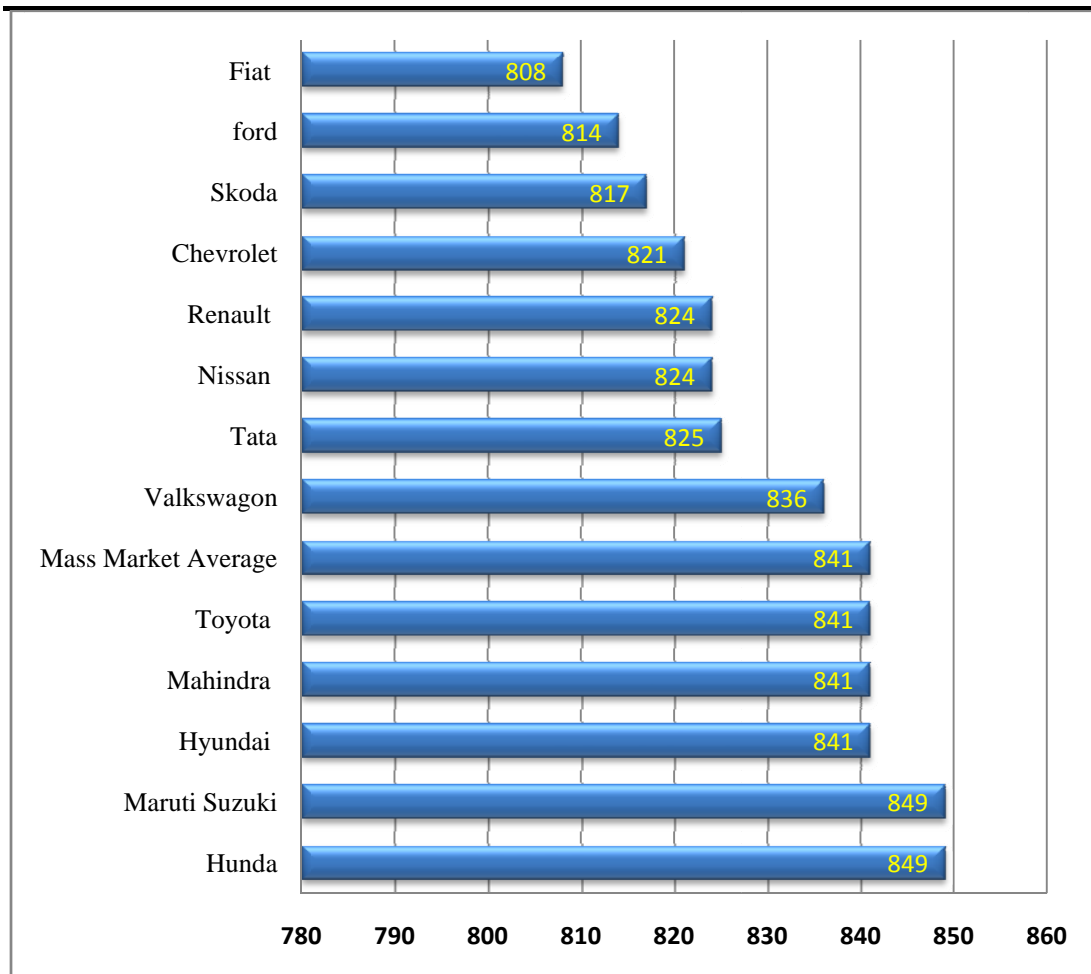
J.D Power Asia Pacific 2013 India Sales Satisfaction Index (SSI) Study

Sales Satisfaction Index Ranking

Mass Market Brands

(Based on 1,000-Point scale)

Figure No. F- 9



Note: Include in the study but not ranked due to insufficient sample size is Mitsubishi.

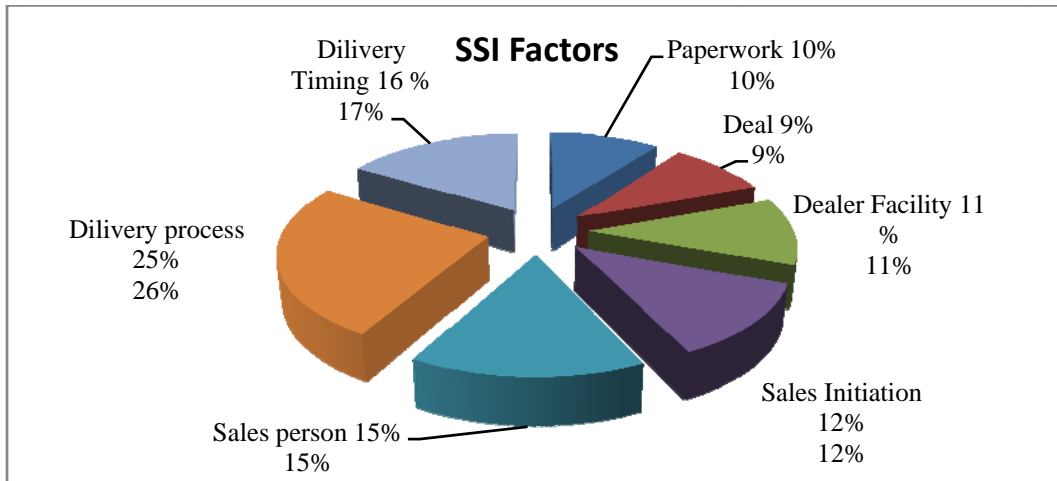
Source: J.D Power Asia Pacific 2013 India Sales Satisfaction Index (SSI) Study

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**J.D. Power Asia Pacific 2013
India Sales Satisfaction Index (SSI) Study.**

Factors Comprising Overall Satisfaction

Figure No. F- 10



NOTE: Percentages may not total 100 due to rounding.

Source: J.D. Power Asia Pacific 2013 India Sales Satisfaction Index (SSI) Study

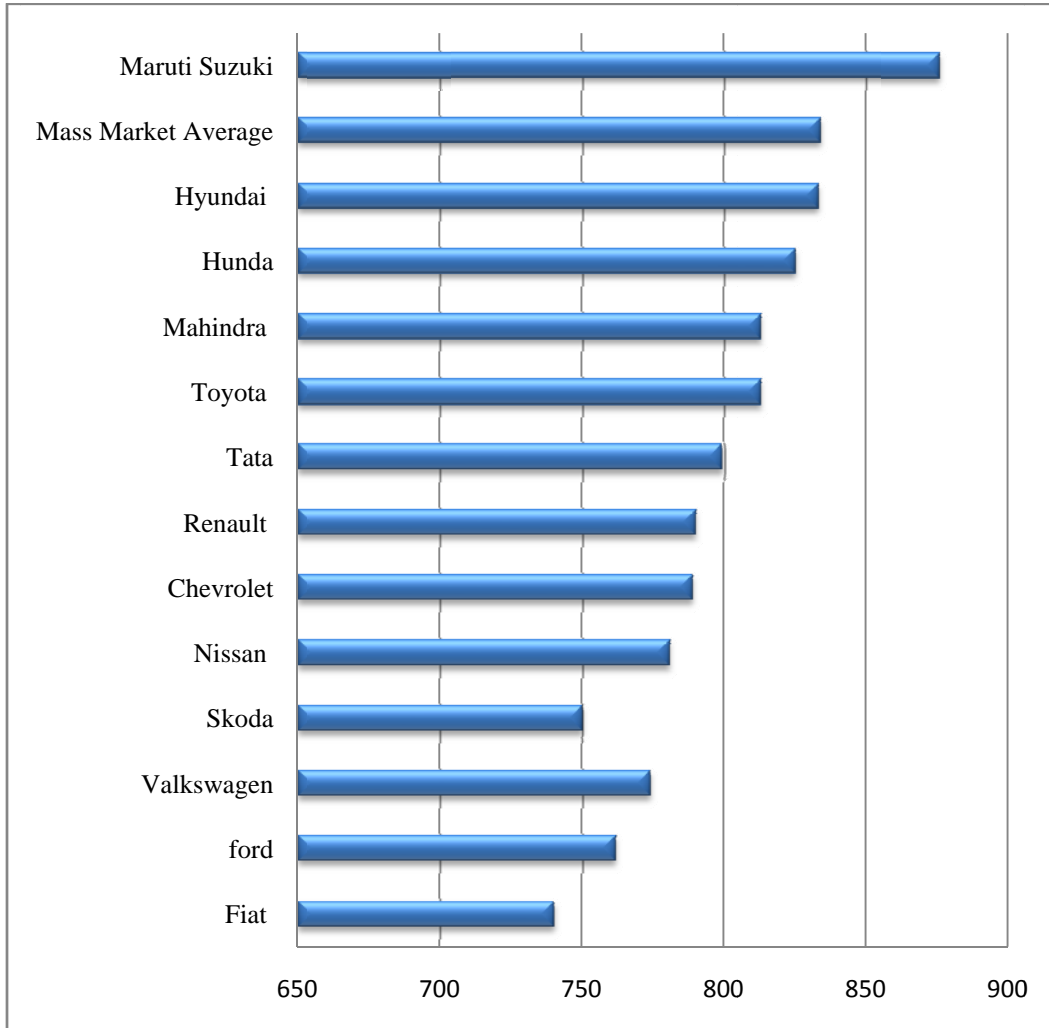
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J.D Power Asia Pacific
2013 India Customer Service Index (CSI) Study

Customer Service Index Ranking

Mass Market Brands

(Based on 1,000-Point scale) **Figure No. F-11**



Note: Include in the study but not ranked due to insufficient sample size is Mitsubishi.

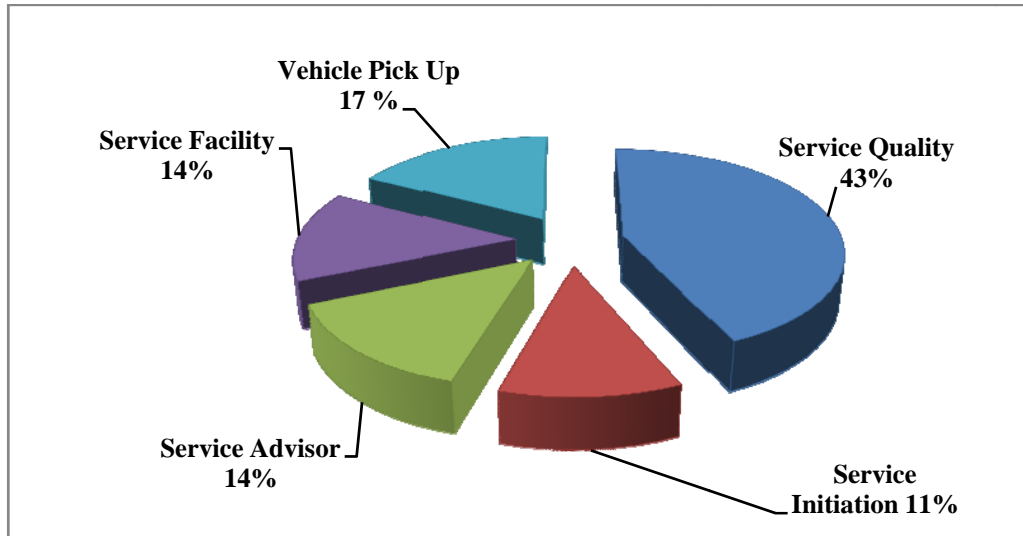
Source: J.D Power Asia Pacific 2013 India Customer Service Index (SSI) Study

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**J.D. Power Asia Pacific 2013
India Customer Service Index (CSI) Study**

Factors Comprising Overall Satisfaction

Figure No. F-12



NOTE: Percentages may not total 100 due to rounding.

Source: J.D. Power Asia Pacific 2013 India Customer Service Index (SSI) Study

Charts and graphs extracted from this press release must be accompanied by a statement identifying J.D. Power Asia Pacific as the publisher and the J.D. Power Asia Pacific 2013 India Customer Service Index (CSI) Study as the source. Rankings are based on numerical scores and not necessarily on statistical significance. No advertising or other promotional use can be made of the information in this release or J.D. Power Asia Pacific study results without the express prior written consent of J.D. Power Asia Pacific.

1.4 Customer Capitalization

Definition: Customer Capitalization is the way of studying of customer relationship as whole humans with hearts mind and spirits and understands approach towards product in a fast moving new emerging market place thinking towards value, dynamics of price sensitive and emotional approach by deriving short term methodologies to have long term benefits in turn enjoying huge dividends.

Customer Capitalization

Measurement of importance of Customer satisfaction through Sales Satisfaction Index SSI and Customer Satisfaction Index CSI through giving proper sales processes from showrooms and Service Quality Standards by workshops respectively and also studying the weightage of important factors comprising of overall satisfaction in sales and service by interviewing customers is common methods adopted by manufacturers and keep strong track of processes to monitor customer satisfaction to achieve desired sales targets and increase workshop revenue by retaining customers coming to workshops. In other words these above strategies are enough to capitalize customers to attain desired results? And methods used get the satisfaction of customers in a real sense?

Customer Satisfaction Index CSI of present method of measuring has given lot of room for improvement. It is (CSI) good beginning certainly not the end like growth in GDP by say 5% is being accepted at a macro level is made a difference to end user or reflected a quantifying impact on lower middle class and further down is the matter of concern macro level to micro level. Any process and systems in an organization made mandatory told to adhere the systems without considering the human spiritual aspects with holistic approach then system start dominating there by results may appear on paper but in reality is question mark!!!

Researcher tries to find solutions through the unbiased in depth study conducted on Customers, Dealer General Managers, Dealer CEOs and Country Head Services.

A study of recent literature on sustainable business success rightly challenges present methods of measuring customer satisfaction. It opens the flood gates, study

of qualitative aspects like human aspirations, values with heart, mind and spirits, brand influenced by socially and environmentally responsible as Identity, Integrity and Image leading to appreciation of Customer Capitalisation.

This can be compared where inadequacy of GDP as measurement of development of the country. Many countries are now developing their own index by introducing factors like ethical, emotional, health wise and safety wise as Philip Kotler great marketing Guru rightly emphasized, Customer Capitalisation plays much more significant role than it is generally appreciated today.

In the next chapter study of literature is so structured that the above mentioned qualitative elements get adequate weightage.

Chapter 2

Review of Literature

2. Review of Literature

The literature review serves an indispensable purpose in the research study of academic world. It is impossible to read every work of literature in the world pertaining to research topic. The few literature assists in effect, as an information exchange in which the researcher tells what the work of literature accomplishes.

Researcher point of view Customer Capitalization means Customer relationship as a whole human with heart, mind and spirits. And how brand influenced by socially and environmentally responsible as Identity, Integrity and Image through market segments like product centric to customer centric to human aspirations to values and spirits.

Researcher carefully form his opinions and argue them adeptly in the review by referring following Books, Journals, Magazines, and leading news papers, on the topic pertaining to Customer Capitalization in Automobile Industry.

2.1 Referred Books

1. Marketing 3.0 (From Products to Customers to the Human Spirit)
By Philip Kotler, Hermawan Kartajaya, Iwan Setiawan Published by WILEY
Marketed and Distributed exclusively in India by: Times Group Books A
Division of Bennett, Coleman and Company Limited. Year 2010.

Why this author written the book?

Philip Kotler *, the S.C. Johnson & Son Distinguished Professor of International Marketing at the Kellogg School of Management, Northwestern University, is also widely regarded as the Father of Modern Marketing one of the world's leading authorities on marketing. He is ranked by the *Wall Street Journal* as one of the top six most influential business thinkers. His writing has defined marketing around the world for the past forty years. Philip Kotler is the numerous awards and honorary degrees from schools all over the world. His books have been translated into 25 languages, and he regularly speaks on the international circuit.

* Marketing 3.0 By Philip Kotler Human aspirations to values, ethics and spirits **Brand:** Influenced by Socially and environmentally responsible as Identity, Integrity and Image.

MARKETING 3.0: IT'S TIME TO MAKE A CHANGE!

This book offers positive answer to be a human-centric company and still make profits. The behavior and values of a company are increasingly open to public inspection. The growth of social networks makes it feasible and easier for people to talk about existing companies, products, and brands in terms of their functional performance as well as their social performance. The new generation of consumers is much more attuned to social issues and concerns.

Book in detail convey the messages to companies must reinvent strategies and shift as swiftly as possible from practicing in the formerly safe confines of Marketing 1.0 and 2.0 into the new world of Marketing 3.0.

Essential Contents

From Products to Customer to the Human Spirit

Overview (Philip Kotler's – Marketing 3.0)

Country will soon witness the use of Marketing 3.0 or the human – centric era where customers will be treated as human beings who are active, anxious and creative. They will request more participation in value creation they will demand their deepest anxieties and desires – not traditional needs and wants identified and fulfilled and they will ask further creativity to be appreciated.

Marketing 3.0 thinks about consumers as whole humans with hearts, mind and spirits.

Increasingly consumers are looking for solutions to their anxieties and make for globalised world a better place.

Philip Kotler talks about a world full of confusion where Consumers search for companies that meet their deepest needs for social, economic and environmental justice in their mission, vision and values.

Marketing 1.0 was initiated by production technology development during Industrial Revolutions.

Marketing 2.0 came into being as a result of Information technology and the internet.

Marketing 3.0 new wave technologies become the major driving force which concept of marketing into the arena of human aspirations, values and spirit. Marketing 3.0 strongly believes that customers are complete human beings whose other needs and hopes should never be neglected. Hence Marketing 3.0 compliments emotional marketing with human spirit marketing.

Comparison of Marketing 1.0, 2.0, and 3.0

Table No. T- 2

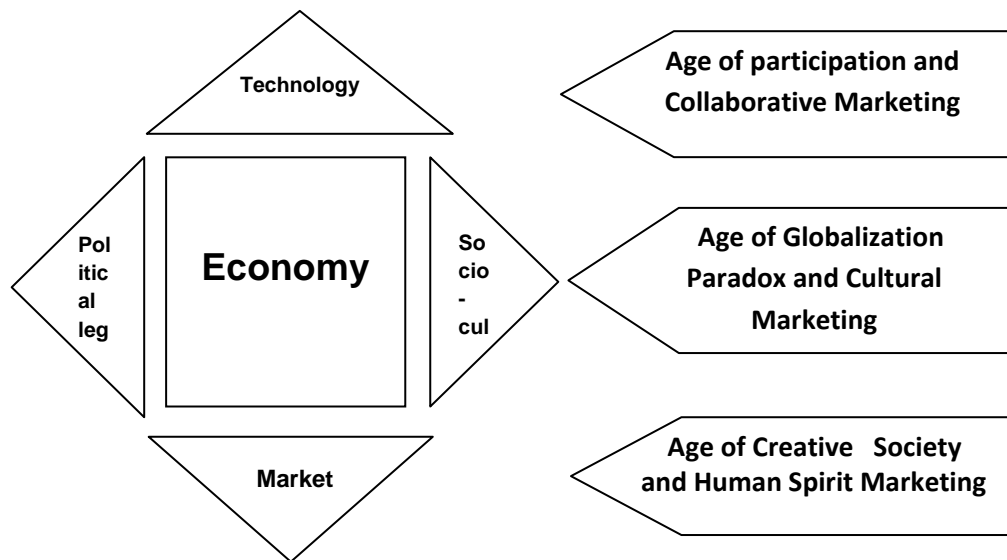
	Marketing 1.0	Marketing 2.0	Marketing 3.0
	Product-centric Marketing	Consumer centric Marketing	Values driven Marketing
Objective	Sell products	Satisfy and retain the consumers	Make the world a better place.
Enabling forces	Industrial Revolution	Information technology	New wave technology
How companies see the market	Mass buyers with physical needs	Smarter consumer with mind and hearts	Whole human with mind heart and spirits.
Key marketing concept	Product development	Differentiations	Values
Company marketing guidelines	Product specialization	Corporate and product positioning	Corporate mission, vision and values
Value propositions	Functional	Functional and emotional	Functional and emotional and spiritual
Interaction with consumers	One-to-many transaction	One to one relationship	Many- to- many collaborations

MARKETING 3.0: COLLABORATIVE, CULTURAL, AND SPIRITUAL

In the era of Marketing 3.0 is the era where marketing practices are very much influenced by changes in consumer behavior and attitude. It is the more sophisticated form of the consumer-centric era where the consumer demands more collaborative, cultural, and spiritual marketing approaches.

The three stages that lead to Marketing Collaborative, Cultural and Spiritual

Figure No. F-13



They look not for functional and emotional fulfillment but also human spirit fulfillment in the products and service. In short marketing 3.0 practitioners have bigger missions, visions and values to contribute to the world therefore Marketing3.0 compliments emotional marketing with Human spirit Marketing.

In the end researcher would say that Marketing 3.0 may be the answer to all questions asked about the future marketing and thankfully so but it would definitely trigger some powerful thoughts for understanding the constantly evolving market space and consumer landscape.

Note: Philip Kotler believes: Better quality (value), Branding - culturally and low price with affordability is Marketing 3.0 (where customers are more aware, more active, and more powerful than ever before)

In business, loving and capitalizing customers means winning their loyalty through giving them great value and touching their emotions and spirit. Remember what Donald Calne said: “The essential difference between emotion and reason is that emotion leads to actions while reason leads to conclusions. The decision to buy and be loyal to a brand is greatly influenced by emotions.

Campbell Soup Company, for instance, changed the color of its packaging to pink during Breast Cancer Awareness Month and managed to improve demand significantly. Since typical soup consumers are women and breast cancer is a cause many women are emotionally connected to, sales to women went up. This example shows that emphasizing emotion over reason does pay off.

Furthermore, you have to respect your competitors. It is competitors that enlarge the whole market, because without any competitors, an industry will grow more slowly. From monitoring our competitors, we can learn our own strengths and weaknesses as well as those of competitors; something that can prove very useful for our company.

The strategy of growing the market by allowing competition to happen can be done through vertical or horizontal technology transfers. Look at Unilever in Vietnam, for example.⁵ Unilever provides training of best practices to all local suppliers. During training, suppliers learn about standard quality and the necessary technology to achieve this standard. Not only that, Unilever also provides financial support to the suppliers. By doing this, Unilever is able to maintain low cost from local suppliers and manage quality at the same time. One thing to consider is the possibility of Unilever’s suppliers serving competitors. And interestingly, Unilever allows that to happen because it helps to develop the overall market.

On the other hand, horizontal technology transfer is even more difficult to comprehend. Not many companies are willing to transfer their technology to competitors directly. But this is possible when a company feels that it is incapable of

growing the market alone such a company wants to share the risk. It needs alliances to achieve economies of scale. A prominent example is the cooperation of seven pharmaceutical companies.

The Future of Marketing

Table No. T- 3

The Disciplines of Marketing	Today's Marketing Concept	Future Marketing Concept
Product Management	The Four Ps (product, price, place, promotion)	Co creation
Customer Management	STP (segmentation, targeting and positioning)	Communalization
Brand Management	Brand Building	Character building

SHIFT TO HUMAN SPIRIT: THE 3i MODEL

In the book 3.0, marketing redefined as a consonant triangle of brand, positioning, and differentiation. To complete the triangle, introduce the 3i: brand *identity*, brand *integrity*, and brand *image*. In the horizontal world of consumers, brand is useless if it only articulates clear in its position.

Human Spirit: 3i Model*

Figure No. F- 14



*. Incidentally that is the basic inspiration of current hypothesis of thesis

Brand identity is about positioning your brand in the minds of the customers. The positioning should be unique, uncommon for your brand to be popular and noticed I eye catching in dense marketplace. It should also be relevant to the rational needs and wants of the consumers.

On the other hand, **brand integrity** is about fulfilling the commitment what positioning and differentiation of the brand which reached its recognition and popularity gained this popularity gained by projecting through positioning to be met, it is about being credible, fulfilling promise, and establishing consumers' trust in positioned brand. The target of brand integrity is the spirit of the consumers.

Finally, **brand image** is about acquiring a strong share of the consumer's emotions. Your brand value should appeal to consumers' emotional needs and wants beyond product functionalities and features. You can see that the triangle is intended to be relevant to whole human beings with minds, hearts, and spirits.

Another essential take away from this model is that in Marketing 3.0, marketers should target consumer's **minds and spirits simultaneously to touch their hearts.**

Positioning will trigger the mind to consider a buying decision. A brand requires an authentic differentiation for the human spirit to confirm the decision. Finally, the heart will lead a consumer to act and make the buying decision.

Mission, Vision and values

A company should characterize its mission as fundamentally as possible, as it will determine the sustainability of the company.

Mission is defined as a statement that expresses the business of a company. In a dynamic business environment, the definition of business scope can change very fluidly. Therefore, mission is preferred in more enduring terms as your company's reason for being; it reflects the company's basic purpose for existence.

Vision is about inventing the future with proper forecasting. Vision can be defined as a visualization of the desirable future state of the company. It explains what the company aspires to become and achieve. To define this, a company needs to create a

mental picture of the future given the definition of the corporate mission. We symbolize it by a compass that guides a company to its future state.

Values can be defined as ‘a corporations institutional standards of behavior to follow same value cycle. Values are symbolized as wheel.

Value based Marix should also be introduced where on one axis, the company strives to occupy the mind heart and spirits of current and future customers. The other account take care company’s mission, vision and values.

Values articulate a set of corporate priorities and management attempts to embed them in its practices, which it hopes will reinforce behaviors that benefit the company and communities inside and outside the firm, and which in turn strengthen the institution’s values.

Values Driven Marketing

Values- Based Matrix

Table No. T-4

	Mind	Heart	Spirit
Mission (Why)	Deliver Satisfaction	Realize ASPIRATION	Practice COMPASSION
Vision (What)	Profitability	Return ability	Sustainability
Values (How)	Better	Differentiate	Make a Difference

While delivering performance and satisfaction to the customers at the product level is essential, at the highest level, a brand ought to be seen as realizing emotional aspirations and practicing compassion in some form. It must not only promise Profitability and Return Ability to current and future shareholders, but also Sustainability. It must also become a brand that is better, different from the others especially competitors.

In what way it is useful on the current research?

Researcher decided the topic of his research based on the Philip Kotler Marketing 3.0 from products to customers and human spirits, this book also goes beyond messaging customers to encompass how company defines and embodies its value for a variety of stake holders. Also explores how brands have an impact on poverty, socio cultural change, and environmental sustainability.

Which also affects value driven marketing affects employees, employers, channel partners like dealers and venders associates and share holders.

As a matter of fact this younger generation more aware, more active, and powerful, equipped with information ever before this book demonstrates customer relevance to this interconnected, global community there by helping with new age of marketing.

In today's world companies should create products, services, and corporate cultures that inspire, include, and reflect customers' values companies should also realize old conventional rules of marketing will not help them as customers are highly updated with latest technology available in the world. Accordingly the innovative and creative products and services and corporate cultures that inspire and reflect customers values the authors convincingly explains in the book.

Philip Kotler a legendary marketing guru and his colleagues Herawan Katajaya and Iwan Setiawan have identified marketing 3.0 is moving beyond product based and consumer based approaches to values*, spirits and holistic approach of the customers, as a complete person rather than just judging over the symptoms of the problem without getting into root cause, also precisely researchers topic Customer Capitalization in automobile industry with respect to brands and market segments.

2. Creating the Customer Driven Car Company

By Karl Ludvigsen.

Why this author written the book?

Karl Ludvigsen as an author, co-author or editor he has some four dozen books to his credit. Needless to say, they are all about cars and the motor industry, Karl's life-long passion. In addition to his motor industry activities as an executive (with GM, Fiat and Ford) and head of a consulting company, Needless to say, they are all about cars and the motor industry, Karl's life-long passion.

The Automobile industry is witnessing an transition from product centric from 1980s to the customer centric market of the 1990s further to human spirits, emotions, values based identity, integrity, image and beyond

Karl Ludvigsen, a leading expert in the area, gives specific recommendations for managing this change and enhancing business performance and help executives and managers to realize to approach all their customer-driven car company.

Throughout the sphere customers are taking control of car companies and author explains clearly why and how customers should and must drive the whole process of creating, building, selling and servicing cars.

Author uses his unique background and experience to explain how companies customaries by taking examples from Automotive Industries and in the process raises some hard questions pertaining especially dealers which is researcher's topic is revolving around.

Essential Contents

Creating the customer driven car company book is mainly focused on European markets however Automobile Industry is basically originated from Europe and most of factors are the same even Indian contest and essential contents pertaining to Indian market are referred for research topic

* General Marketing literature talks about price not about values but Philip Kotler rightly emphasize the values

Key Factors Responsible for change

Overcapacity it applies to European market for Indian market however this factor does not apply, Wider Choice, More discerning customers as they are knowledgeable, better informed, dealer freedom for more liberalized systems of distribution.

Customer –driven car servicing

When products have service must be stressed, Encouraging owners and customer to complain is the key to better service. Outstanding service can link customer to dealer.

Three important contacts a car owner has with dealership sales person, service advisor and cashier.

Service advisor is a key point of contact, commission and compensation is counterproductive, Customer time is valuable too, more convenient service shop hours can build business, service needs access to car history, first you apologize, staff need sympathetic listening ability, customers are free to express their feelings to a person.

System can help speed responses to customer.

Coping with Customer driven challenge

Calculating value of customer: Goal is not to crack the sale but create a bond through friendly service customer buys and retains the car for three years of all the ages. It should be the case that he will be inclined to make investment and that investment to be value for money, customer satisfaction is moving target in changing trends and highly competitive market, failure must be exposed as a learning experience not repeat failure at any point, Quality of the dealer should be important to build loyalty, moving beyond satisfaction to delight.

In what way it is useful on the current research?

In this book introduces concept of Customer Capitalizing, how to gear up all areas of a company to focus on customers which is pertaining researcher's hypothesis especially on dealers front.

If product has more problems, quality of high quality service to be compensated by better and more stressed service even it applies lesser brand value also.

Customer complaint is gift, encouraging complain to better service and also help to increase our efficiency by improving the mistakes of the past.

Systems make it possible and people make it happen. Car makers can help dealers develop customer handling skills.

Placing the customer at the center at the every aspect of the business in Automobile industry goes beyond customer capitalization the researcher's main core aspect.

3. Customer Loyalty(How to Earn It, How to keep It)

By Jill Griffin Lexington Books an Imprint of the Free Press.

Why this author written the book?

Author Jill Griffin emphasizes the need for change for betterment Local or limited businesses may satisfy basic needs and in return won loyalty. For most old businesses irrespective of the size, old days are gone forever. Many customers who are satisfied with product of service may defect to buy competitors without any hesitation, going back to the old days and doing business old ways is next to impossible but building new and similar sense of community with your customer lead to loyal clients to advertisers in less costs.

Profit generating systems flow chart starts from, turning suspects into qualified Prospects, Prospects to First time buyers to repeat customers to loyal Clients to advocates to many happy returns.

Also author illustrated the importance of loyalty unlike customer satisfaction which is geared more towards attitude, but loyalty is behavior based and is defined as non-random purchase expressed over time by some decision making unit and also paying attention to what it takes to keep a customer and constantly providing it.

Author justifies the facts of increased loyalty leads to higher profitability, higher employee retention, and more financial stability.

Every time customer buys that buying cycle is an opportunity to seed loyalty.

Essential Contents

There are four types of Loyalty namely No Loyalty, latent loyalty, inertia loyalty, and premium Loyalty the challenge is to upgrade them to premium loyalty by converting them from other three.

A loyal customer displays four distinct purchase behaviors namely repeat purchases, purchases across product and service lines, provides customer referrals and demonstrated the immunity to pull of the competition.

Attitude and follow up are essential to growing loyal customers if a customer becomes inactive necessary steps to be taken to woo the person back.

Computer data bases are an important tool for building individual customer relationships.

Turning Qualified Prospects into First Time Buyers

It takes an average of seven contacts to turn a prospect into a first time buyer. Research suggests that this number may be rising, due to deeper alliances between buyers and sellers a tougher economy.

Customers want people who will listen to their needs, be honest and upfront, and diagnose problem and offer solutions.

Customers will take time unless trust is built but it is certainly slow process it will take lot of time patience is required.

Turning First-Time buyer into Repeat Customer

Following fourteen Actions that encourage First Time Customers to Return

For the specified business need and can chosen most appropriate actions for specific situations.

Say Thank you for the Purchase, Seek Customer feedback early and respond quickly, Use Indoctrination Mailings, Constantly Reinforce Your Value in the Eyes of your Customer, Develop customer Data Base and use It, Continually Communicate Your Full Range of Services, Paint Picture of Future Possession, Turn

Repeat Purchasing into a Service, Customer Service costs as a Worthwhile Investment, Nurture and Protect Communication with Decision Makers, Develop Customer Reward Programs, Develop New Customer Welcome Promotions, Offer Product Guarantees, Develop Value Added Promotions.

Turning Repeat Customer into Loyal Clients

Successful companies always deliver value in one of three Operational excellence, customer intimacy, or product leadership.

Factors upgrading repeat customer into Loyal

Researching your customer, constructing barriers to switching, hiring and training for Loyalty, Motivating staff for Loyalty, Marketing for Loyalty.

Turning Loyal Customer into Advocates

Word of Mouth is the most powerful advertising for any business.

Refereed less selling time and are more loyal than other customers.

Always remember to thank your customer.

In what way it is useful on the current research?

In Automobile Industry every process of buying car and experiencing the service in show room and workshops respectively every step there is an opportunity for to sow the seed of loyalty which increases customer capitalization.

A proactive approach to loyalty management to devise ways to nurture and enhance loyalty, through the customer's history in automobile industry will lead to Customer Capitalization, research topic.

Customer must be thought of as individuals and treated as such if they are to remain loyal and help business grow and prosper which certainly leads to customer capitalization by studying in depth nature of an individual.

Five dimensions to Service most important in customer capitalization where in researcher topic and data is generated in the form of questionnaire and interviews.

Reliability: Ability to provide what was promised, dependably and accurately.

Assurance: Knowledge and courtesy of employees and their ability to convey trust and confidence.

Tangible: The physical facilities and equipment and the appearance of personnel.

Empathy: The degree of caring and individual attention provided to customer by wearing shoes of customers.

Responsiveness: The willingness to help customer and help provide customer prompt service.

Word of mouth is the most powerful advertising business can have in any Industry and Automobile is no exception. Referral is the most powerful pathway for any business to recruit new customers effectively the author mentioned this topic and in details great help for customer capitalization for researcher's topic.

4. Business Ethics and Miles to Go By Dr. P.C. Shejwalkar, Dr. S.G.Bapat, Dr.Rashmi Hebalkar.

Why this author written the book?

It is but obvious any company following shortcut methods limits its prosperity for short period but a company wants to grow more than thousand crores turnover and sustain and further keep growing over period of more than hundred years then ethical business strategies, practices, principles and values in life are the only special tools to survive, sustain and succeed.

Nevertheless many books are written on ethics authors stress the point that no business on ethics has dramatically changed in recent years, all news channels and news papers, or any major broad cast net work always expresses the issues related corporations activities to grovel (to someone make them forgive you or treat you favorably on) ethical implications and miles to go get the business of on ethics and values in a global scenario. Having said this, business ethics has moved back from the back room to board room and the class room over the last few years.

Issues of Business ethics that have become extremely relevant include concern for stake holders, corporate governance and institutionalization of business ethics and government and society.

Authors have written this book in order take wise decisions for professionals, students and address major concerns and goals in their mind in following ways.

- To provide transparent conceptual clarity about ethics and understanding Business ethics.
- To cover major contemporary, international and global topics in Business ethics.
- To bring awareness to readers of what constitutes ethical and unethical practices in business.
- To offer research findings and live interviews with experts to explain the applicability of concepts and perspectives.
- To motivate and instill confidence and competence in readers ability to think and get acquainted with moral principles and values.

Essential Contents

This is book is framed into four sections namely Expert views on business ethics, Interviews as a role models who practice as live example for ethical business Research reviews with empirical support of research to integrate ethics into business and minimize unethical behavior, Ethics around the world give comprehensive data base across the globe about the leading organizations which have Business ethics.

Business Ethics What? Why? And How?

Dr. S.G.Bapat tries to bridge the gap between Business and Ethics by establishing the relation giving examples of Business Ashram, GE, Alacrity being corporate trainer and contributing to the development of human capital in various industrial units for more than four decades.

Ethics is a discipline dealing with what is good and what is bad everybody knows what is good and what is bad in their respective fields subject of good and bad a very few follow the discipline as a moral obligation like ignoring a red/green signal on the road or it is an effort to avoid payment of tax there are implications for business ethics.

It is important in business to set an example and accordingly the entire organization values and business ethics. Like JRD Tata gave power of attorney to Income tax commissioner requesting him to arrange and sell his flat in Mumbai at reasonable cost. And Suresh Hundre, Managing Director, Polyhedron has set an example by transforming business unit to Business Ashram.

Further Dr. S.G. Bapat stresses Mr. Suresh Hundre, CEO of Polyhedrons and founder of Business Ashram always said Honesty is not best policy but honesty is the only policy in other words ethics, honesty, integrity are some of the virtues which are required for a healthy society. Importance of Business ethics is universal.

- And Dr. Bapat also recollects some famous author's reviews about ethics as follows.
- Business ethics is like sailing in the sea with a small boat.
- Simultaneously loose and tight policy meaning there by loose on systems and procedures and tight on **Value System** which means business should never compromise with **Core Values** (Tom Peter in his book "Excellence in Management")
- Azim Premji CEO of Wipro while addressing the graduates of I.I.M. Ahmadabad made it clear that there is no doubt that all of us must change but one thing which should never change is our value system.

Author further clarifies about profit is an index of progress of the business unit gestation period or waiting period may vary from industry to industry, profit does not necessarily mean efficiency and loss does not necessarily mean in-efficiency.

Ethics and Individual by Dr. A. M. Joshi, expresses views of Ethics and Individual as Ethics is a sensitive issue, but general experience is that in any private discussion the theme is “public ethics” in the article, Dr. Joshi correctly points out the need for introspection and the role of individual in maintaining ethical behavior some example quoted by author as follows

Fine of Rs 50/- without receipt is negotiated to save Rs 200/- with receipt fine for entering one way lane by two wheeler rider to a traffic police.

Customer on a auspicious day buys a dazzling metal and considering the reputation of the jeweler prefers Gold without receipt to save couple of hundred rupees.

- Grabbing berths by greasing palms of TC
- Speedy issuance of driving license.
- Buying a pirated CD or DVD on pavements.
- Person goes for residential apartment part payment has to be done in cash and always one finds it difficult to arrange the same.
- Child observes his/ her mother telling blatant lie to her neighboring lady who comes to borrow a bowl of sugar.
- Father at home watching world cup final and reporting office as sick, ignoring the red signal and moving ahead.

It is certainly the most damaging word being adapted to such activities call “to manage”

Practicing such dual standards twisting the concepts of ethics and morality to suit as per convenience this leads to total disregard and indifference to all virtues and qualities. Walk the talk or practice what we preach are shown to the dust bin as undue importance being shown to wealth and property. As such need of the hour is behavior based on character and core values.

Dr. Joshi concludes article with better individual with better would be business and assures situation is certainly not beyond control as there are individuals pursuing path against all odds, the need is to spread the message and multiply the number and make a nationwide and worldwide movement.

In what way it is useful on the current research?

John Renesch quotes in this book of Martin Luther King, Jr. words that “**how difficult it can be for the human spirit to move against all apathy of conformist thought within one’s own bosom.**”

In this context researcher analysis difficulty of human spirits of customers and employees to behave out of conventional way to lack of interest or enthusiasm for a loving care of very close friend and reach to customer capitalization in any industry but more essential in automobile after market where researcher proved customer satisfaction or capitalization plays as much as 68% of behavior and attitudinal issues.

Spiritual culture of working (ethos) as a team is really a challenge a manager has to negotiate for synchronizing the harmony of customer and employees to work not just from the head but from the heart. Its conscience resides in its creators and those who have lost link with their heart and souls being so focused on the work of serving the organizations.

The author has rightly stated that the power lies within to restore functionality to our human systems so they function as intended, ethically and humanely.

As Mr. Ratan Tata, Mr. Narayan Murty and Mr Azim Premji are like light house for all professionals, who not only proved and successfully justified the business of ethics and become world leaders. The researcher topic customer capitalization with respect human spirits, values and ethical way of attaining is the sure shot to Customer Satisfaction and Customer delight.

5. How to get them back Into your Service Centre by Dinesh Bhasin Service Department Bajaj Auto Ltd.

Why this author written the book?

It is needless to emphasize the ever ending need for more customers to come to workshops with their automobiles for repairs which will increase the productivity,

profitability of dealers, authorized workshops, local workshops of any make or brand not only domestic market but even in International markets.

As it happens in all automobile dealerships of the world, customers' inflow to the workshop starts reducing once his or her vehicle gets older. Therefore, if 95% of the customers come back in the first year only 10% may come back in 4th or 5th year. There are reasons for this decline of customers' inflow, the key issue, however, which is required to be explored, is to understand why these customers do not come back? And what necessary measures to retain or get them back to the workshops?

Author in this book made in depth study and analysis and come out with suggestions and recommendations to regain lost customers.

Author felt it is the job of Service Dept. of any automobile manufacturer also to help the dealer for getting back those customers. Endeavor to get those customers back into the service centre, Planning Cell of Service Dept. got into action and thus this book was conceived around December 2000 when **Dinesh Bhasin** author of this book was contributing his services in Bajaj Auto Ltd as Deputy General Manager (Service).

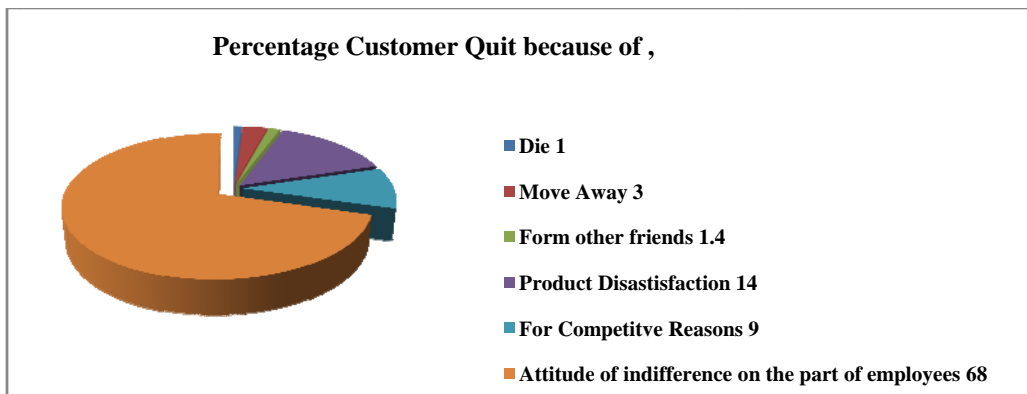
Another reason to write such detailed research paper is because some of the dealers with a great passion are getting into large State of the Art workshops which authors concern to benefit the dealers for solving their concern of underutilized capacities.

This book was conceived for and is dedicated to dealers, taking best use of the book to reach their desired results for getting the customers back into their service centers.

In the book author expresses his view point which clearly indicates his live experience and on the job practical incidents proved the reality of the automobile service industry in India and abroad.

Customers normally feel to not to visit to the workshop mainly because of the behavior attitude related employee problems in the dealership workshops that is what author justifies with the below shown pie chart of percentage of customers stop coming to the workshop is 68% because of the attitude of indifference on the part of the employees.

Figure No. F-15



Essential Contents

Author **Dinesh Bhasin** in his book **How to get them** (customer's vehicle for necessary repairs) **back into your** (Dealers workshop) **service center**.

Reasons for customers bring their car to service centers, roles of the dealer to achieve his objective to get service traffic inside the workshop.

Reasons for not getting the cars to dealer workshop by critical data analysis CSI Customer Satisfaction Index with the in-depth analysis customer complaints and relationship and management and gives practical recommendation to improve the dealer profitability through workshops.

IMPORTANCE OF SERVICE:

Service has become increasingly specialized and competitive. As a consequence, management has been forced to call in experts to provide service in research, taxation, labor relations and many other areas.

The rate of growth has not been uniform for all categories of services. As disposable personal income has increased and life styles have changed, the demands for some services have gone relatively faster than others. To capitalize the emerging service economy, many product manufacturers have diversified into service business.

In an Economy 2/3rd of private non-government force is engaged in supplying services and almost of the consumers expenditure is in service purchase.

One of the facets of customer orientation is after-sales service, which also suffers indifference. The Indian customer has been too indulgent with the manufacturers. However, in the changed scenario no customer is willing to suffer for lack of product performance or service support.

Its' becoming increasingly difficult to create product differentiation through technology. The dealer will have to create a competitive edge by providing service backup that creates good value for the customer. A more responsive and value adding after-sale service also offers a great opportunity for dealership to establish a long-term quality relationship with customers and create overall differentiation.

Service Dept. of any dealership will have to take responsibility for aligning its priorities with that of manufacturers. Service will have to ensure that the dealership is successful in meeting the applicable service performance standards and creates additional value in after-sales service.

Service performance in the coming years is going to be judged by the extent it can retain old customers, and not by any other factor. Customer retention is going to be the ultimate criterion of dealership Service performance.

IMPORTANCE OF AFTER-SALES SERVICE: The first reaction the customer has when any product fails in performance is that of deprivation. The customer feels deprived of pleasure and pride of ownership and starts thinking whether the decision to buy that product / service was the right one. Thus the customer expectations from dealer / company are:

The failed product fast be restored to its original level of performance

The customer must be made to feel that his decision in buying that Product / service was a sound one.

The quality & promptness of service during this decides the outcome - restoring faith and retaining.

Author also refers to Philips Kotler, the concept of 'Societal Marketing' holds that organizational task is to determine the needs, wants and interest of target markets, and to deliver the desired satisfaction more effectively and efficiently than other competitors in such a way, so as to preserve the customers' and society's well being.

Change: A constant

The rate of change within the organization, should be greater or equal to the rate of change in the outside world, otherwise the end is very near.

Brand Offering:

The concept of brand experience permeates every product and service. Increasingly, in the brand conscious market, brand differentiation is being determined by the intangibles embedded in the brand offering. After-sale service is the integral component of a product offering.

Brand Experience:

In the Automobile industry, where the customer has a long lasting brand relationship, managing the customer's experience processes is as important as the product being sold and the values attached to it. Today's brand strategies have to focus on providing the best brand experience at the lowest possible cost.

Retention: Keeping the customer; obtaining the economic benefit of a long-term relationship

Attrition: Breaking down of loyalty; those performance attributes, customer provider transactions, unmet expectations and problems or complaints that can cause a customer to reduce or terminate purchases

Defection: Ending the relationship; the customer has gone to a competitor for products or services.

Reacquisition

Getting the customer back, new initiatives or problem correction resulting in bringing the customer to the company again

Retention is clearly the more action-oriented of these two words. Yet, most customer service management and customer service measurement, no matter how comprehensive, is constructed around achieving the highest levels of satisfaction, not retention.

Dealers can clearly benefit by increasing the lifetime spending of customers. Most dealers, however, concentrate a highly disproportionate amount of their resources on attracting and acquiring customers, far less on keeping them. The conventional wisdom is that, once acquired, customers can be satisfied through superior products and services, and they will remain as customers.

The bottom line is that, at a minimum, satisfaction is a somewhat unreliable indicator of customer loyalty. At worse, it can be completely unreliable. A balanced view is that as a sole predictor, or basis of evaluating performance, it must be regarded as inconsistent and suspect. Attrition factors are much more directional than satisfaction scores alone.

Attrition

Attrition' has several definitions but the most generally accepted is "gradual wearing down or grinding down". As applied to customers, it is the stage in which a customer, for personal reasons, begins to question, continued patronage of the dealer.

Facility capacity:

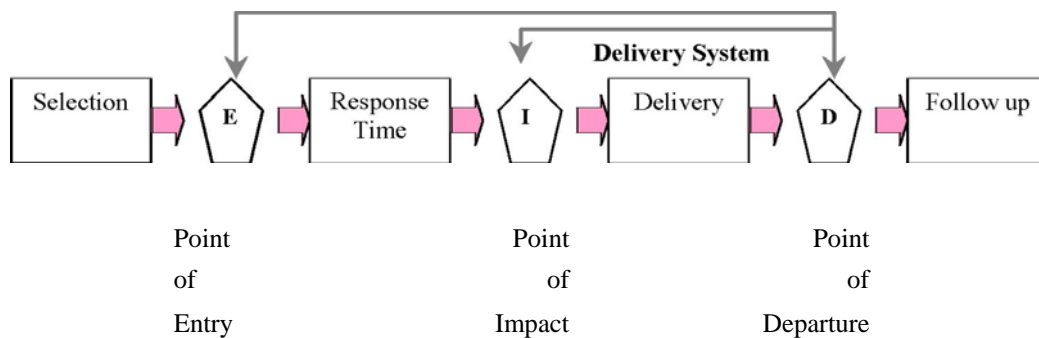
Capacity planning is based on maximum business growth / output projected in the long run. The provisions are kept for future expansion of business. Careful future projections can help in limiting the capacity requirements, which will result in maximum resource utilization.

DURING SERVICE:

To understand the customer contact during service process, it is important to first understand the Customer Processing Operation (CPO by Johnston).

Service System

Figure No. F-16



In what way it is useful on the current research?

Author makes following suggestions to Dealer principles and CEOs which very much relevant to research topic and to achieve customer capitalization and expect our dealers to provide important points for Success which are certainly aligned with researcher's field work for customer capitalization.

Researcher also framed the questionnaire for interview based on the following points from the book customer experience in the workshop.

The first point of contact and initial impression, the visual impact while entering the workshop, the first contact with the customer by front liners, response time and the quality of interaction will make the impact on the customer. Again the impact will be either positive or negative.

Time taken to respond, waiting, and queuing for writing of job card, taking inventory or defect-diagnosis attending to the problems the customer expects immediate attention of the Service staff front liners. As far as possible 'Queue' must be avoided, as nobody likes it. Long queues, taking too much time (more than 10 minutes) for attending to the customer & opening a job card will disappoint the customer.

The customer will form a positive or negative impact the moment he enters the service centre premises. If he finds (based on the visual impact) that the service centre he has just entered, can deliver more than his expectations, the feeling is positive.

A good sales & vehicle delivery experience will attract the customer to your service centre. Try to show your Service centre facility during sales / delivery process to re-assure the customer of good service back up. As far as essential warranty benefits are concerned, the customer will come to your service centre, but would never come back after warranty if his service experience is not satisfying.

In CSI, we also ask customers about overall level of services expected and whether he would recommend this service centre as well as product to his friends and relatives.

CSI score gives us an opportunity to know customer's perception. Needless to mention that one should be very open in getting critical evaluation by the customers.
Infrastructure; Provide adequate Service infrastructure & facility

Good Organization Structure – Plan & implement a good organizational structure

Human Resources – Develop good HR strategy & put adequate, best, capable and passionate people

Time Commitment by Dealer principal – Spare adequate time for Service matters

Financial Commitment – Investments made for enhanced customer benefits will definitely bring in more profits

Dealership Capability – Ensure completeness & effectiveness of Service, Customer handling processes and build good capability.

Reliable Support Systems – Provide reliable support systems to departments of the dealership organization for effective functioning.

Dealership Integration – Integrate all dealership departments to think & practice marketing by understanding the needs, wants and interest of the target customers to deliver the desired satisfaction more effectively & efficiently.

The methodology promotes an analysis of the dealership's current performance and potential by using the Plan, Do, Check, Action method. This is utilized in the six-step marketing implementation strategy.

It should be clearly seen that lot depends upon handling the customers. Our salaries are paid by him. Business expenses are recovered from him; our advertisement cost is indirectly paid by him. Our product image is always in his hand and so is the cost of sale also.

There are many more areas for which we depend on him. If you understand all these, is there anything left to understand why customer should keep on coming back to you?

CUSTOMER SATISFACTION / HAPPINESS:

The customer satisfaction is customer's perception that a dealer has met or exceeded their expectation. To achieve customer service success, we must regularly measure and understand our customers' perceptions, so that the level of customer service can be improved.

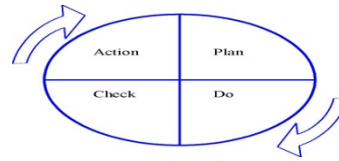
Marketing people believe that their mission is successful only when they have a study of their existing and perspective customers. Whatever the odds, one thing is clear - companies in future will have to produce products and services that will provide the customers with pride and pleasures of happy ownership experience.

No Management school can give definite correlation between advertisement and increase in sales thereafter. However, it is very easy to conclude that better customer relationship leads to more sales. This once again necessitates return of customers to the workshop again and again.

Another reason for the need of the customers to return to workshop is something called as 'Service branding'. Since service is also a product, it needs to be branded. This once again is a function that requires a service to the customers, which is nothing less than 'Excellent'.

Plan, Do, Check, Action (PDCA Cycle)

Figure No. F- 17



6. THE FUTURE OF COMPETITION Co-Creating Unique Value with Customers. By C.K. Prahalad, Venkat Ramaswamy.

Why this author written the book?

The main purpose of this book is to guide business leaders in their search for new strategic capital helping them to break out their old entrenched ways and discover new ones. To move into new zones of opportunities crossing comfort zones.

This book helps to think differently not just as business leaders but as consumers, employees, investors and global citizens.

The authors help to involve consumer and the firm intimately involved in jointly creating value that is unique to the individual consumer.

Authors suggest true statements of contradictions about the future of competition as consumers have greater product variety than ever still they less satisfied despite top management have more strategic opinion yet deliver less value.

Authors emphasizing as world is changing in different way distinct roles of firms and consumer converge and the sources of value creation change dramatically.

Authors wanted to show that active connected and informed consumers blended with the mingling of technologies and industries are challenged to firm centric view of value creation and try to emphasize the fact is value being jointly created by the consumer and the company.

Based on a wide range of ongoing experimentation in co-creation across many industries, *The Future of Competition* presents a new approach to value creation. In this framework, consumer company interactions and personalized co-creation experiences enabled by technical and social infrastructures allow each consumer to co-create unique value with network of companies and consumer communities.

With the help of various examples authors explores how new experience technologies and social capabilities can enable strong and sturdy experience environments.

This book sets the agenda for CEO's and senior managers to focus on following innovative strategic Capital displaying unprecedented opportunities.

Creating new knowledge rigorously, Managing experience quality, selectively competence on demand, Flexibility and reconfiguring resources, and Collaborating to Co create value through experiences.

Essential Contents

The Changing Role of the Consumer

First and the foremost change in the role of consumer is from isolated to connected, from unaware to informed, from passive to active in the following ways.

Access information: Access of information to the consumers is the fundamental need to take informed decisions. Millions of networked consumers are now collectively challenging the tradition of industries from conventional to innovative methods.

Global View: Consumers can access to information across the Globe through internet can easily be available what is happening in neighborhood as per the need.

Networking: Human beings have natural desire to come together and form a whole around common interest through internet, advances in messaging and telephone

mobile phones fuelling the desire creating unparalleled ease on of openness has made world flat.

Experimentation: Consumers can use internet and experiment for developing digital products.

Co-Creation of Value

The companies may think of co creation of values but the managers in the organization do not want to accept or adopt the innovative methods at the cost of their Comfort Zone.

Company Think Versus Consumer Think: All human beings by and large dominant in nature by their attitudes, behaviors, and assumptions but they forget that they learn from business environments and they should realize they are also consumers. Their thinking is within the boundaries of managerial routines, systems, processes, budgets, and incentives focus mainly on technology, scheduling, product quality, cost reduction, cycle time and efficiency in these priorities approaching consumers, interaction maximizing the consumer experiences with empathy is also very vital factor through holistic approach.

In business sphere, it may finally lead towards economy of the people, by the people and for the people worth to borrow Abraham Lincoln's words.

In what way it is useful on the current research?

For changing scenario in Automobile Industry to meet the challenges of customer's old tradition method to be transformed to most innovative creative ideas as the main purpose of this book is to guide business leaders in their search for new strategic capital helping them to break out their old entrenched ways and discover new ones. To move into new zones of opportunities crossing comfort zones.

Automobile Industry customer roles have changed dramatically authors reveals Access to information, Global View, net working with help internet are updating

customers and made them more knowledgeable equipped with technologies available worldwide to meet his demands Managers should change their strategies to meet customers' demands to capitalize them.

This book contents can be connected to Automobile Industry and achieve Customer Capitalization in followings methods.

Company Think Versus Customer Think: Researcher customer capitalization topic emphasizes all customer capitalization can be attained by managers by their attitudes, behaviors, and assumptions but they forget that they learn from business environments and they should realize they are also consumers. These priorities approaching customers, with empathy is also very vital factor through holistic approach.

Creating the social and Technical Infrastructure to support Heterogeneous Experiences Building bridges between Managers and Consumers.

Enabling Managers to Evolve with Consumer Experiences

To Capitalize the being objective in Automobile Industry in this book Author Suggests manager to experience the business in real time not by going through the reports of the concern and making post mortem studies to derive at percentage of dissatisfaction and further act upon it.

This Concept is really beneficial to focus on Customers problems to be addressed during the real time where as all Automobile dealers adopt post service follow up to solve the customer concern. Using experience of domain knowledge with the help of tools such as Personalized Alerts, contextual information, Real time Collaboration, Rapid reconfiguration of sources on demand, real time monitoring, Business rules and standard operating procedures in most companies have evolved from an internal company centric view of efficiency and interaction with customers.

Message is loud and clear to adhere applies in researcher's topic Customer Capitalization the co-creation of value paradigm must build Information that recognizes the managerial experience. In Automobile Industry even Treating managers as Customers.

Automobile Industry for Customer Capitalization Moving ahead experience centric company which is applicable as follows

Managerial Challenges: A major overhaul of organization is the need of the hour with new challenges and opportunities emerge, in Automobile Industry also must refine and reconfigure its resources its people, machines, infrastructure, training and capital.

Managing Mind- Set: Research topic of Customer Capitalization is revolving around product centric to Customer centric to human spirits with respect to emotions, values and mind sets. Managing mind set is probably most potent tool in making transformation to the world of co-creation. This commitment to recognize the emotional and behavior traumas associated with changing a vast majority of individuals, Pushing dealer's employees and managers out of comfort zones.

In Automobile Aftermarket business sphere, it is obviously economy of the customer, by the customer and for the customer worth to modify Abraham Lincoln's words in Automobile Industry.

**7. Essential Career Skills for Engineers By Shahab Saeed, Keith Johnson
Narosa Publishing House**

Why this author written the book?

Authors Shahab Saeed and Keith Johnson are written this book to facilitate the engineers to improve their Career Skills by answering questions very simple and understandable language namely how can a Engineers best apply their reasoning and problem solving skills in the changing technological world? How can an engineer contribute to organization's ultimate goal, overall customer satisfaction being technical person?

Authors focus on six skills which consider essential Customer Satisfaction, team dynamics, technology, finance data analysis, and communication.

Authors express not to focus much on success as advancement from the management ladder, or a career progress in technical area for this book definition of success is the ability to make a contribution towards goals of organization and the quality of life within the organization which one can add value.

Essential Contents

Essential Career Skills for Engineers discusses the concept of holistic approach towards engineer emphasizing the need of management skills other than technical knowledge to get success in the organization through Seven Chapters.

Holistic Engineer: Technical Competency is a must but management skills and finding the root cause of the problem and applying solution as per the need of the industry.

Author tells story being told about an engineer who worked for an earth- moving equipment manufacturer. How cooperation and between engineers at shop floor should go hand in gloves to come out of the floor and visit customers understand the practical and interpretation of the problem and ground reality.

Customer Satisfaction: Definition of Customer Satisfaction, Measuring Customer satisfaction, personal commitment to satisfaction and a balancing act of handling bad customer who are bound to have in some small percentage, author's unique way with illustrations, case studies and live examples on the field make clearer to understand in simplified manner.

In what way it is useful on the current research?

This book impressed very much to the researcher on holistic approach of engineer, Customer Satisfaction, Team building and Communication skills, Financials are, if not direct but indirect tools to Customer Capitalization and the illustrations and stories used to communicate the importance of the factors with great enthusiastic as needless to emphasize author being experience engineer, knowledge gained through experience is very costly and author not hesitated in sharing the knowledge through his book to readers.

Author gives beautiful illustration of determining customer satisfaction which impressed researcher is as follows and apt for Customer Capitalization best method to measure customer capitalisation.

Author gives definition to the customer as a product moves from station to station its worth becomes greater because value is being added at every stage in along with the value chain. Ultimate customer is one who is paying for the service and for the final product.

Customer and supplier chain lies in each every dept or the processes as author says every department there exists and also customer for example in automobile dealer chain showroom is the customer and workshop is the service provider and workshop is the customer and spare parts is supplier to workshop this inter department supply chain goes on and on and can be linked with various departments in the dealerships to achieve customer capitalization and Poor communication can, and probably will result in poor customer satisfaction, A personal commitment customers can see through facades and empty slogans. They can tell when “talk” is not “walked” what is new approach to the way we think about the work and hence Customer Capitalization.

Author also emphasizes the need of fine balance it does not mean all customers are reasonable and fair minded. There are those few who seem never to be satisfied; never ending demands keep on asking if you give them finger and then try to snatch for hand such customers is to give an inch with smile without parting with a mile even though customer demands. Another area requiring with customer for fine balancing is follow up with customers follow up is key to success in customer satisfaction and hence customer capitalization Customer should be updated with status of situation prior to the customer being asked or called to know the status and should be noted that follow up should not become nuisance which creates irritation to the customer if less important call goes to him when he is performing most important duties.

**8. The Maruti Story How a Public Sector Put India on Wheels. By
R.C.Bhargav, Seetha Harpercollins Publishers India.**

Why this author written the book?

R.C. Bhargava joined the Indian Administrative Service in 1956. After an eventful tenure, during which he had postings in Uttar Pradesh, Jammu and Kashmir and in the Central government, he was deputed to BHEL as its commercial director in 1979.

R.C.Bhargava was appointed Managing Director of MUL in 1985. In 1990, he also assumed responsibility of chairman of the board till 1997; he has continued to be closely associated with the company, 2007 as a chairman once again.

Mr. Bhargava is on the boards of a number of leading Indian companies across a diverse range of sectors. He has also been providing advisory and consultancy services to several Indian and foreign companies, and is actively involved with the Confederation of Indian Industry.

The Maruti Story How a public sector company put India on wheels by any yard stick, it is an incredible story, involving grit, management skill and entrepreneurship of a high order, R.C.Bhargava who was at the helm of the company, co-writing with senior journalist and author Seetha, shows how it was done in this riveting account of land mark achievement despite of following hurdles.

The story by RC Bhargava provides deep insight into Japanese culture, management style; and how Maruti despite being a PSU (Public Sector Unit) molded itself to this culture. The story also provides a deep insight into the evolution of automotive

- Unachievable targets of finalizing all legal documentation, get governmental approval as well as investment proposals,
- Building a factory and developing supply base meet indigenous regulations, create sales and service network, develop a brand as people's car as brand in sector where Indian expertise is limited.

- Following governmental system and procedures, and having pleased both its masters in the Government of India and Suzuki Motor Corporation of Japan.

Author wants to explain how Maruti project succeeded in the ways where unimaginable in 1983, How Maruti revolutionized in the industry and put country on wheels to afford for middle class Indian by producing 100000 cars in a year most reliable, economical, and modern car, with steep sale targets easily met.

Author further proudly emphasize how Maruti after 26 years later also on top of the table despite of facing competition from the world's major manufacturers who have entered in Indian market still leads the way in India and also can be seen in all continents.

Author tries to answer the question often being asked to him How a Public Sector Unit PSU (Maruti Udyog) characterized by inefficiency and sloth in India can establish new standards of quality, productivity, industrial relations and customer care in the automobile industry and manufacturing sector at large.

Essential Contents

The Maruti Company started with the dream of Sanjay Gandhi to manufacture small cars in India. After his death it was a challenge for his mother Mrs Indira Gandhi to fulfill his dream. Mother Gandhi was also the Prime Minister of the country. This is what started Maruti as a PSU.

The Congress led by Indira Gandhi decided that a foreign partner would be roped in and allowed 40 percent equity shares. Maruti Udyog Limited was established following the nationalization of the late Sanjay Gandhi's Maruti Motors Limited.

In this wonderful book, Mr Bhargava, the current Chairman, narrates the exciting journey of Maruti Suzuki from 1981 till date, starting from a dilapidated workshop in the once sleepy town of Gurgaon, near India's capital city, New Delhi.

Assembling a dream the government decided that the Maruti project should be set up with a capacity to manufacture 100000 passenger cars and 40000 light commercial vehicles with collaboration with Japanese automobile giant Suzuki and product should bear the name Maruti. Sanjay Gandhi's dream would become reality.

Book helps in understanding how the stage was set for Creating partnership in life of Maruti. Little would go on to revolutionize the Indian automobile industry.

How Mrs Indira Gandhi pressed the button that started the assembly line and the first car for sale rolled out and gave keys to the first ten owners of cars from all over India, the first being Harpal Singh of Indian Airlines.

Capturing the market and dominating the passenger cars in India by correctly assessing the behavior of Indian customers and challenges of operating environment how difficult to meet to take approvals explained in the book. A Bumpy Ride challenges explained the difference of opinion from Japanese to Indian public sector authorities to convince and tried to explain that Suzuki intentions were only to ensure the progress of Maruti.

Book also explains how mind set of people, dealer's attitude, preparing the Vendors, A new customer culture, The people challenge, Get it right from the three conventional old school of thought domestic manufacturers Hindustan Motors, Premier Automobiles and Standard Motors.

In what way it is useful on the current research?

Despite this, Maruti Suzuki was an outstanding success on all fronts. In researcher's opinion who worked with Maruti dealers more than six years of his 30 years of tenure, the single most important ingredient for this was the passionate Leadership of its founding managers - Mr V.Krishnamurthy and Mr R.C. Bhargava a born legend.

In the book A New Customer Culture section stressed and demonstrated the importance of after sales service was considered to be extremely important to ensure customer satisfaction, Maruti followed a strict **no sales without service** Dealerships showrooms were activated only after the servicing facility was fully in place and approved by the service department so great was the emphasis that senior

management from SMC (Suzuki Motor Corporation) Mr. Kawasaki was appointed to oversee this activity he remained in India for a long time and made huge contribution to the development of quality and spread of the after-sales network of Maruti, which is certainly new culture introduced in India a great vision helped Maruti to excel and gain No. 1 J.D.Power Customer Satisfaction survey consistently till date which lead to Customer Capitalization.

The book states, the role of dealer was considered to be a very safe way of making money, and hence became object of political patronage that too for public sector companies were controlled by the ministry, and ministers had the right to give directions to the management on various matters. Unfortunately most of the recommendations were made for people who were totally unable to meet the minimum requirements for a dealership. One person came with strong reference was social worker with no assets and declared source of income. Author says Inability to award him dealership made minister unhappy. Somehow Bhargav's colleague Vengal Rao heard about this matter and told Bhargav under no circumstances was a dealership to be awarded to this person, as it was not a clean case. Some months later Vengal Rao quit his post the minister ordered an enquiry against Bhargav in the Kandla transportation case and extension of his term as managing director was delayed. In this case Maruti and top management sticking to the values despite of all odds and sacrificing personal growth made all the difference to Maruti a public sector company put India on wheels and commitment at the cost of individual growth enlightens the researcher his research topic **Customer Capitalisation** Customer relationship as a whole human with heart, mind and spirits Influenced by socially and environmentally responsible as Identity, Integrity and Image. Customer Capitalization is product centric to customer centric, human aspirations to values and spirits.

In the book mentioned how Maruti implemented several best practices of customer satisfaction on top priority which were completely unheard of in the automobile market like pick up and drop facility, post service follow up, system for tracking customer complaints introduced, and bench marking ten complaints per 10000 vehicles, Management committee meetings address customer complaints there by quality became more focused issue, waiting areas of the customers overlooking shop

floor to build the customers trust towards the job carried out and genuinely spare parts are changed, introduced balance score card system to determine the performance of the dealers where in dealers evaluated in various parameters, which had different weightage. Certainly more for customer satisfaction, dealers further classified into Platinum, Gold, Silver and Bronze depending on the total scores and also changing attitude of Indian dealers towards the customers In many ways dealers behave as if they were doing the customer a favor by selling car concept of customer come first. Looking after customer interest would also benefit Maruti in a long run which obviously leads to customer satisfaction and customer capitalization.

Firstly, since the government owned majority of the shares initially, bureaucratic control and political interference was a major headwind, for any professional manager. Bureaucrats do not understand business while politicians are in business for themselves. Secondly, the entire value chain including vendors, manufacturing facility, dealerships, parts and service was non-existent and had to be created ground up. Thirdly, a culture of running a business profitably for all stakeholders was considered sinful, since profit was a bad word.

Maruti Suzuki commands over 54 per cent market share, and is the undisputed leader, with an extremely strong brand image that stands for quality, customer service and value for money. Maruti is today a household name in every corner of India, with the widest network of dealerships and Maruti Authorized Service Stations (MASS).

**9. Small Wonder the making of Nano A promise is a Promise Ratan Tata
By Philip Chacko, Christabelle Noronha, Sujatha Agrwal and Ravi Kant
Vice Chairman Tata Motors.**

Why this author written the book?

Philip Chacko belongs to the TataCorporate Communications team.

Christabelle Noronha is the Chief of Group Corporate Affairs Tata Sons Ltd

Sujata Agrwal is the Vice President of Group Publications, Tata Services. Authors in this book tell the story of how that dream was realized the dream of Ratan Tata born of the vision to enable middle class Indians to have a safe and affordable means.

Essential Contents

The Tata Nano is the cheapest car in the world. It has been manufactured by Tata Motors and is priced Rs. 1Lakh (US\$1900). Ratan Tata, the Chairman of Tata Motors. Had a vision to develop a means of transportation for the Indian middle class which is safe, affordable and comes in the form of a four wheeled passenger car. However to turn this dream into reality was going to be journey of hard work, adversity and sacrifices, commitment and political hindrances.

Small wonder the authorize story of making of the Nano takes readers from the vision to the birth of the cheapest car in the world, the Tata Nano.

The book starts with Ratan Tata's dream to provide an affordable means of transportation to Indians, and thus improve their quality of life; in fact the Nano was first drawn by him on a note pad during a boring board meeting. To put this plan into action, the Tata Nano team faced many technological, operational, geographical and political problems and yet they found solutions to it all, proving that determination, good dealership and hard work goes long way.

The pages of small wonder, The Authorized story of the Making of The Nano are an eye opener to its readers as it explains how the car was not developed with huge technological advances, but in fact large number small improvements. The team had developed innovative means to handle manufacturing, setting up of plants, supply chains, inventory control and supplier management. They overcame barriers that conventions technology²¹ and traditional methods of car manufacturing posed. And finally came up with car that has potential to change the existing paradigm of the automotive industry globally. Further, the book explains why as an Indian, one should feel that the Nano has successfully passed the International Crash Test.

The Nano includes many interesting trivia like political influences to shift to Gujarat.

In what way it is useful on the current research?

The Tata Group will undoubtedly play an important role in the continued development of India, providing leadership in various industrial segments in which they operate and living by the value systems and ethical standards on which Tata Group was founded.

India's best brand ambassador Made automotive history launching Nano very close to Ratan Tata's heart with \$2,000.the world's cheapest car in nation of a billion, environmentalists call it eco-disaster developed for the mass market inculcating right behavior and strong values systems..

Ratan Tata said "I definitely feel that endorsing corruption is against ethics. And we fought against that. It is great to go to bed at night feeling that we did not succumb to pressures (of corruption). And we have grown well,"

He is also responsible for spending it on good works, leading two of the world's largest charitable organizations, focused on reducing global poverty CSR activities.

Customer Capitalization the topic of researcher based human spirits, values systems, contacts ethical way to perform duties with CSR. This book is the best example to justify the customer satisfaction is the best example by creating a new platform to customers who can own four wheeler vehicles at the cost of two wheelers bike or scooters by attaining customer capitalization at the highest level.

This Tata's Nano conveyed powerful message to the world message to the world Future of Automobile is in India.

2.2 Journals, Magazines, News papers

1. F.A.D.A. Federal Dealer Automobile Association (March 2013)

Indian Automotive Sector As per Frost & Sullivan insights: The Indian automobile industry has shown steady growth over the past few years, with several advantageous developments propelling it further; it has emerged as one of the best-performing sectors in the Indian industry.

Currently being in the initial phase of life cycle slated for rapid growth, the automobile industry is governed by a multitude of factors including macro – economic variable; such as GDP components, industry production, inflation, interest rates, and stock indices. Sector variables like new model launches, vehicle price and inter – segment competition, and enablers / barriers, such as, finance availability, road connectivity, etc., also affect growth. There is ample growth opportunity especially for two wheelers, as the market penetration for this segment is 55 -61 units per 1,000 people, whereas penetration of cars is only **12 per 1,000 people**.

PV Segment Outlook

According to frost & Sullivan, CAGR for the automotive sector for 2013 is expected to be approx.4.75 %.

The PV market is primarily aspiration driven and launch of new models will spur growth of this segment further. This combined with a burgeoning client base comprising majorly of a technologically inclined

Gen –Y, offers high scope for high and PV. Launch of several technology loaded models with attractive optional features will propel growth in this segment in India. Efficient public transport systems, which are being developed in urban areas by the government, are emerging as efficient modes of commuting in cities, especially for the working population. This coupled with reducing parking space, is gradually deterring use of personal modes of transport by the working class.

Also, the Government is currently in the process of establishing and enforcing emission norms in new vehicles, combined with upcoming safety regulation. PV price will rise to accommodate these features, and this price. Though rise in fuel prices are a concern, the only effect of deregulation of fuel prices in the immediate

future will be on sale of diesel power trains, as the rate disparity between diesel and petrol continues to go down. This will reduce number of diesel vehicle sold. Sale of sports utility vehicles (SUVs) in keeping the PV segment buoyed.

This segment has come to the limelight with launch of May attractive models and has held centre stage in the past year. This segment is primarily aspiration – driven, which implies that owning an SUV is perceived as a status symbol and feeds into the aspiration of the expanding middle class and affluent segment. Another positive factor in favor of this segment is increased availability of financing option (vehicle loan), which has brought expensive SUVs into the affordable range for many consumers. SUVs also provide the required capacity to accommodate the archetypal “big Indian joint family”.

In what way it is useful on the current research?

Penetration of cars in India is only 12 per 1000 people that indicates the huge opportunity for the customers to make best out of many manufacturers entered India and still entering and it is very clear the car companies who must believe in not only customers but also human spirits and best value systems to adopt and come out to capitalize Indian customers.

2. Harvard Business Reviews (HBR)

“The very first sentence of the very first issue of Harvard Business Review, published in the fall of 1922, signaled to readers that HBR would offer intelligent observation but might also be hard work.”

The author, **Wallace B. Donham**, the second dean of Harvard Business School, went on to elaborate HBR’s mission: to develop “business theory” on the basis of rigorous research that could help executives manage more effectively.

Better Customer In sight – in Real Time

(HBR South Asia September 2012 page 105)

A NEW TOOL RADICALLY IMPROVES MARKETING RESEARCH

By Emma K. Macdonald, Hugh N. Wilson, and Umut Konus.

Why these authors written this article?

Authors try to explain the importance of Real Time Experience of Tracking (RET) in the article a new research tool how a growing number of companies such as Schweppes, Energizer, and Fox, are using RET to inform their marketing decisions, increase sales, and help customers improve their own experiences.

RET Real- Time Experience Tracking conducted over mobile phones, RET allows companies to inexpensively collect instant, unbiased feedback from customers 24 hours a day. A Market Researcher can't easily follow customer around 24 hours a day. But those customers' cell phone can. In RET, participants supply the answers to a four question survey every time they encounter the brand, be it direct interaction such as purchase ad, or an indirect one, such as conversation with another customer. The process is very simple only customer needs to test a four character message.

Essential Contents

RET helps to know only four things about each customer encounter with the brand. In understanding customers' attitudes toward products and brands most companies apply survey-based market research methods. Few marketing challenges are tougher to determine the customers' attitudes and behavior. Fundamental flaw: they rely on customers' memory which may vanish fast leads to capturing of accurate communications.

Designing the program: Quick SMS based micro survey that customers can take their mobile phones every time they encounter company's' brand, Filled out on line questionnaire, four characters text messages, monitoring the modified version of questionnaire to see any change in the behavior and attitude of customers towards the brand.

In what way it is useful on the current research?

RET Real time Experience Tracking data can instantly provide touch points closely monitoring behavior of customers and can be adopted to capitalize the customers on instantly in new product launches or marketing campaigns conducted in fast competitive environments.

3. Management Digest (www.sgbapat.com)

Inaugural May 2013 issue Monthly news letter

Why Chief Editor started this News Letter?

Chief Editor Dr.S.G.Bapat explains the need of Management Digest issue.

It is not practical to go through all reputed journals like Harvard Business Review, Business India, ISTD Journals, NHRD Network journals and other reputed published news letter and journals for a busy executives in the corporate world to take time out from their hectic schedule of meeting targets, addressing concerns generated from customers, Execution and implementation of norms set by principles, vendors, business associates but it is always better if they have gist of current affairs and keep their track up to date at a glance will certainly save their time and help in capacity utilization of their energy in producing results. This news digest will help as handy ready reckon or for implementing new ideas in their corporate world.

Essential Contents

Management Digest May issue being the first by and large essential contents

Information and updating on Business Ethics Foundation.

Focus on NHRD Network Journal – Jan 2013 highlights **Skill Building and HR.**

Three rules for success

Throw lights HBR Harvard Business Review (April 2013 issue) amazing article three rules of:

Making a Company Truly Great.

The three simple rules are stated as follows

I – Better before Cheaper

II – Revenue before cost

III – There are no other rules.

Zanvar Group of Industries: Celebrated Zero Defect Day (ZDD) on January 2, 2013 was implemented at 11 units of the group in and around Kolhapur. Highlights

And more story of the month, Jokes, poems, Inspirational slogans of great leaders, Trainings happenings past present and up comings.

In what way it is useful on the current research?

As researcher is from industry back ground and topic is Customer Capitalization in the Automobile Industry and this issue help in providing information to all automobile dealer fraternity.

Initiated in trainings being conducted on soft skills to automobile dealers' untapped opportunity in most of the family driven organizations, which is main focus of customer satisfaction which leads to customer capitalization in present recession period in automotive sector.

Also this news letter helps in bridging the gap between highly qualified faculties in education streams to Professional requirements of corporate world.

4. Business Standard

An 'official' recall policy? Whatever for!

Published in Business Standard 7th August 2013 page No.14 Issues and Insights by BVR Subbu.

Why this author written the article?

BVR SUBBU is well known personality Stalwart in Indian Automotive Industry, formerly President of Hyundai Motor India ltd, and the main architect of creating the Hyundai brand in India to reach second largest car manufacturers after Maruti Suzuki, presently runs a strategy consulting company Beyond visual Range and has interests in auto manufacturing and distribution.

Essential Contents

The news of the government considering an “official” recall policy, obviously with its own administering mechanism, has been received with consternation or exhilaration, depending on which side of the fence you stand. Even if the proximate cause for this development is a few “misguided” employees, the near nuclear fallout of misrepresenting emission compliance by General Motors (GM) India (despite the subsequent admission of guilt) was only to be expected.

That the rather simplistic remedy being bandied about by activists focuses on more regulation and control on an already excessively regulated industrial environment is also not surprising.

Central to both lines of thought is the grossly overstated belief that private industry will cut corners whenever and wherever it can, and the even more exaggerated confidence in the ability of government- appointed regulators to ensure that this does not happen.

Perhaps it is best to first ask: what kind of recalls are we talking of, who can best evaluate the risks and costs of such recalls to society at large and what will ensure the highest standards of compliance in the future? The first point to note is that recalls in the auto industry almost invariably occur as a response by auto companies to the problems. Nothing – certainly not government regulation – can hurt auto companies more. So, auto companies constantly track service issues and product issues and provide affix as soon as they can. The “recall” is the manifestation of that concern of the auto companies to keep the flock together and the bottom lines growing. There is, therefore, nothing sinister about a recall. All this is particularly true in more mature markets, where auto companies and dealers realize that both only gain from a long- term involvement with customers.

Recalls occur for a variety of reasons —when products don’t meet mandated safety or environment parameters, or when they fall short in terms of performance or in terms of what consumers perceive as hygiene issues. Generally, these are caused by design, material or manufacturing process inconsistencies and are not deliberate acts of malfeasance —the unfortunate GM India case being an apparent exception. How

can an “official” recall policies prevent such things from happening — or getting reported only after significant damage has been done? (I’ve written elsewhere on the matter, so I will not succumb to the temptation of repeating myself.) The US has an elaborate official policy while Europe and Japan have preferred to go with self regulation.

Both have had their share of successes and foul-ups. So, the jury is still out on which is better. The underlying reasons are that in all three markets consumers are more aware of: (i) product technologies and (ii) of their well-established rights as consumers, so any alienation or tampering of those rights will bring immediate, widespread censure and, often, significant financial liabilities too. The bitter truth is that India is found wanting on both counts. We have a lot of consumer miss education on one hand and a painfully tortuous system of grievance redress on the other.

Even more fundamental, our legislation on areas like safety standards, whether in cars or commercial vehicles, has scarcely kept pace with our creditable – but undeniably court induced – efforts on emission regulation. The auto industry’s record on both counts has been, at best, patchy. In such circumstances, what will the overlay of a new bureaucracy on the back of an official recall policy achieve beyond self-perpetuating self-interest? But I do not believe that there can be anything resembling enlightened self-regulation by the auto industry. It is a rare auto company that will accept that a product it made and sold is inherently flawed (of course, there are many instances where a virtue has been made of a necessity). The way forward would be to ensure that noncompliance becomes suicidal in the marketplace. Just consider how the internet has created awareness like never before. A recall on a passenger car model sold globally gets noticed by Indian consumers almost instantly and creates a recall demand backlash that invariably has the auto company pledging and often delivering, albeit with a lag, similar levels of care to India customers — without an official recall policy in place.

So why does the government not just start by just authorizing greater transparency? Let the Insurance Regulatory and Development Authority (IRDA), for instance, publish accident statistics of all vehicles arranged model wise. Start with the record of the last five years, and then update it on a quarterly basis. The resultant spotlight

on “unsafe” models will ensure, like nothing else ever can, that the laggards in the auto industry get to explain their sorry performance and keep the focus on ensuring that quality and safety engineering are never compromised. No brand, however great, can ever withstand the tsunami of accident rate statistics. Perhaps the Association of State Road Transport Undertakings could put out similar details on bus fleets.

The next obvious step would be to start certification based on higher safety norms — and again the IRDA would do the country a great service if it linked insurance premium to safety certification and on- road safety records. Once such steps start impacting sales, the very existence of the company could be under threat. It is very unlikely that any penalty dictated by an “official” policy can ever have such an impact so fast. And industry organizations will be spared the embarrassment of defending the indefensible, only to maintain a façade of unity in their ranks.

The author, formerly President of Hyundai Motor, runs a strategy consulting company Beyond Visual Range and has interests in auto manufacturing and distribution

Greater transparency in consumer information would achieve far more than introducing another layer of bureaucracy.

In what way it is useful on the current research?

Author suggested the better solution to Customer Capitalisation as customers face with their products. Customers are normally forgiving of little glitches and the time taken to set them right and tend to complain only when their concerns are inadequately addressed or, worse, ignored. That is when they get vocal in the media (getting almost instant reach nowadays through Face book, Twitter et al) and end up scaring off other potential customers.

So why don't modify by just forgetting all this talk of an “ official” recall policy, and empower the customer to decide, particularly when all we need to start with is the filing of an application under the Right to Information Act to get the IRDA to let

us know the accident record of the vehicles on our streets. And then, deliver the coup de grace, by introducing exemplary penalties for willful misrepresentation by manufacturers.

This change in the rule can get a holistic approach to the problems and getting better solutions by empowering the customers.

5. A COMPLAINT IS A GIFT from Complaint to Satisfaction TMI Time Manager International A/S development team. ISBN 87-89937-03-1

Why this TMI Time Manager given his suggestions complaint to satisfaction?

TMI Time Manager International A/S development team focus on effective handling of customer complaints and how transform based on the complaint of customer and interfacing into positive frame of mind and try to analyze the cause of complaint and if the complaint is genuine how to draw some corrective measures in the CRM system to not to repeat the same by taking necessary preventive measures.

Essential Contents

Effective handling of complaints

Prerequisites

In order to turn negative situation with a customer in to a positive one, it is important that the organization and all its staff with customer contact know how to handle complaints effectively in order to achieve service recovery.

A prerequisite for handling complaints effectively is that the people who receive customer complaints have the right attitude and behavior.

It is equally essential that the managers of the organization have the right attitude. More or less consciously, people with customer tend to express the attitude of their supervisors. What they do is what the organization rewards.

The staffs who receive complaints should be able to see that complaints form a basis for improvements within the organization. Therefore, it is not just a question of sending a “trouble-maker “packing.

In order to handle complaints effectively, the organization need effective systems and polices.

On the following two pages, you can read about the attitude and behavior required from the people who handle complaints – especially about the idea that “a complaint is a gift.

“.These requirements apply whether the customer complaints in person, by telephone or in writing.

Attitude and Behavior

Some customer service staff would claim that they are happy to receive complaints from customers and learn a great deal from them.

This is hard to believe considering the numerous examples of poor complaint handling .

Perhaps the truth is that, deep down, most people prefer to avoid complaints. Just like most people prefer to avoid cri8ticsm – even if they ask for it .

Although they say “I am sorry”, their body language often expresses irritation or suspicion about the justification of the complaint.

This is why many customers feel anything but welcome when they make a complaint, and why they refrain from complaining. Or they do complain, are treated badly, and take away their business.

The examples in the previous chapter illustrate the attitude underlying inappropriate processing of complaints:

Suspicion

“Those customers are cunning. They try and trick us into giving them extra advantages which they haven’t paid for”.

Guilt

“I don’t like to be reminded of my mistakes.” “That customer puts me in a bad mood.” “Why don’t I ever hear about my good points?”

“I am not the only one who ever makes mistakes. Loose at Adams – he’s no better.”

Irritation

“Are there no limits to what people will complain about?”

“That complain is totally unreasonable. The customers are a trouble – makers.”

“Can’t they see I’m busy?” “Obviously, the customer doesn’t understand one bit what I’m trying to say.”

Put yourself in the customer’s place

When you are about to deal with a complaint, it may be useful for both you and customer if you try and see the matter through the eyes of the customer.

Try putting yourself in the customer’s

- What would you think and feel?
- How would you react?
- What would you expect from the organization?
- What would it take to make you happy?
- What would it take make you a “goodwill” ambassador of the organization?

Putting yourself in the customer’s place will help you understand the customer’s needs and expectation. It will also give you the success of handling the complaint well.

A good attitude towards complaints

When handling a customer’s complaint, you should act in such a way that the customer feels good about complaining.

A positive attitude towards customers and genuine interest in correcting mistakes is a prerequisite of processing complaints effectively.

Remember that the customer who complains:

- Has the right to complain.
- Still has some confidence in the organization.
- Is still a customer.
- Can be made a “goodwill” ambassador.

- Gives you and your organization a chance to correct the mistake and recover the customer's confidence.

Remember that the complaining customer is the spokesperson for a larger number of dissatisfied customers. The complaining customer is one of the few dissatisfied customers who will make the extra effort to point out quality problems to you and your organization.

Think of the complaining customer as a friend. Somebody who wants to help you. Somebody who gives you something which they are not obligated to give you. The complaining customer gives you something you want, something you really need – a lovely gift.

A TMI tool to develop an organization's complaint culture

This tool can be used to:

- Survey the complaints culture of your department / team and your organization.
- Estimate whether the organization's method of processing and handling complaints is sufficiently effective to keep customer and regain their confidence and trust.
- Improve the processing of complaints from both "external" and "internal" customers.

The use of the tool may also be seen as an important part of a learning process in which all employees acquire greater understanding of what it takes to achieve a good complaints culture within the organization.

In the questionnaire the word "organization" may mean both a department / team and an entire company or organization.

All employees who have customer contact should complete the assessment questionnaire.

In what way it is useful on the current research?

Customer Capitalization can be attained through best values and proper systems and performing duties in a ethical way and capitalizing the customer through not only satisfying him but by delighting to prove the saying System makes it possible and people make it happen.

Above study of literature indicates that lot of published material is emphasizing on Managerial and Technical challenges in the marketing strategies as well as reasons for recession and prosperity as cyclical change. In order to write the literature review well, the researcher should gather all pertinent information about the work, however specific data based material is not available on the concept Customer Capitalization on Automotive aftermarket industry.

Model 3i “Brand identity, integrity and image” is key for customer capitalization, after referring book written by Philip Kotler marketing 3.0, changing scenario from Products to Customers to Human Spirit.

Therefore researcher thought it desirable to collect first handed information from the current customers, dealer General Managers, dealer Principles and Country Heads
Customer Capitalization: Customer relationship as a whole human with heart, mind and spirits. **Brand:** Influenced by socially and environmentally responsible as Identity, Integrity and Image **Market Segment:** Product centric to customer centric to human aspirations to values and spirits.

Services of Automobile aftermarket are linked with first and foremost Customers who directly come in contact with dealer General Managers who execute within the limited power as per the instructions given by their employers and whole of this linking with customers to manufacturer’s representatives in the capacity of Country Head after market who is ultimate responsible to achieve desired targets by monitoring, developing Service Quality Standards, Balance Score Card systems on the basis of Customer Satisfaction measuring rods, associations such as J.D.Power Customer Satisfaction Survey for Sales and as well as Service. Hence researcher tries to interview customers, dealer General Managers, Dealer principles and Country Head Services who are view to analyze the need for and utility by doing justice to selected topic Customer Capitalization reference to Automobile Industry.

It is amply clear from the above literature study that Marketing is a dynamic subject Dr. Philip Kotler himself has modified his ideas in Marketing 1, Marketing 2 and Marketing 3. In last two hundred years automobile industry has also grown substantially therefore new challenges are visible.

It is observed that the current literature definitely highlights significant elements in marketing. However the emotional aspects psychology of customers, buying behavior are so dynamic that by the time study is over tastes and fashions of the people change (as observed by Steve Jobs in his often quoted statement **“You can't just ask customers what they want and then try to give that to them. By the time you get it built, they'll want something new”**). Steve Jobs is quite valid even today. The researcher came to conclusion that even if precise and quantitative conclusions are not available sincere comprehensive study of qualitative aspect will be desirable. The future of Automobile Industry largely depends upon understanding the 'Future' market and designing its road map based on the study of qualitative as well as quantitative aspects. Present thesis is modest beginning in this direction.

Chapter 3

Justification of the Topic Research Methodology and Hypothesis.

3. Justification of Topic

Background

In Chapter I the review of automobile industry has been taken and some reference to Customer Capitalisation has been made in the second chapter existing literature have been received books and articles and specific reference is made to the contribution of Dr. Philip Kotler in Marketing 3.0. The present chapter is an attempt to justify the need for study and desirable methodology and hypothesis adopted by researcher.

3.1 Selection of Topic:

“A study of customer capitalisation relating to branding and market segmentation in automobile industries with special reference to western Maharashtra during July 2012 to December 2013”

Customer Capitalization:

Definition: Customer Capitalization is the way of studying of customer relationship as whole humans with hearts mind and spirits and understands approach towards product in a fast moving new emerging market place thinking towards value, dynamics of price sensitive and emotional approach by deriving short term methodologies to have long term benefits in turn enjoying huge dividends.

3.2 Justification for selection of topic:

In the New emerging Indian Automotive Market With rapid change in global economic scenario and changing consumer behavior, thinking and its life style, it will be very difficult to know / predict the customer of future. The Indian automotive Market growth leads to show change in various factors / attributes such socio economic change, Financial support base – Banks, private funds support, etc and **lifestyle** up gradation. Indian Automobile sector in India is the one such sector which has shown an unparallel extraordinary expansion and customer - base growth for last five years.

Hence researcher wishes study and undertake a realistic view point on this subject to review the automobile sector customer of Future with holistic approach.

To increase “VALUE TO SALES” of Brand or Product and understand customer’s mind and its approach towards product in a fast moving market place, e.g. Eco friendly Aspect, wellness aspect, cost aspect, utility aspect, value aspect, Availability aspect, Community awareness aspect....

Will enhance the impact on customer value with respect to company’s approach towards, Corporate Social Responsibility (CSR) and Corporate Customer Social Responsibility awareness to build brand image?

Also helps to evaluate the customer thinking towards Brand attachment and “Price bundle” sensitive products and present methods adopted to measure customer satisfaction are at what extent realistic.

Objective of Study:

1. Over the years, marketing has evolved through three stages that we call Marketing 1.0, 2.0, 3.0. Many of today’s marketers still practice Marketing 1.0, some practice Marketing 2.0, and a few are moving into Marketing 3.0. The greatest opportunities will come to marketers practicing 3.0
2. Any customer can have a car painted in any colour that he wants so long as it is black. This was Marketing 1.0 or product – centric era.
3. Marketing 2.0 came out in today’s information age where core is information technology. The product value is defined by the consumer. Consumers differ greatly in their preferences. The golden rule of Customer is King Works well for most company’s consumer centric approach. This is the view in Marketing 2.0 or the customer oriented era.
4. Like consumer oriented Marketing 2.0, Marketing 3.0 also aims to satisfy the consumer. However, companies practicing Marketing 3.0 have bigger missions, visions, and values to contribute to the world. Marketing 3.0 lifts the concept of marketing into the arena of human aspirations, values and spirit. Marketing 3.0 believes that consumers are complete human beings whose other needs and hopes should never be neglected. Therefore Marketing 3.0 complements emotional marketing with human spirit marketing.
5. To study the impact on customer value with respect to company’s approach towards Corporate Social Responsibility (CSR) and Corporate Customer Social Responsibility awareness to build brand image.

6. To study holistic approach, emotive interpretations, customer relationship and its outcome benefits to maintain long term customer attachment to its company's brands and products in India.
7. To stimulate derive short term methodologies to have long term customer relationship with particular Brand or Product".

Meaning of Research*

- Research.....
- Is any systematic activity carried out in the pursuit of truth
- Is a purposive investigation.
- Is the application of scientific method to the present pool of knowledge
- Is an Endeavour to arrive at answer to intellectual and practical problems by the application of scientific method
- Is a way of finding new ways of looking at familiar things in order to explore ways of changing it
- Is an organized inquiry designed and carried out to provide information for solving significant and pertinent problems.
- Is an activity that extends, corrects or verifies knowledge
- Seeks to find explanations to unexplained phenomenon – social and physical to clarify the doubts, and correct misconceived facts of life.

Types of Research

Research can be classified into various classes. These classes are not watertight compartments .There is a certain amount of overlap among the various classifications. Every classification emphasizes certain aspect of Research the following are the various ways in which research can be classified.

- a) **Pure research vs. applied research** : Pure research is conducted for the sake of pursuit of knowledge in itself . There is no application or commercial aspect involved
- b) **Exploratory or Formularize research:** It is usually a preliminary or pilot study and is followed by descriptive experimental research Exploratory research is a preliminary study of the subject matter or investigation of the phenomenon. Such a study is generally based on secondary data.

* Quote here in the book Research Methodology discussion in this section broadly follows the pattern suggested by S.P. Kasande in this book Research Methodology.

- c) **Descriptive research vs. analytical research:** Descriptive research aims at fact finding and more often is based on surveys .
- d) **Diagnostic research:** This type of study is similar to a descriptive study but emphasizes discovery of what is happening, why the happening is and what can be done about it.
- e) **Conceptual research vs. Empirical research:** Conceptual research relates itself to abstract ideas, concepts or theory .It result in the development of new concepts or reinterpretation of existing ones. However author S.P.Kasande in his book Research Methodology as mentioned in the types and meaning of research makes his views by being verified by observation or experiment. It is appropriate when proof is sought that certain variables affect other variables in some way It is considered to be the most powerful support for a given hypothesis.

Type of Research: Researcher has conducted analytical research study for the present problem.

3.3 Research Methodology:

Research Problem: On the backdrop of L.P.G. (Liberalization, Privatization and Globalization) impact Indian car segment market became clearly opened for the real buyers from not only elite class but also higher middle and middle class. In fact this paved the way to fill long cherished dream of masses in the Indian market which proved to be certainly “A buyers market’

Having number of options/alternatives customers had a privileged position to dictate their terms resulting into more occupancy of car product with them.

In view of the above car manufacturers (Indian as well as foreign) started thinking not only of achieving their target of sales quantitatively but buy qualitatively also satisfying their customers in all respects that is pre and post sales.

After the year 2000 the above picture got totally changed which included the focus on market segmentation, propagating their product not only in a novel way through different advertisements and sales promotion campaigns but also by giving thrust open qualitative customer service. However their efforts were not 100% proved to

be fruitful due to certain lacunae in the system itself with these companies strategies and policies.

Having opened the option to the customers and having an easy access to them about the qualitative norms of customer service due to open market operations globally Customers expectations did rise exponentially. This fact which was aptly observed by Dr.Philip Kotler who connected appropriately about the Asian automobile market According to him trends in marketing from 1.0 (product centric), 2.0(Customer centric) and 3.0 (Human spirits). This 3.0 concept is at present in India especially not 100% being studied/known/applied by car manufacturers through their dealers taking into account above facts the researcher based on his review of literature has observed that there is gap between the expectation/perception of customers against their satisfaction level. So it was thought wise to study the causes for this element which led to application of Kotler's 3.0 concepts in fructifying way so as to bridge the gap. Hence researcher has selected the problem area proceeded to understand the research.

Sampling Techniques: Taking into account huge car Automobile market Car passenger vehicle (Four Wheeler) segment in India the universe happened to be very large from the point of view of understanding field survey. Hence it was thought convenient to apply purposive sampling techniques by selecting western India region as a focal area and purposefully selected 20 car dealer CEOs, 23 Dealer General Managers, 10 Country head services and also 3000 customers of their respective dealers.

Location map where the research study is conducted'

Figure No. F- 18



List of Dealers survey conducted of Western Maharashtra

<p>Mumbai Modi Hyundai Goregaon West. SC Ford Goregaon West. Lakozy Toyota Malad West Oam Sai Auto Kandivali West Sai Auto Hyundai Borivali West Shivam Auto Zone Kandivali West Sai Service Lower Parel West Arya Honda Lalbagh Dadar East Aquest Auto Kalina Santacruz East Shaman Group Kalina Santacruz East Castrol India Ltd Andheri East Excel Auto Vista Bandra West</p>	<p>Thane Modi Motors Agencies SC Auto Corporation Life Time Mobility Millenium Toyota Sai Service Vasai Millenium Toyota Mira Road Pune and Kolhapur Sai Service Pune and Kolhapur Mirje Group SCM Nissan <u>Goa, Belgaum and Hubli</u> Sai Service Maruti Goa Shodha Toyota Manicbag Tata Motors RNS Motors Maruti</p>
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Data Collection Method: Researcher has used questionnaires and interview techniques for obtaining first hand/primary data from the respondents under the survey region. A Combo model (open and closed ended questionnaires) has been used besides conducting personal interviews.

3.4 Hypothesis

A hypothesis in plain term is tentative solution or answer to the research problem which the research has to test based on the available body of knowledge that can be known. It is merely an assumption or some supposition to be proved or disproved.

A hypothesis may be defined as a proposition or a set propositions set forth as an explanations for the occurrence of some specified group of phenomena either asserted merely as a provisional conjecture to guide some investigation or accepted as highly probable in the light of established facts. Webster's new international Dictionary of English language defines the terms as a proposition condition or principle which is assumed perhaps without belief.

Hypothesis is a principal instrument in research. Its primary function is to suggest new experiments and observation quite clearly hypothesis is a useful aid to every researcher.

If hypothesis is not formulated even implicitly the researcher cannot effectively proceed with problem investigation. In the absence of such hypothesis the researcher has little clue about what to look for and in what specific order during the data collection phase. In the light of a well defined hypothesis the researcher can assess the relevance and usability of any data that he across.

Statement of Hypotheses: Considering the sensitivity and subjectivity of relevance of the research topic, the researcher has formulated hypotheses based on a novel and modern concept of Marketing 3.0 promulgated by Mr. Philip Kotler (a well known) authority on Marketing about new emerging Indian automobile market in passenger car segment (Four wheelers).

Hypothesis I

There is a strong impact of Philip Kotler's (Model 3i) Modern Concept of Marketing on new emerging Indian Automobile Market.

Hypothesis II

There is a correlation between Branding and Customer Capitalisation.

Hypothesis III

There has been a shift in Market segmentation in Automobile Market from Product centric to Customer centric to Human aspirations to values, ethics and spirits.

Chapter 4A.

Data Analysis and Interpretation.

Customers

4. Data Analysis and Interpretation “A”

Data

Once the research problem is formulated and the research design is determined, the next task is data collection. Data are facts figures and other relevant materials past and present serving as bases for study and analysis.

Importance of Data

Data constitutes the subject matter of analysis .One cannot draw inference without analyzing data. The relevance adequacy and reliability of data determine the quality of the study, data from the basis of hypothesis. They are the basic input for constructing measurement scales .

Data is primarily of two kinds:

1. Primary data
2. Secondary data .

Secondary Data

Secondary data may be defined as data has been collected earlier for some purpose other than the purpose of the present study. Any data that is available prior to the commencement of the research project is secondary data, and therefore secondary data is also called as historical data.

Secondary data being historical data and researcher’s best of his knowledge and ability topic of research is unique of its kind and nobody attempted do research on customer capitalization in Indian automobile sector where in **Customer Capitalization:** Customer relationship as a whole human with heart, mind and spirits, **Brand:** Influenced by socially and environmentally responsible as Identity, Integrity and Image. **Market Segment:** Product centric to customer centric to human aspirations to values, ethics and spirits **from Philip Kotler Marketing 3.0 published year 2010.** Hence secondary data could not establish as published and unpublished sources were not available during the research study. Here situations where it is impossible to use the secondary data keeping in view the requirements of the study. In this case where there is no secondary data available, the only way out is to collect primary data.

Primary Data

Data that is collected for the specific purpose at hand is called as primary data. It is customized according to the needs of the researcher and focuses exclusively on the current research problem. The collection of primary data is costly and time consuming. It calls for greater planning and coordination. Collection of primary data requires d

Basic methods of collecting primary data: Methods of primary data collection can be classified under two basic heads.

The Questionnaire method: the respondent is questioned directly about aspects of interest to the researcher

The Observation method: The researcher simply observes the subject and records relevant aspects of his behavior.

Data collection methods can be also be classified as:

- Observation
- Interviewing
- Experimentation
- Simulation
- Projective techniques.

Interviewing

Researcher used interviewing method of data collection, Interviewing is the most commonly used method of data collection adopted by the researcher it is a two – way purposive communication between the interviewer (researcher) and researcher was fortunate enough to have his research guide in few of the cases.

Interviewing is used as the main method of data collection or may be used as a supplement to observation experiments or other techniques as People are more willing to speak rather than write. Interviewing method also helped to gather personal information. The interview technique also helped to note the body language of the respondent and room for any clarifications and explanations required by the respondent.

Researcher believed in structured interview: This type of interview conducted with standardized interview with pre- determined questionnaire and the possible answer are also largely pre –determined with objective type more close ended questions are used as compared to the open ended ones enabling graphical format of all variants through advance

information technology by adopting a portal through server to capture more accurate and instant method.

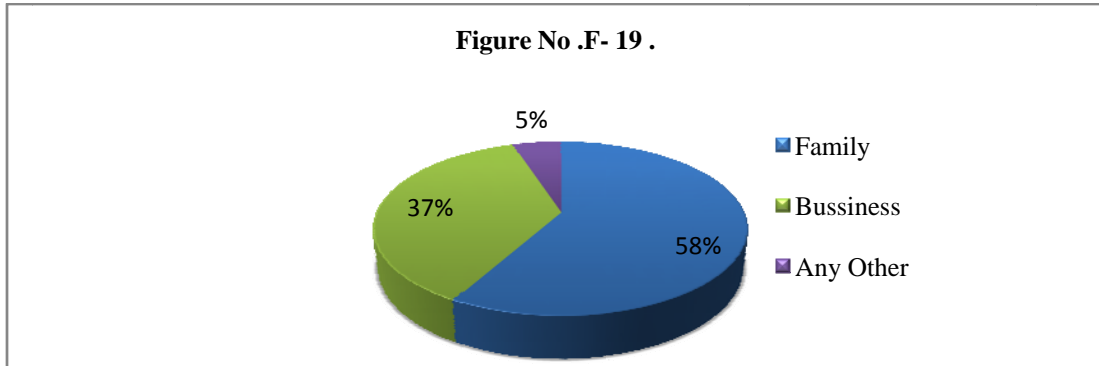
Researcher Conceptually thinks the data processing and analysis must be viewed as integrated process, also the twin aspects of data processing and analysis must be well intergraded with the entire research process. The prior steps in the research process must always keep in view the data processing and analysis to be done later on. The researcher after giving adequate thought further classification is done as under.

1. Customer questionnaire collected and fed in the server of the designated portal and took all categories mentioned in the feedback and also important categories related to research topic which will play an important aspect of the study.
2. Researcher collected most of the data from dealer General Managers by inviting and conducting and explaining research topic by using conference hall and power point presentation along with research guide and took managers' view point along with the first thousand feedback forms collected from customers. This clearly helped to have a comparative pilot study of customers, managers, researcher and research guide.
3. Second part of data collection is done in conjunction with Dealer Principles Country Head after sales questionnaire to establish comparative analysis. But researcher developed more open ended questions for country heads to read their mind and analyze on thinking ability of descriptive nature.

4A. Customers view points on all and preferred Categories

1). Major Reason of Car Buying Criteria?

Gender: All Profession: All Age: All Education: All Income: All State: All

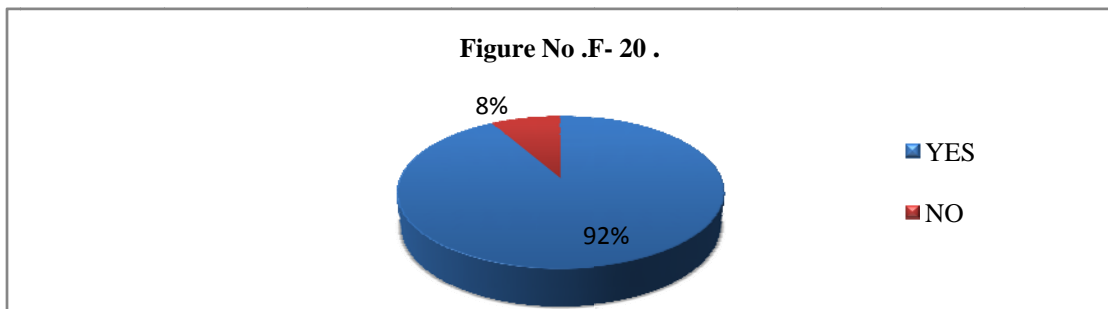


	ALL	Family	Business	Any Other
No	3059	1780	1124	155
%	100	58.19	36.74	5.07

More than 3000 customers interviewed customer's intentions first priority Family 58% then Business 37%.

2). Are you first time buyer?

Gender: All Profession: All Age :All Education :All Income :All State :All



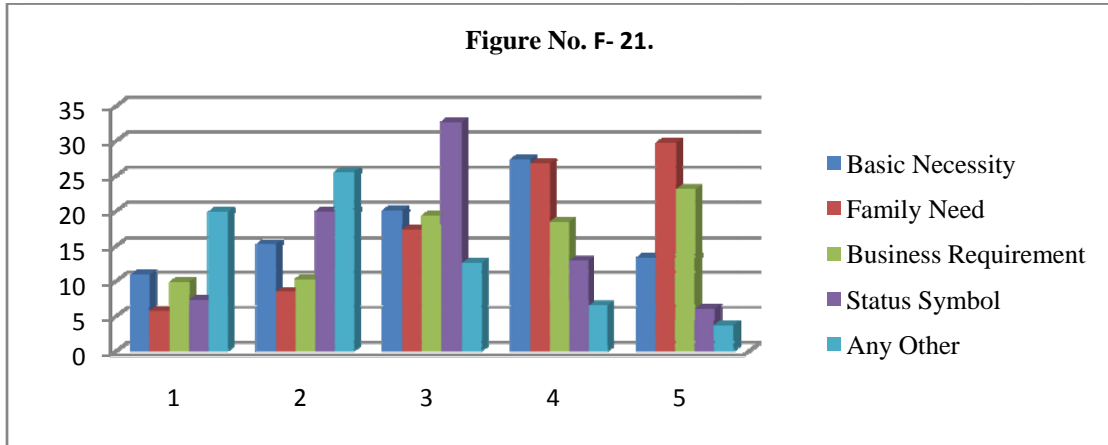
	ALL	YES	NO
No	3212	2305	208
%	100	71.76	6.48

Customers interviewed are First time buyers 92% that gives indication customers are experienced the car first time.

3). what is the biggest motivator to buy a car?

(1 being the least and 5 being the best in order of preferences)

Gender :All Profession :All Age :All Education :All Income :All State :All



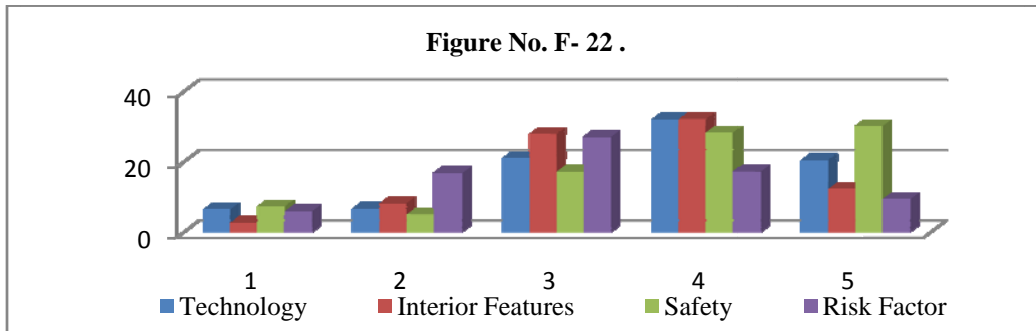
Head	1	2	3	4	5
No Basic Necessity	348	488	643	877	427
%	10.83	15.19	20.02	27.30	13.29
No Family Need	183	271	556	860	953
%	5.70	8.44	17.31	26.77	29.67
No Business Requirement	315	329	618	592	740
%	9.81	10.24	19.24	18.43	23.04
No Status Symbol	235	639	1047	412	193
%	7.32	19.89	32.60	12.83	6.01
No Any Other	636	820	403	208	118
%	19.80	25.53	12.55	6.48	3.67

Again most of the customers rated for family requirement to have or own a car rated highest than any other purpose indicating family attachments, emotions, sentimental values are the main criteria.

4). what are your main preferences for buying cars?

(1 being the least and 5 being the best in order of preferences)

Gender :All Profession :All Age :All Education :All Income :All State :All



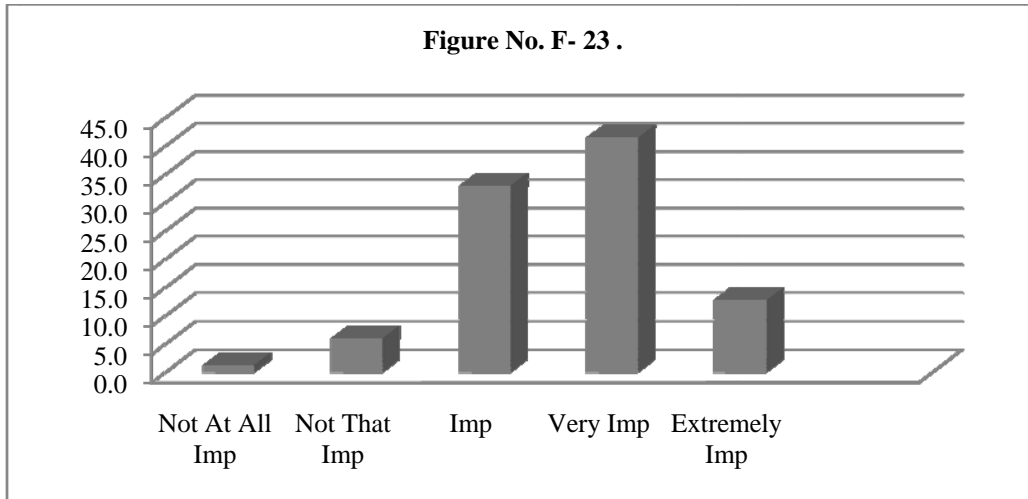
Head	ALL	1	2	3	4	5
N Technology	3212	208	216	675	1029	658
o						
%	100	6.48	6.72	21.01	32.04	20.49
N Interior Features	3212	86	262	895	1034	394
o						
%	100	2.68	8.16	27.86	32.19	12.27
N Safety	3212	234	161	553	908	969
o						
%	100	7.29	5.01	17.22	28.27	30.17
N Risk Factor	3212	192	541	870	556	304
o						
%	100	5.98	16.84	27.0	17.31	9.46

Customers rated higher in safety than technology gives a clear picture on human and spiritual aspects.

5). How important are innovative features are while buying a car?

(1 being the least and 5 being the best in order of preferences)

Gender :All Profession :All Age :All Education :All Income :All State :All



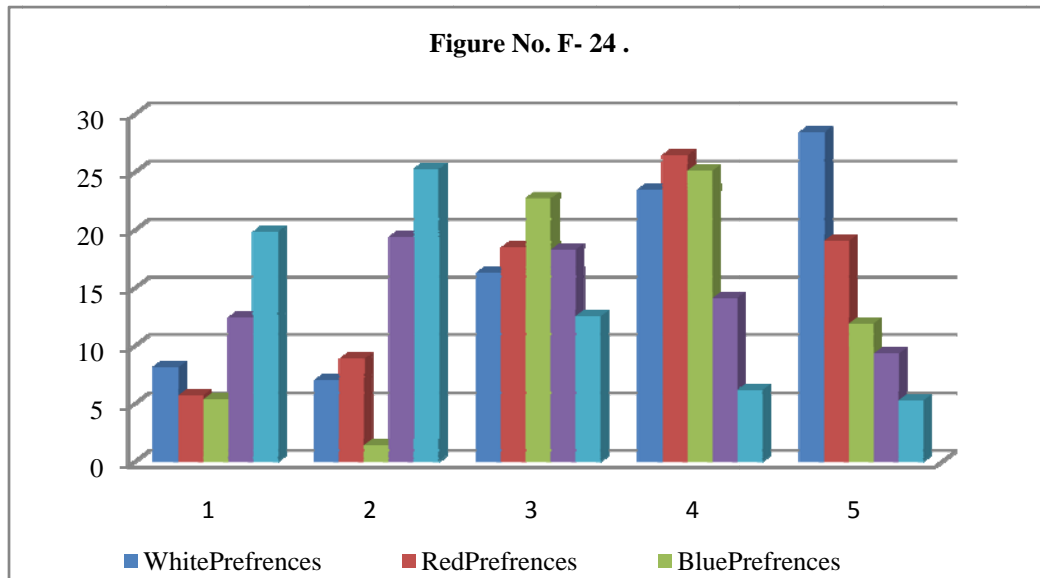
	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
N	3212	41	193	1060	1333	411
%	100	1.3	6.0	33.0	41.5	12.8

Customers expressed important and V.Important for innovative features but expressed not highest level as extremely important.

6). which one of the following base colours you prefer while buying car?

(1 being the least and 5 being the best in order of preferences)

Gender :All Profession :All Age :All Education :All Income :All State :All



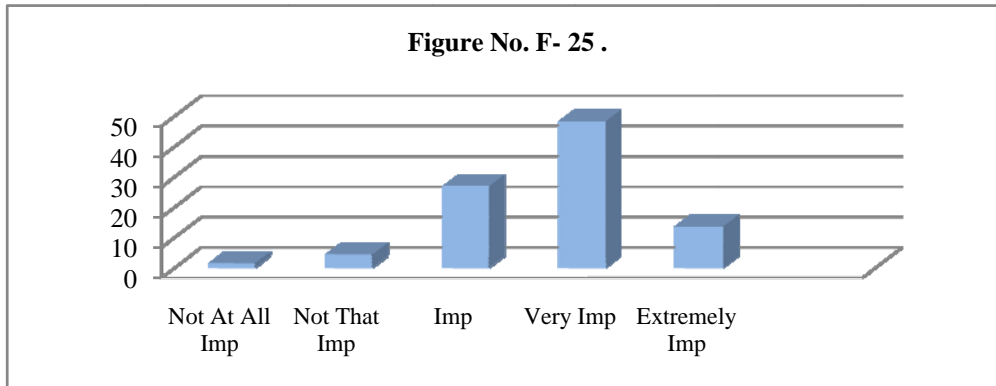
Head	ALL	1	2	3	4	5
No WhitePreferences	3212	262	226	524	754	913
%	100	8.16	7.04	16.31	23.47	28.42
No RedPreferences	3212	184	285	594	850	613
%	100	5.73	8.87	18.49	26.46	19.08
No BluePreferences	3212	173	334	731	807	383
%	100	5.39	10.40	22.76	25.12	11.92
No BlackPreferences	3212	399	623	588	454	300
%	100	12.42	19.40	18.31	14.13	9.34
No AnyOtherColor	3212	637	812	403	199	170
%	100	19.83	25.28	12.55	6.20	5.29

Customer's reaction is mix but certainly showing positive and increasing trend for preferring red as a colour but other categories may change the scenario

7. How important is brand value while buying a car?

(1 being the least and 5 being the best in order of preferences)

Gender :All Profession :All Age :All Education :All Income :All State :All



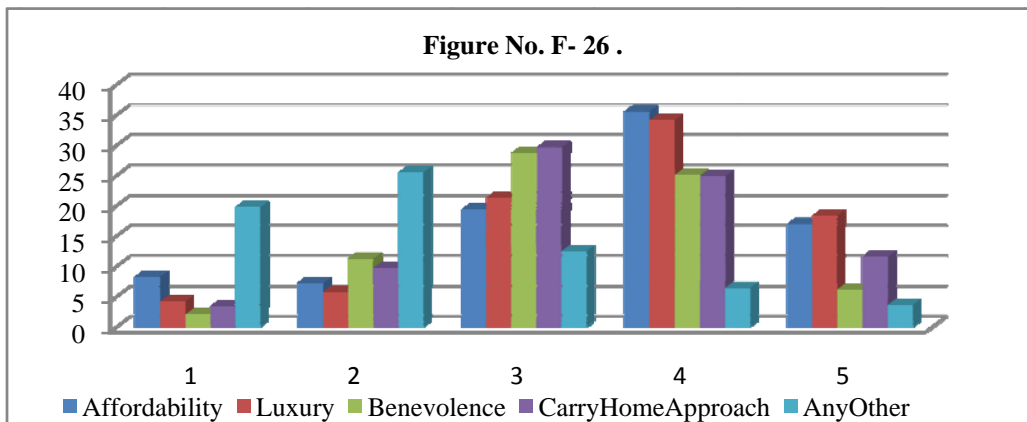
	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	3212	51	146	869	1555	444
%	100	1.59	4.55	27.05	48.41	13.82

Customers have similar reaction about brand value with technology and most important is safety rated aspects.

8). what are the criteria of selecting the Brand and Model?

(1 being the least and 5 being the best in order of preferences)

Gender :All Profession :All Age :All Education :All Income :All State :All



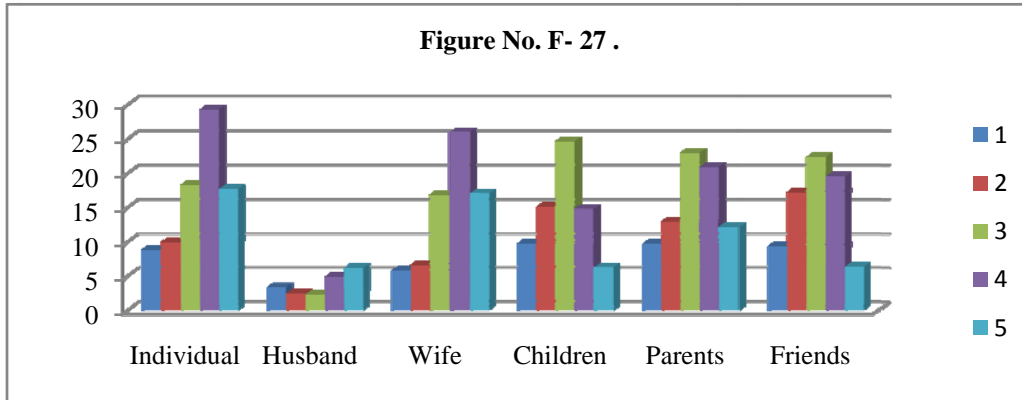
Head	ALL	1	2	3	4	5
N Affordability	3146	261	229	612	1120	536
%	100	8.30	7.28	19.45	35.60	17.04
N Luxury	3212	137	188	689	1097	590
%	100	4.27	5.85	21.45	34.15	18.37
N Benevolence	3212	67	364	925	808	201
%	100	2.09	11.33	28.80	25.16	6.26
N CarryHomeApproach	3212	111	312	954	802	373
%	100	3.46	9.71	29.70	24.97	11.61
N AnyOther	3212	636	820	403	208	118
%	100	19.80	25.53	12.55	6.48	3.67

Customer rated brand value in a increasing trend starting with affordability, luxury, Benevolence, carry home approach.

9) Has your family involved in making the final decision while choosing model?

(1 being the least and 5 being the best in order of preferences)

Gender :All Profession :All Age :All Education :All Income :All State :All



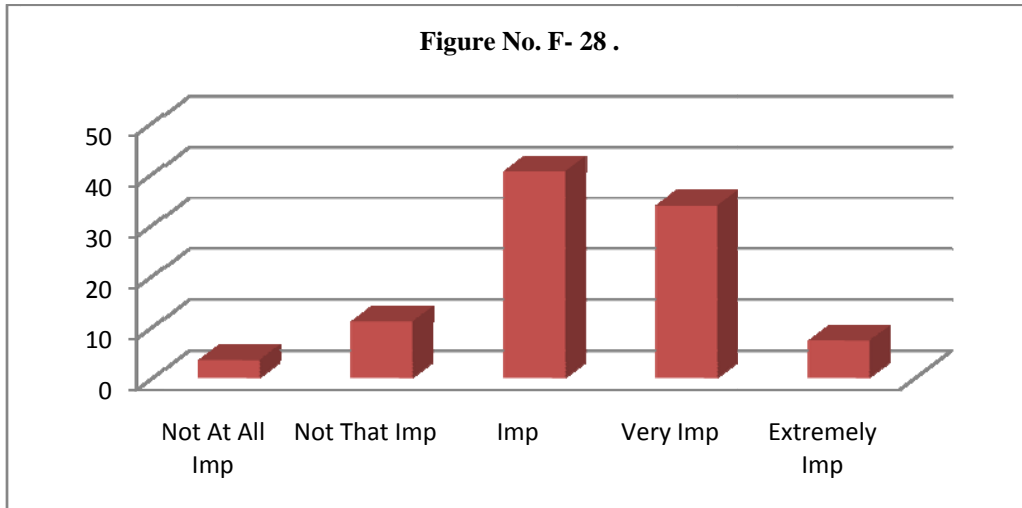
Head	ALL	1	2	3	4	5
No Individual	3212	284	320	588	941	568
%	100	8.84	9.96	18.31	29.30	17.68
No Husband	3212	106	78	75	155	197
%	100	3.30	2.43	2.33	4.83	6.13
No Wife	3212	186	212	541	835	548
%	100	5.79	6.60	16.84	26.00	17.06
No Children	3212	312	484	792	476	201
%	100	9.71	15.07	24.66	14.82	6.26
No Parents	3212	310	416	738	673	389
%	100	9.65	12.95	22.98	20.95	12.11
No Friends	3212	301	553	717	627	204
%	100	9.37	17.22	22.32	19.52	6.35

Customers always shown preference to their counterpart other half which indicates the values of husband, wife complimenting each other shows again good value system.

10). How important for you the community and social network while buying a car?

(1 being the least and 5 being the best in order of preferences)

Gender :All Profession :All Age :All Education :All Income :All State :All



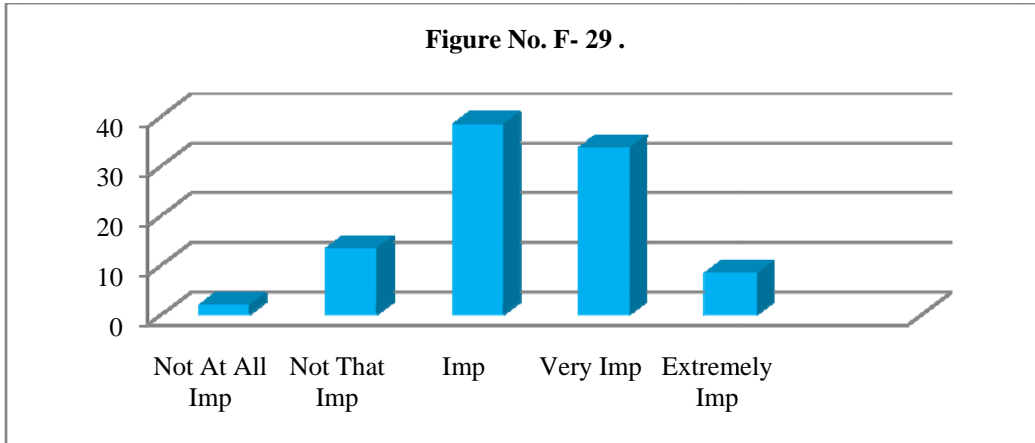
	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	3212	111	354	1306	1088	233
%	100	3.46	11.02	40.6	33.87	7.25

Customers rated social network and community more than 85% that denotes contacts and social networking and community is essential for customer capitalization.

11). How important is the market sentiment/advertisement?

(Identity and Integrity).

Gender :All Profession :All Age :All Education :All Income :All State :All



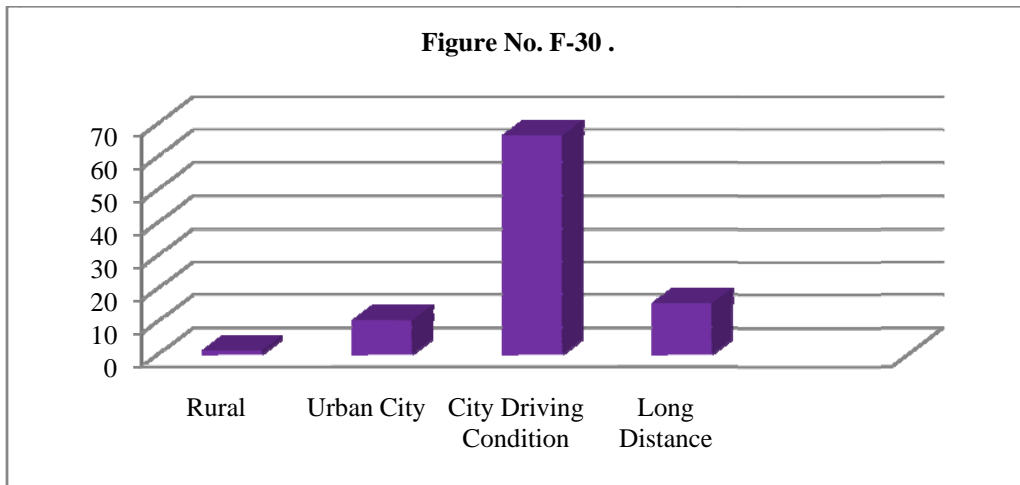
	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	3212	63	429	1233	1081	270
%	100	1.96	13.36	38.39	33.66	8.41

Customer clearly rated by contributing more than 80 % from Imp to Extremely important.

12). Are you going to use the car for?

(Rural) (Urban City) (City Driving Condition) (Long distance)

Gender :All Profession :All Age :All Education :All Income :All State :All

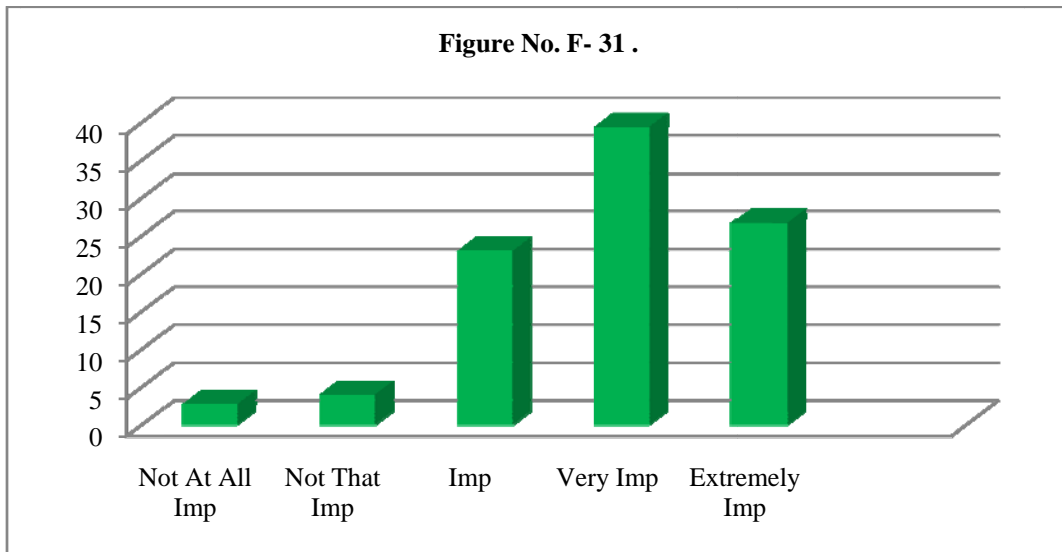


	ALL	Rural	Urban City	City Driving Condition	Long Distance
No	3212	39	333	2135	502
%	100	1.21	10.37	66.47	15.63

Customers always used the car more than 60% in city driving conditions.

13. How important for you is after sales service?

Gender :All Profession :All Age :All Education :All Income :All State :All

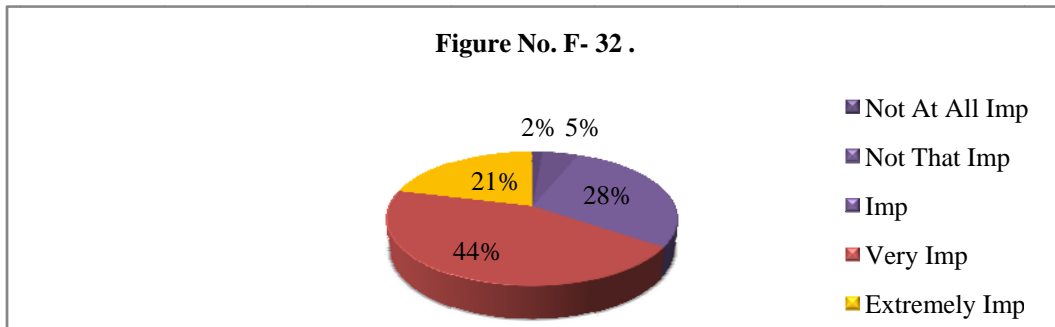


	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	3212	88	129	739	1265	858
%	100	2.74	4.02	23.01	39.38	26.71

Customers rated after sales is most important to the tune of 90% this indicates selling only is not sufficient giving service is most important to capitalize the customers.

14).How important do you value cost against durability and competence of car model?

Gender: All Profession: All Age: All Education: All Income: All State :All

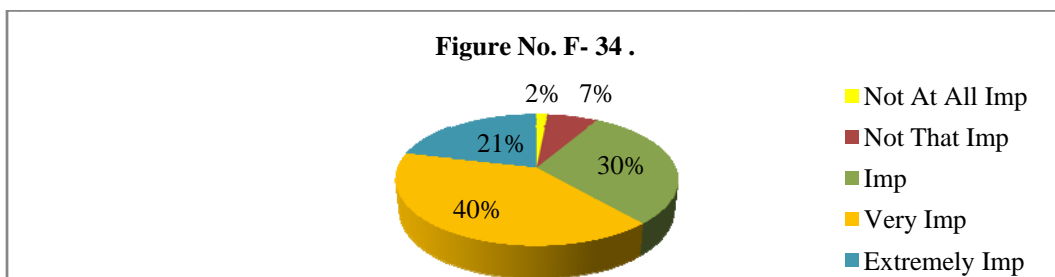


	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	3212	43	148	873	1363	651
%	100	1.34	4.61	27.18	42.43	20.27

Customer rated importance of cost against durability as high as 93% shows the extreme concern for value for money.

15. How important is the car value compare to safety value?

Gender :All Profession :All Age :All Education :All Income :All State :All

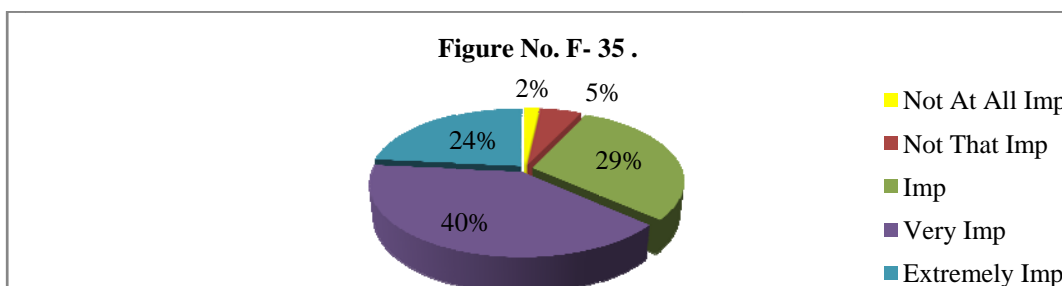


	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	3212	47	214	927	1229	661
%	100	1.46	6.66	28.86	38.26	20.58

Car value compare to safety value rated 61% for V.Importan and Extremely important.

16. while buying. How important is environmental concern/awareness the car?

Gender :All Profession :All Age :All Education :All Income :All State :All

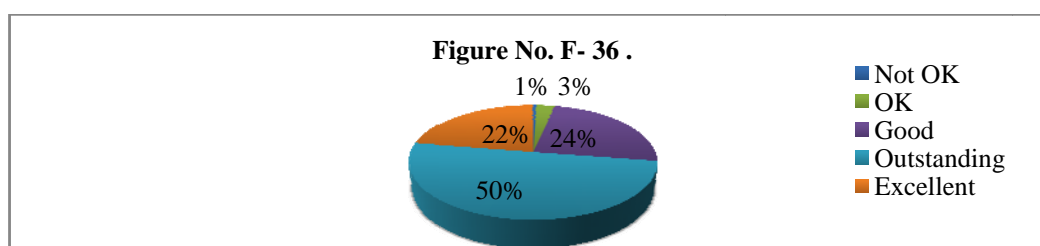


	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	3212	54	163	902	1219	720
%	100	1.68	5.07	28.08	37.95	22.42

Customers rating towards environmental concern are very positive to the tune 93% give clearer picture of value system and concern for future generation.

17. How will you describe your satisfaction level and experience about the car?

Gender State: All Income: All Education: All Age: All Profession: All State: All

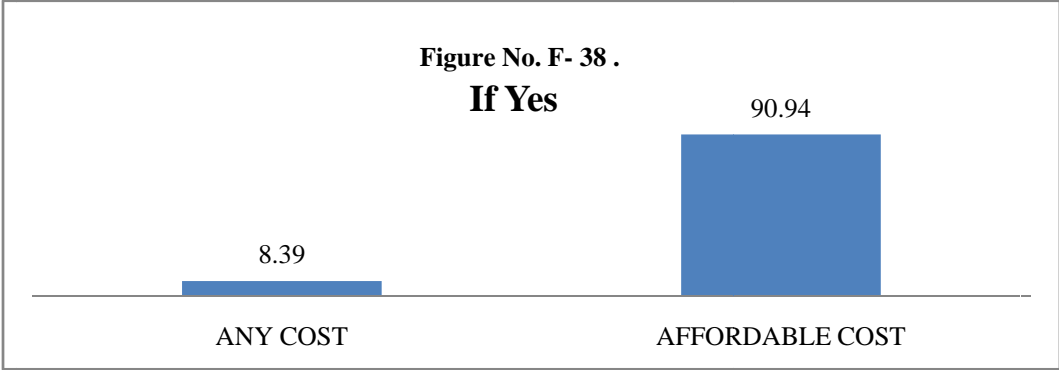
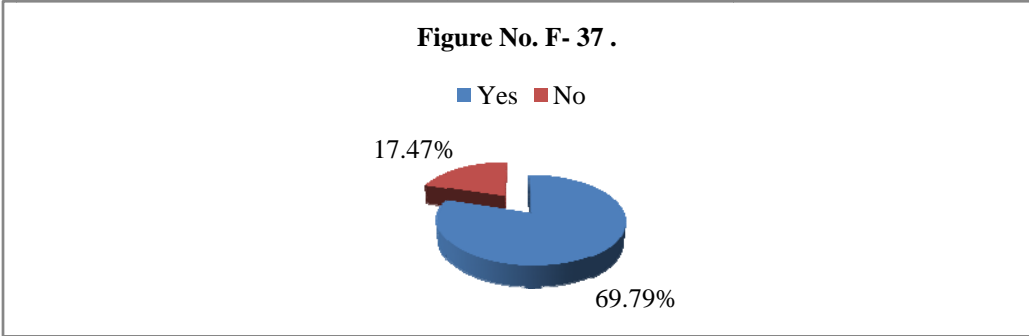


	ALL	Not OK	OK	Good	Outstanding	Excellent
No	3212	17	87	727	1513	678
%	100	0.53	2.71	22.62	47.1	21.11

Most of the customers are first time buyers and their satisfaction level is very high hardly 4% of the customers rated ok and not ok indicates product and service quality is very good.

18). Will you buy next car Electric Car (Battery) operated?

Gender :All Profession :All Age :All Education :All Income :All State :All

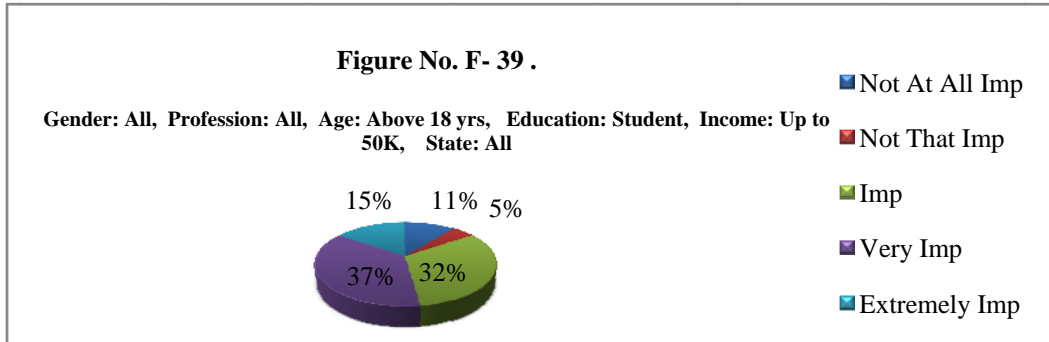


	ALL	YES	NO	ANY COST	AFFORDABLE COST
No	3211	2241	561	188	2038
%	100	69.79	17.47	8.39	90.94

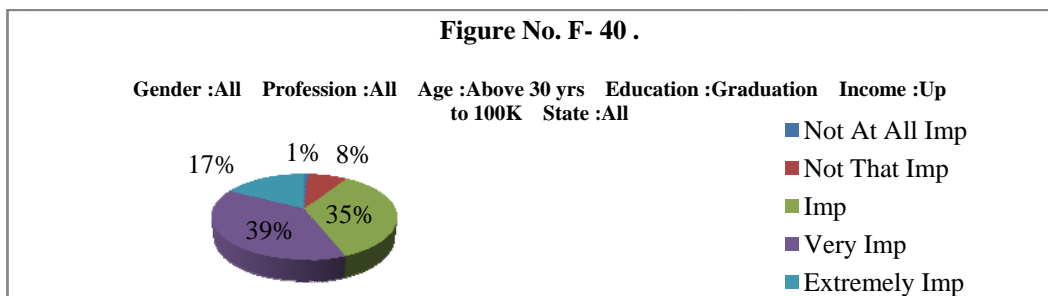
Overwhelming response to customers for Electric car 70%, subsequently response is not even 10% for any cost, which means most of the customers go for electric car but certainly affordable cost. It also indicates awareness to go green is limited or restricted with budget constraint.

Study of important mix categories of customers

1). How important are innovative features are while buying a car?



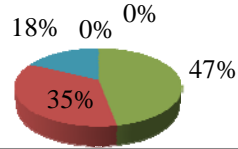
	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	72	7	3	21	24	10
	100	9.72	4.17	29.17	33.33	13.89



	All	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
no	256	2	19	98	91	41
%	100	0.78	7.42	32.28	35.55	16.02

Figure No. F- 41 .

**Gender: All Profession: All Age: Above 45 yrs Education: Post Graduation
Income: Above 100K State: All**



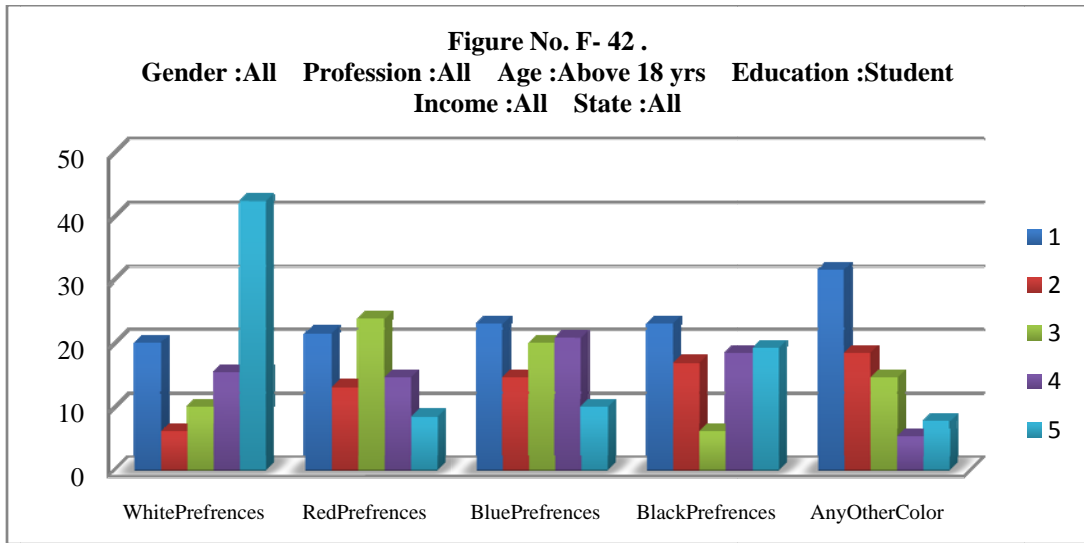
- Not At All Imp
- Not That Imp
- Imp
- Very Imp
- Extremely Imp

	All	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	17	0	0	8	6	3
%	00	0.00	0.00	47.06	35.29	17.65

More than 80% of Customers in all above categories with different age group and income group feels innovative features important while buying a car.

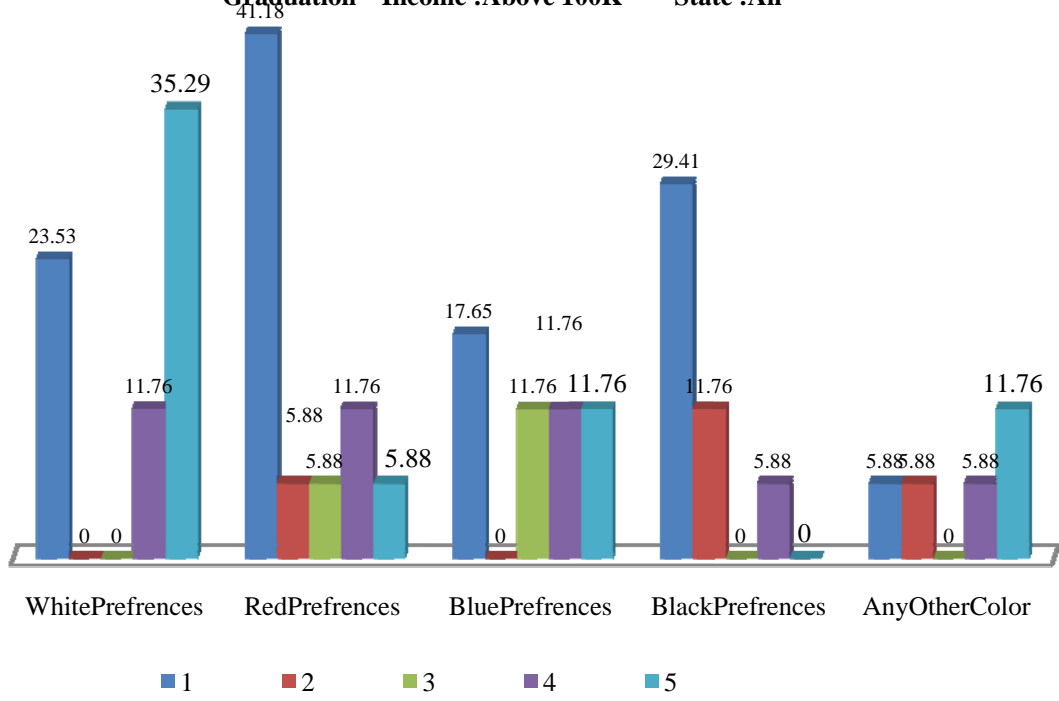
2) Which one of the following base colours you prefer while buying car?

(1 being the least and 5 being the best in order of preferences)

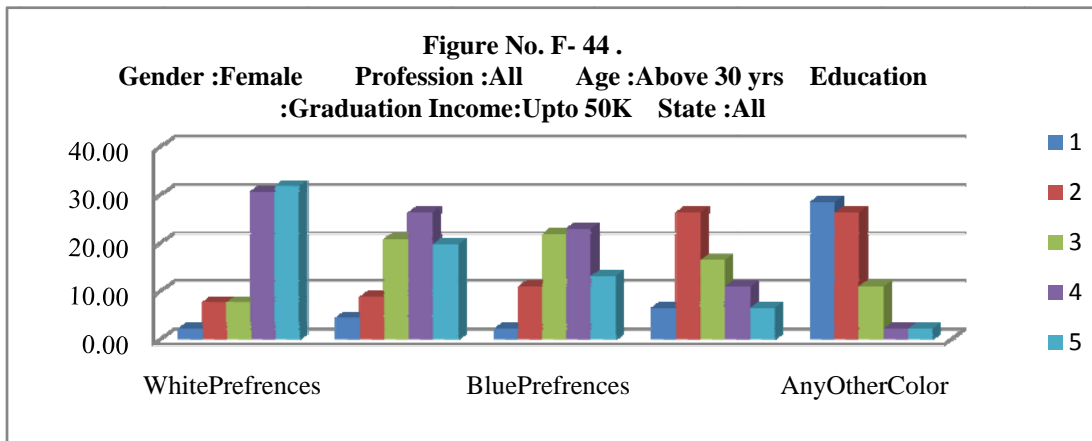


Head	ALL	1	2	3	4	5
No WhitePreferences	130	26	8	13	20	55
%	100	20.00	6.15	10.00	15.38	42.31
No RedPreferences	130	28	17	31	19	11
%	100	21.54	13.08	23.85	14.62	8.46
No BluePreferences	130	30	19	26	27	13
%	100	23.08	14.62	20.00	20.77	10.00
No BlackPreferences	130	30	22	8	24	25
%	100	23.08	16.92	6.15	18.46	19.23
No AnyOtherColor	130	41	24	19	7	10
%	100	31.54	18.46	14.62	5.38	7.69

Figure No. F- 43
Gender: All Profession :All Age :Above 45 yrs Education :Post
Graduation Income :Above 100K State :All



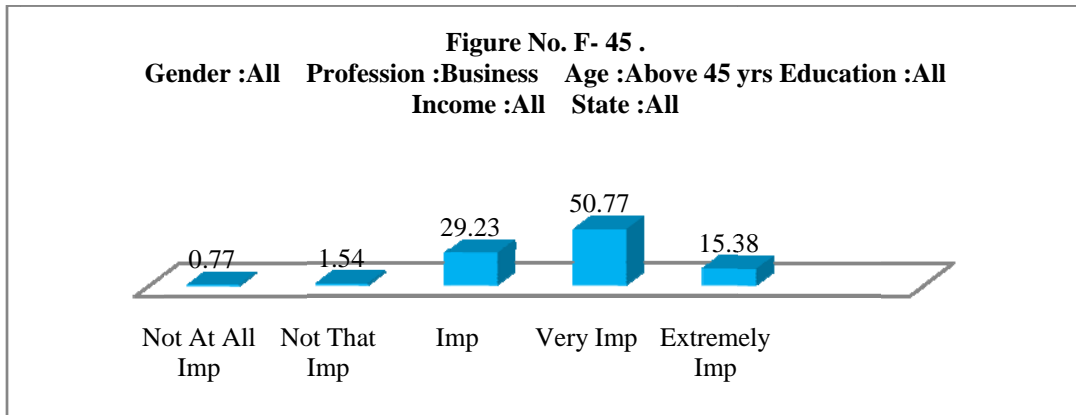
	Head	ALL	1	2	3	4	5
No	WhitePreferences	17	4	0	0	2	6
%		100	23.53	0.00	0.00	11.76	35.29
No	RedPreferences	17	7	1	1	2	1
%		100	41.18	5.88	5.88	11.76	5.88
No	BluePreferences	17	3	0	2	2	2
%		100	17.65	0.00	11.76	11.76	11.76
No	BlackPreferences	17	5	2	0	1	0
%		100	29.41	11.76	0.00	5.88	0.00
No	AnyOtherColor	17	1	1	0	1	2
%		100	5.88	5.88	0.00	5.88	11.76



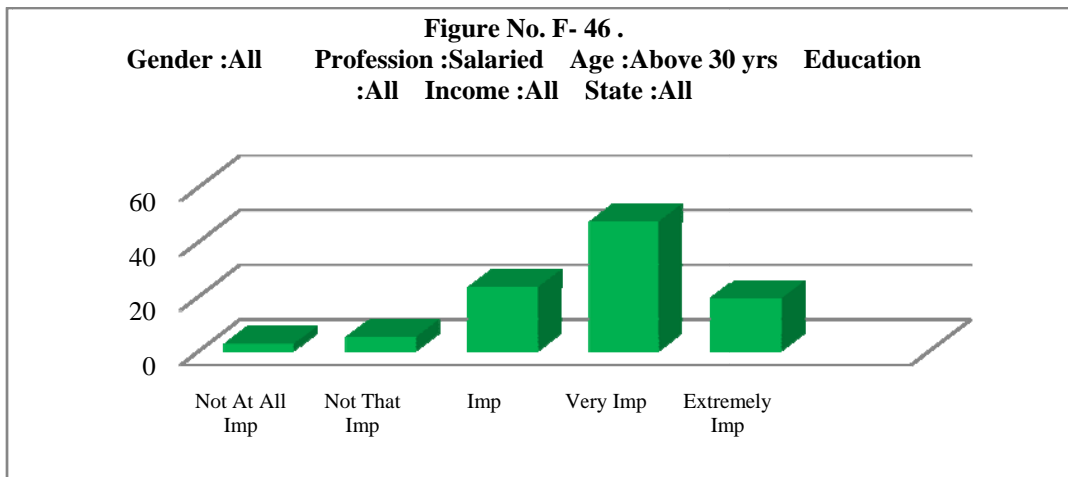
Head	AL	1	2	3	4	5	
No	L						
No	WhitePreferences	91	2	7	7	28	29
%		100	2.20	7.69	7.69	30.77	31.87
No	RedPreferences	91	4	8	19	24	18
%		100	4.40	8.79	20.88	26.37	19.78
No	BluePreferences	91	2	10	20	21	12
%		100	2.20	10.99	21.98	23.08	13.19
No	BlackPreferences	91	6	24	15	10	6
%		100	6.59	26.37	16.48	10.99	6.59
No	AnyOtherColor	91	26	24	10	2	2
%		100	28.57	26.37	10.99	2.20	2.20

Most of the categories of preferred colour white and red by different age groups however colour preference is a mixed reaction varies from person to person irrespective of any categories and also thousands of variations are available in even in basic colours. Normally colours are going with emotional leaving the decision closed relation and counter parts.

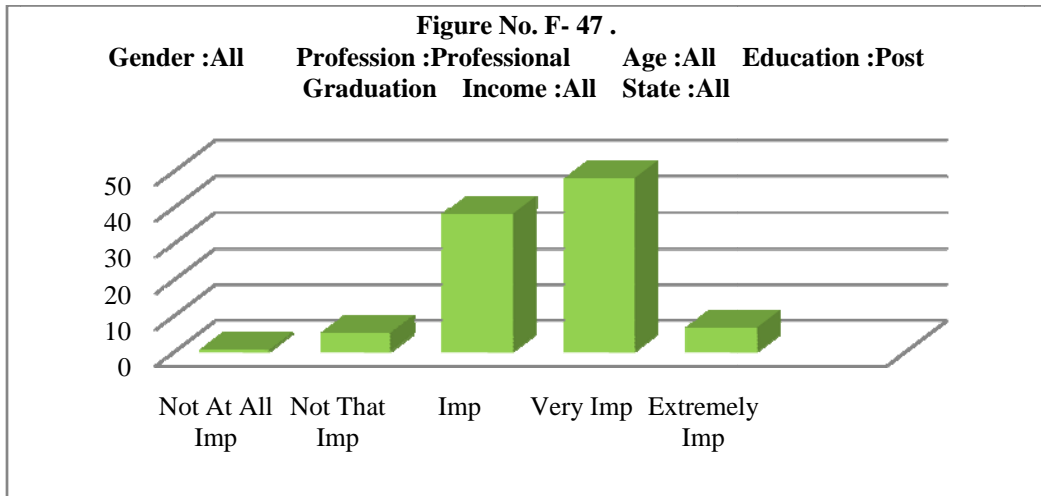
**3). How important is brand value while buying a car?
(1 being the least and 5 being the best in order of preferences)**



	AL	Not At	Not	That	Imp	Very	Extremely
	L	All Imp	Imp	Imp	Imp	Imp	Imp
No	130	1	2		38	66	20
%	100	0.77	1.54		29.23	50.77	15.38



	ALL	Not At All	Not That	Imp	Very Imp	Extremely Imp
		Imp	Imp	Imp	Imp	Imp
No	518	13	26	122	245	100
%	100	2.51	5.02	23.35	47.3	19.31

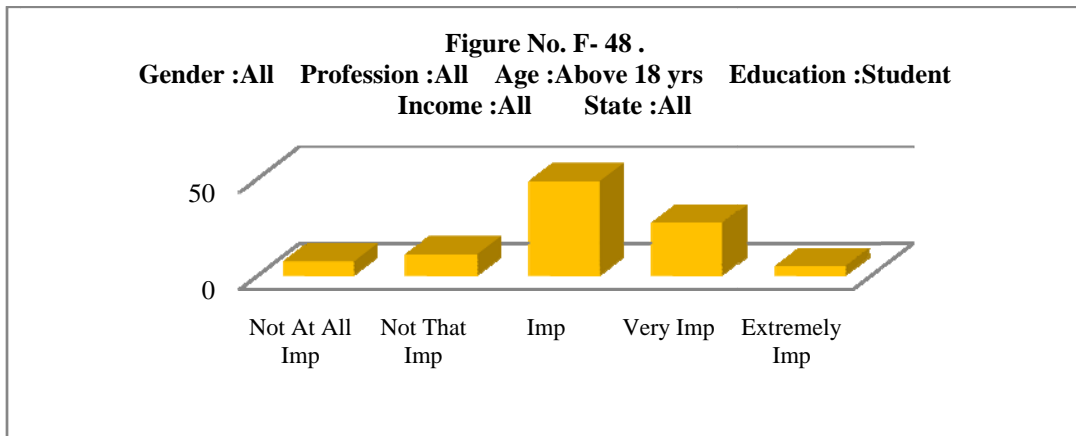


	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	397	2	21	152	191	27
%	100	0.5	5.29	38.29	48.11	6.80

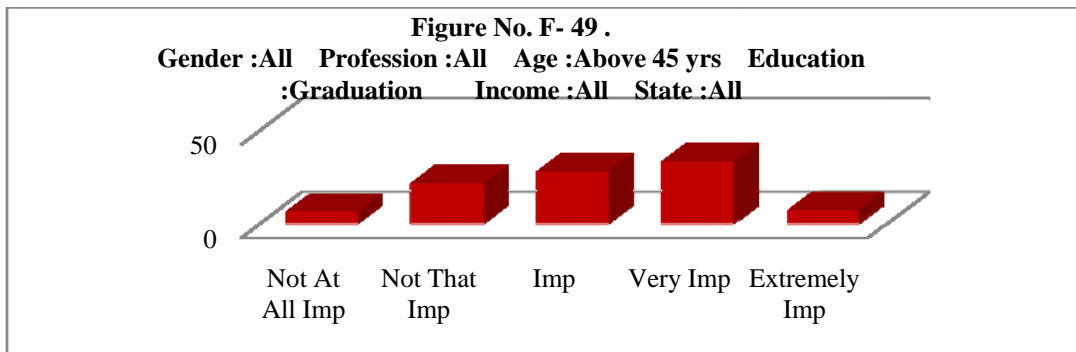
Irrespective of the categories of customers brand value fits into very important position.

4). How important for you the community and social network while buying a car?

(1 being the least and 5 being the best in order of preferences)



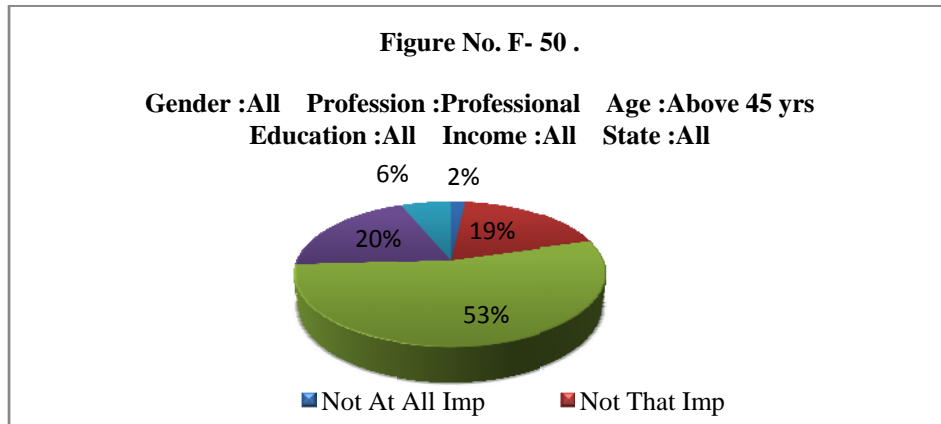
	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	130	9	14	63	35	6
%	100	6.92	10.77	48.46	26.92	4.62



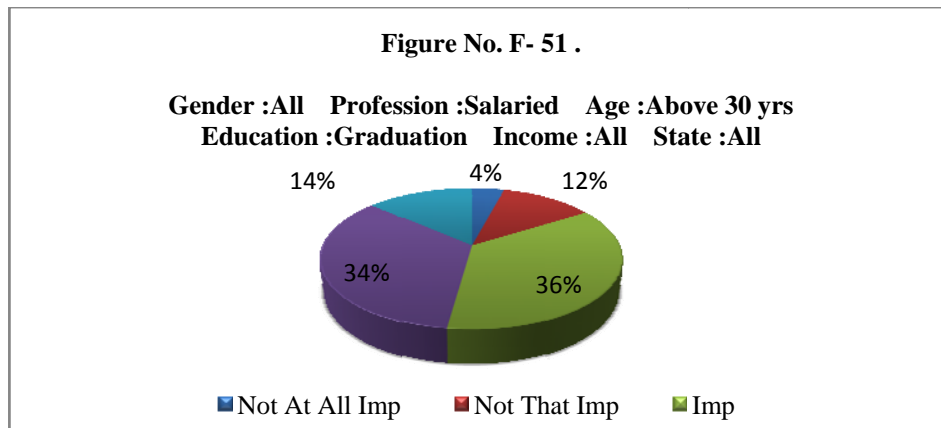
	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	111	7	24	31	37	8
%	100	6.31	21.62	27.93	33.33	7.21

Again predominantly Importance of Community and Social network is very important factor reflects in all categories. Hence one of the basic aspect for Customer Capitalisation

**5). How important is the market sentiment/advertisement?
(Identity and Integrity).**



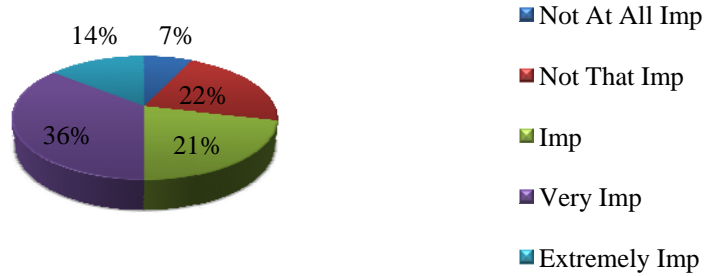
	ALL	Not At All Imp	Not that imp	Imp	Very Imp	Extremel y Imp
No	31	2	6	6	10	4
%	100	6.45	19.35	19.35	32.26	12.90



	All	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	113	2	21	60	22	7
%	100	1.77	18.58	53.1	19.47	6.19

Figure No. F- 52 .

Gender: All Profession: Business Age: Above 45 yrs
 Education: Graduation Income: All State: All



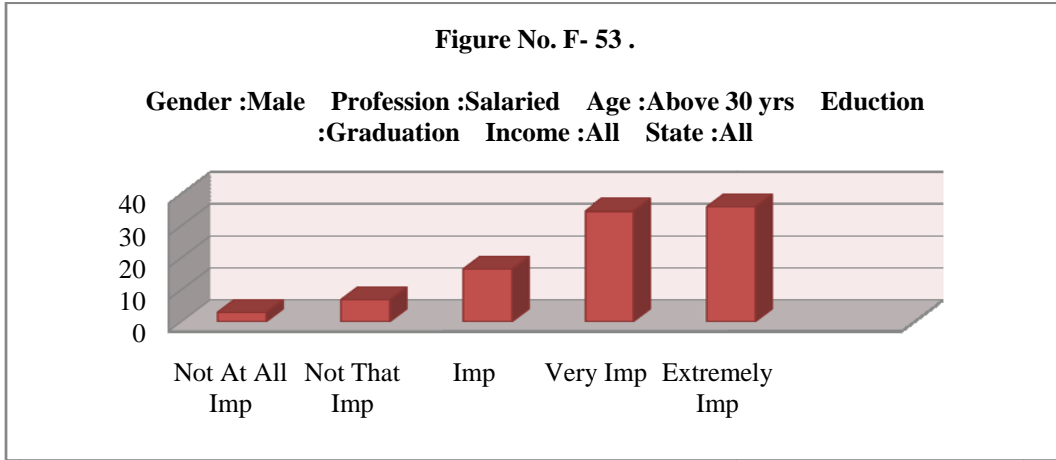
	AL L	Not At All Imp	Not That Imp	Imp	Very Imp	Extremel y Imp
No	349	14	41	124	118	46
%	100	4.01	11.75	35.53	33.81	13.18

Importance of market segment and advertisement less importance and not at all important contributes less than 20% which is clear cut indication of high importance given by all categories with respect to market sentiments denoting customers are most sensitive to sentimental values and get carried away by advertisements which is a human and emotional and spiritual aspects.

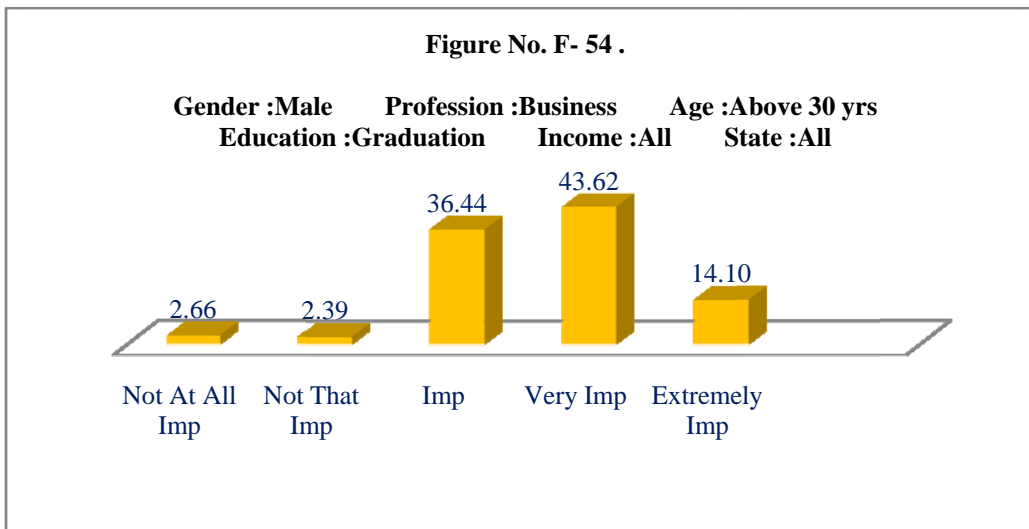
Market sentiments

Market sentiment is the accumulation of various factors, aspects, events pertaining to human values and spirit. Automotive markets are made of customers their attitude, emotions, behavior drive the markets not necessarily with fundamental and technical factors but also influenced by the market events like economic, social, seasonal factors and also national and global events.

6). How important for you is after sales service?



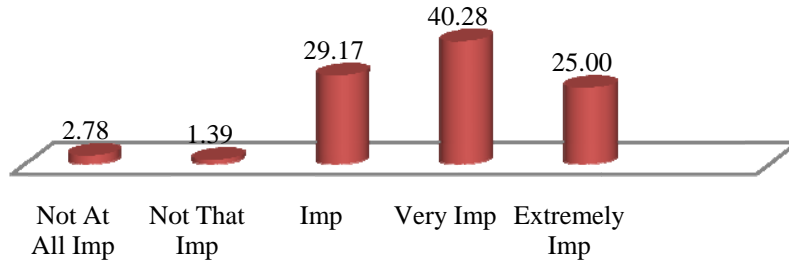
	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	303	9	21	50	105	109
%	100	2.97	6.93	16.5	34.65	35.97



	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	376	10	9	137	164	53
%	100	2.66	2.39	36.44	43.62	14.1

Figure No. F- 55 .

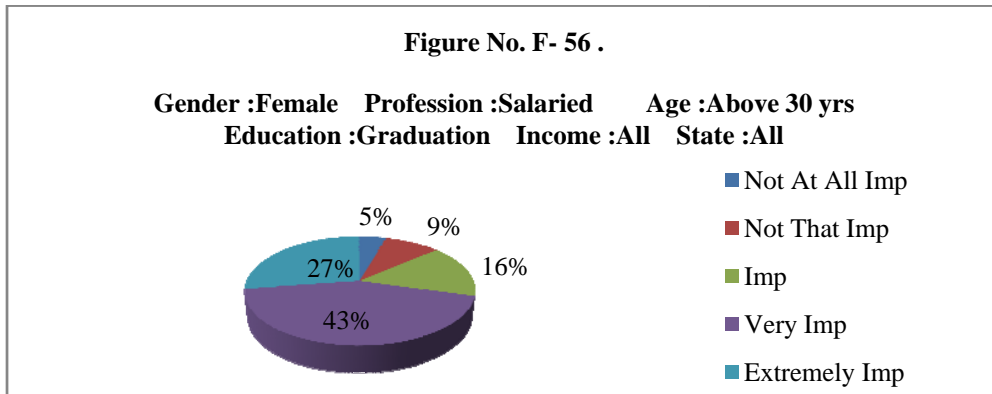
Gender :Male Profession :Professional Age :Above 45 yrs
 Education :Post Graduation Income :All State :All



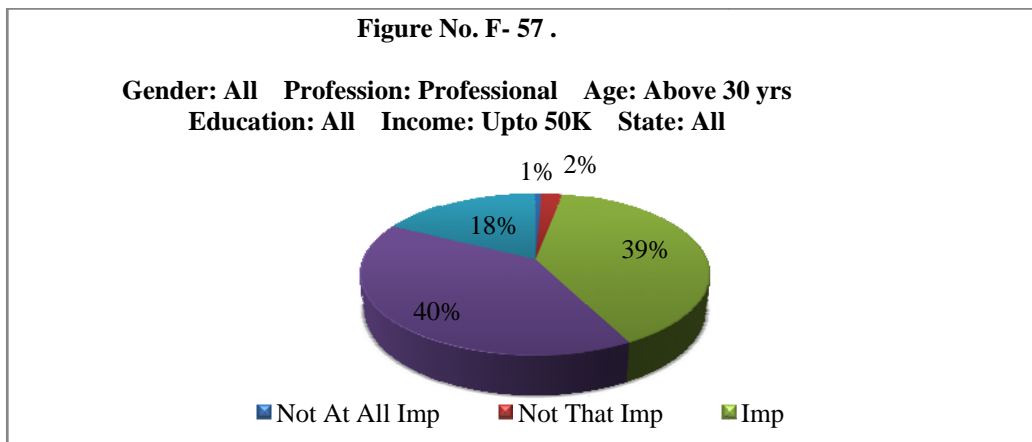
	AL	Not At	Not That	Imp	Very	Extremely
	L	All Imp	Imp		Imp	Imp
No	72	2	1	21	29	18
%	100	2.78	1.39	29.17	40.28	25.00

Undoubtedly throughout researcher study of different level namely of customers, dealer General Managers, Dealers CEOs and OEM Country Heads rated after sales, reports more than 90 % and above for Importance of after sales hence same is very much essential for Customer Capitalisation.

7). How important is environmental concern/awareness while buying the car?



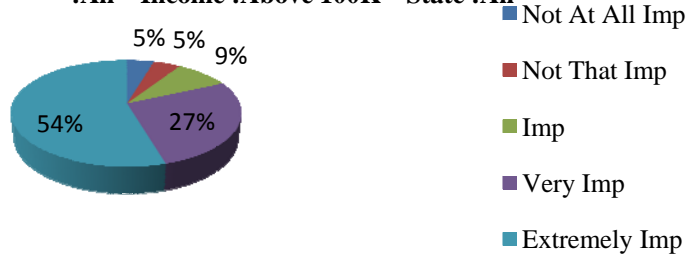
	AL L	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	44	2	4	7	19	12
%	100	4.55	9.09	15.91	43.18	27.27



	AL L	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	23	1	1	2	6	12
%	100	4.35	4.35	8.7	26.09	52.17

Figure No. F- 58 .

Gender: All Profession :Business Age :Above 30 yrs Education :All Income :Above 100K State :All

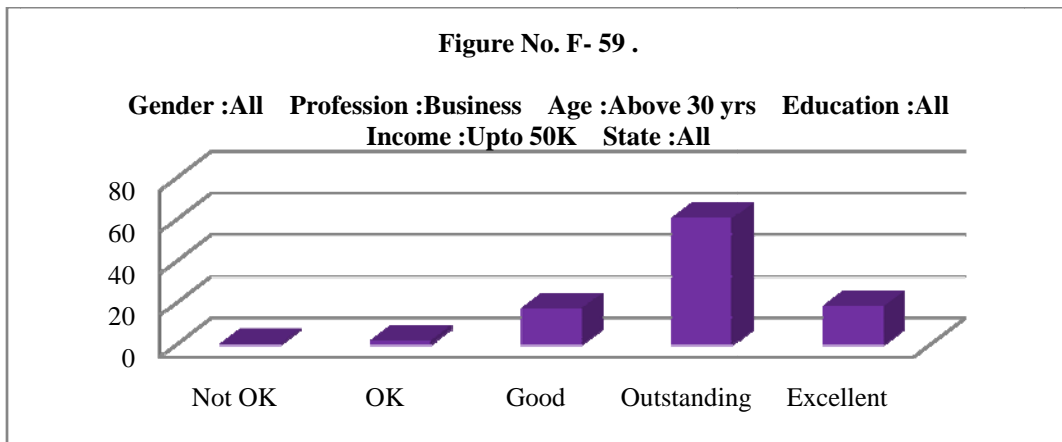


	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	433	3	10	170	172	76
%	100	0.69	2.31	39.26	39.72	17.55

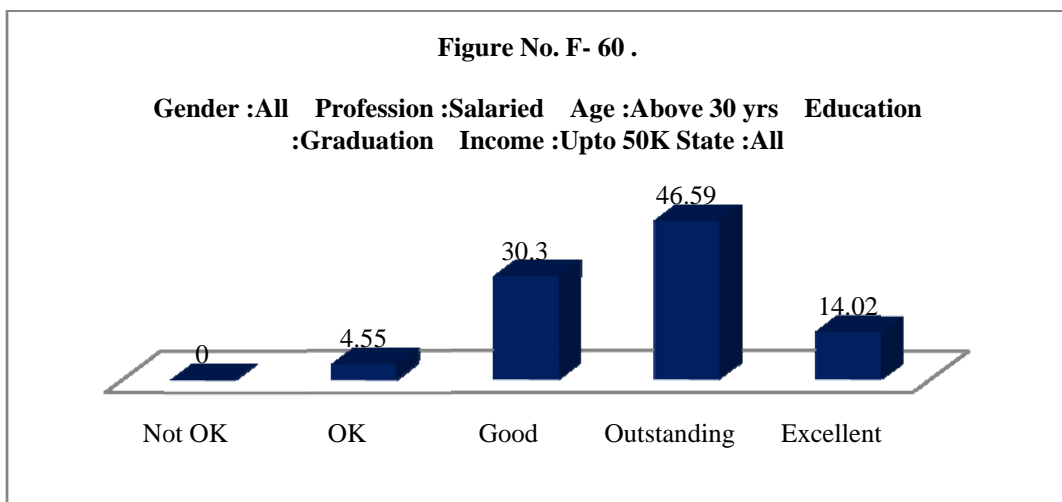
Importance of Environmental concern/awareness by studying different categories also (imp, Very Imp and extremely important) contributes to more than 85% which clearly emerges out a very positive response on environmental awareness which also emphasis the value system exists within the hearts of all type of customers.

8). How will you describe your satisfaction level and experience about the car?

(Not Ok) (Ok) (Good) (Outstanding) (Excellent)



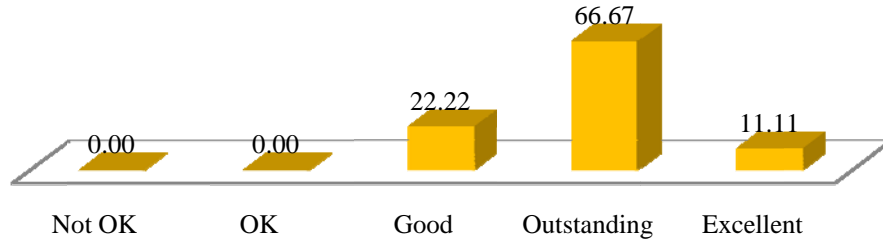
	ALL	Not OK	OK	Good	Outstanding	Excellent
No	397	2	8	70	242	74
%	100	0.5	2.02	17.63	60.96	18.64



	ALL	Not OK	OK	Good	Outstanding	Excellent
No	264	0	12	80	123	37
%	100	0	4.55	30.3	46.59	14.02

Figure No. F- 61

Gender :All Profession :Professional Age :Above 45 yrs Education :Graduation Income :Upto 100K State :All

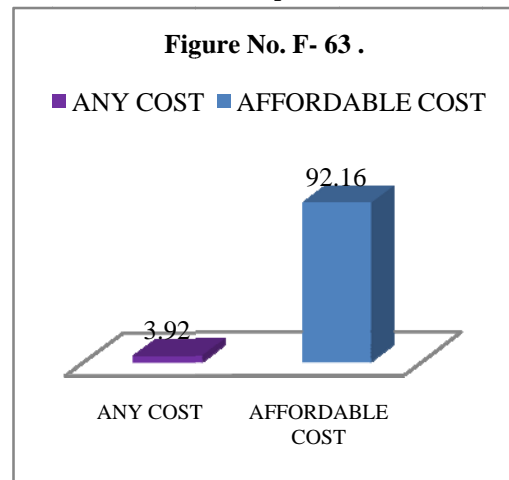
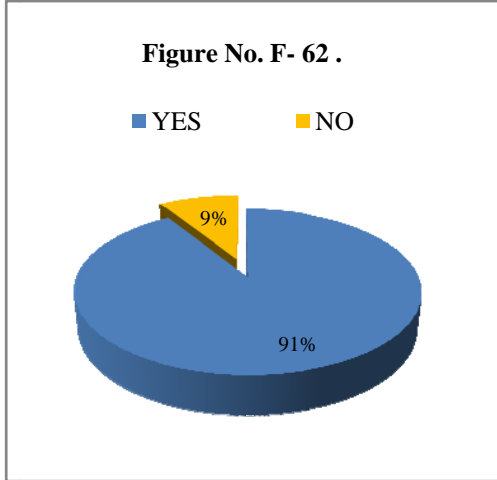


	ALL	Not OK	OK	Good	Outstanding	Excellent
No	9	0	0	2	6	1
%	100	0.00	0.00	22.22	66.67	11.11

Satisfaction level and experience about the car of all makes is very much satisfactory that denotes technical problems have drastically reduced across all car makers in India which obviously speaks product quality has improved drastically but challenge being capitalizing the customer to the fullest is still matter of concern.

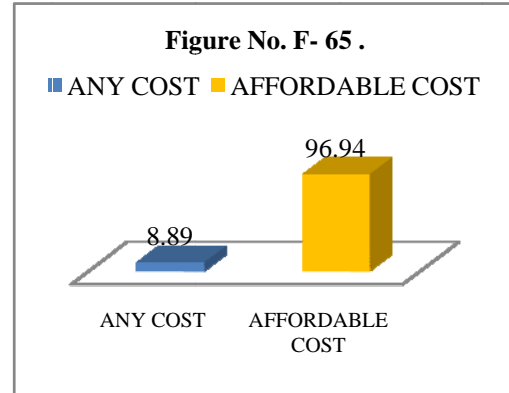
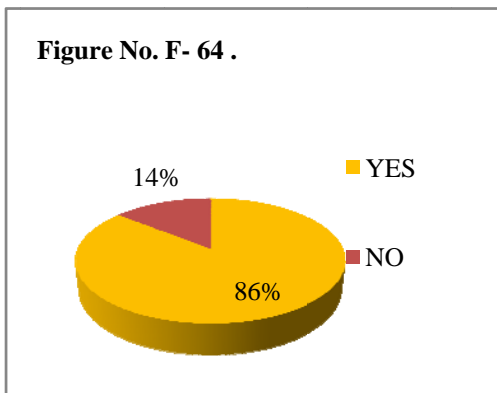
9). Will you buy next car Electric Car (Battery) operated?

Gender :Female Profession :Professional Age :All Education :All Income :Upto 50K State :All



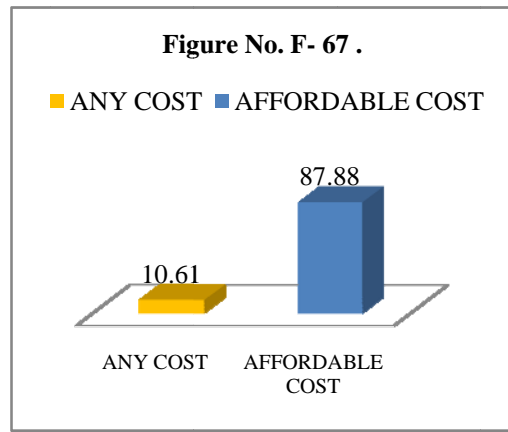
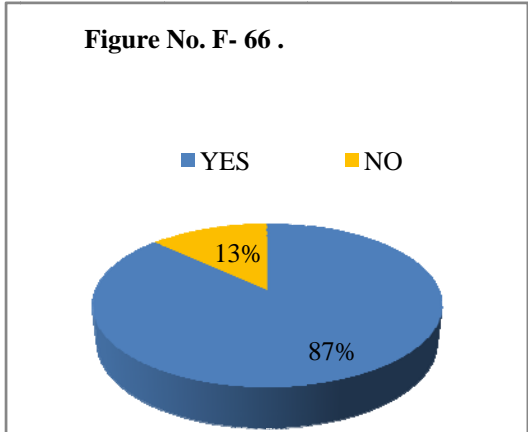
	AL	YES	NO	ANY	AFFORDABLE
	L			COST	COST
No	63	51	5	2	47
%	100	80.95	7.94	3.92	92.16

Gender :Male Profession :Professional Age :All Education :All Income :All State :All



	AL	YES	NO	ANY	AFFORDABLE
	L			COST	COST
No	856	686	112	61	665
%	100	80.14	13.08	8.89	96.94

Gender: Female Profession: Professional Age :All Education :All Income :All State :All

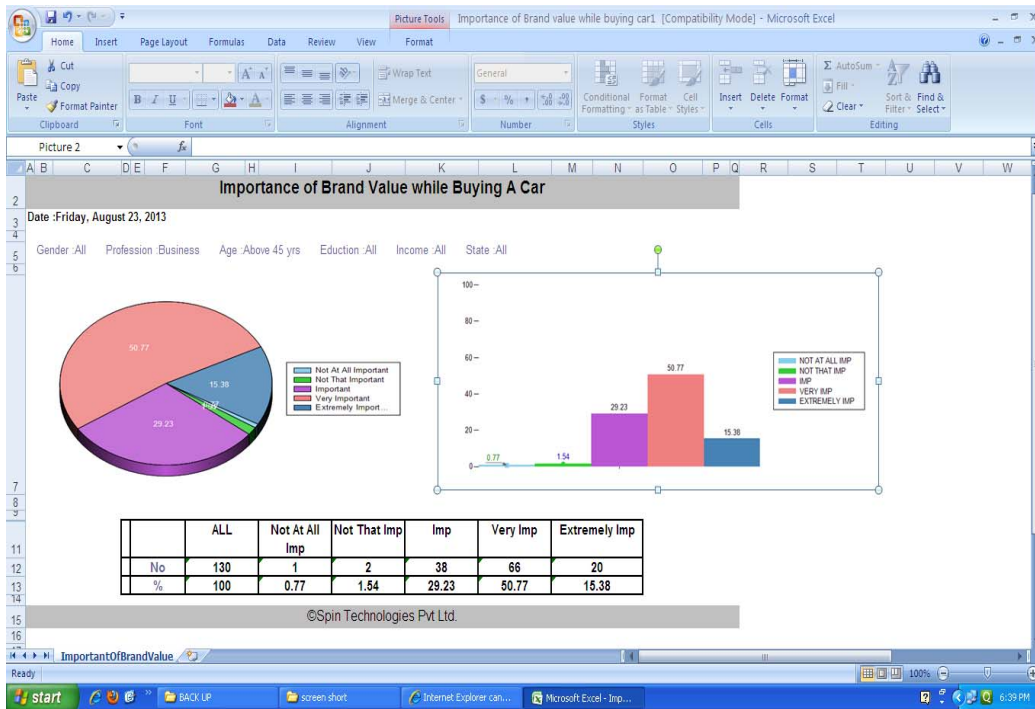


	ALL	YES	NO	ANY COST	AFFORDABLE COST
No	83	66	10	7	58
%	100	79.52	12.05	10.61	87.88

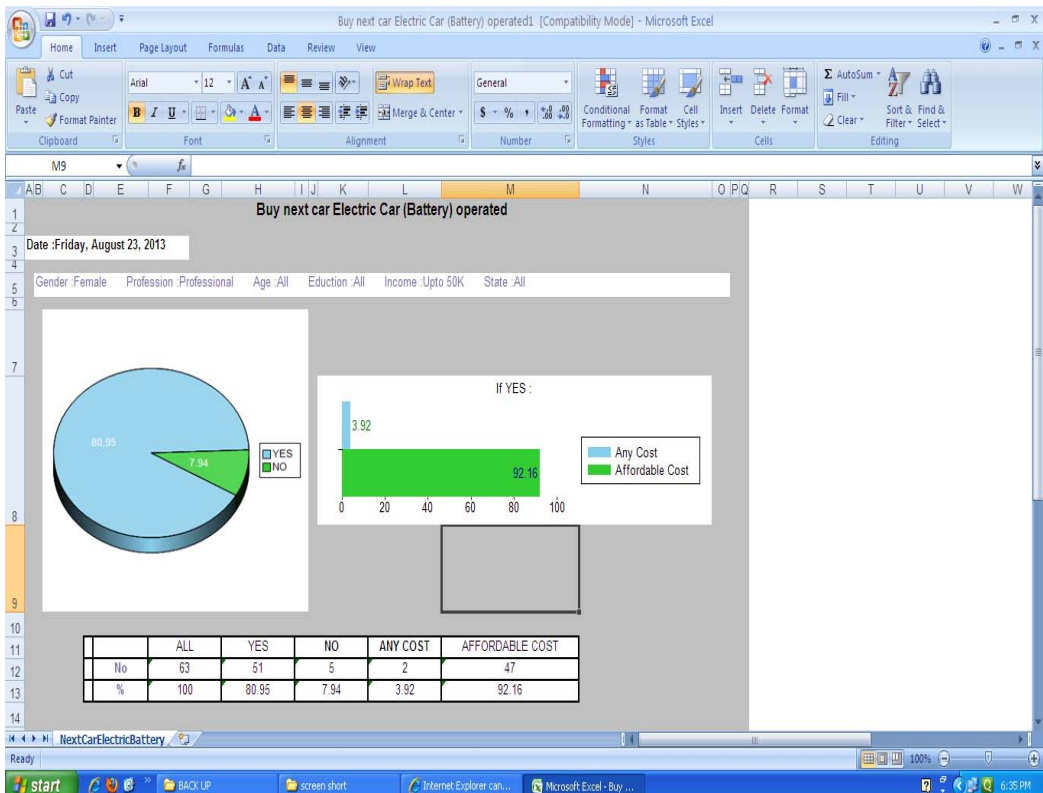
Predominantly all type of customers prefer electric car which again exhibits the serious concerned expressed by polluting petrol and fuel burnt cars, global cause go green values systems.

Some of the Snap Shots captured from the server.

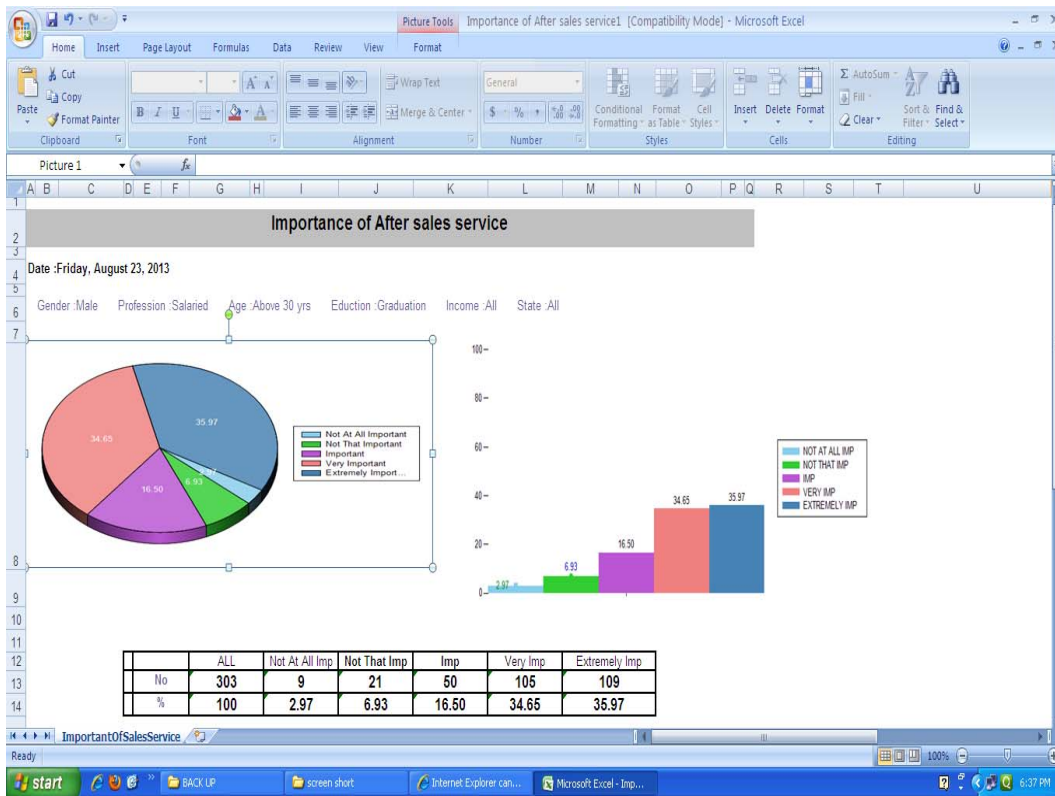
Snap Shots No. S-01



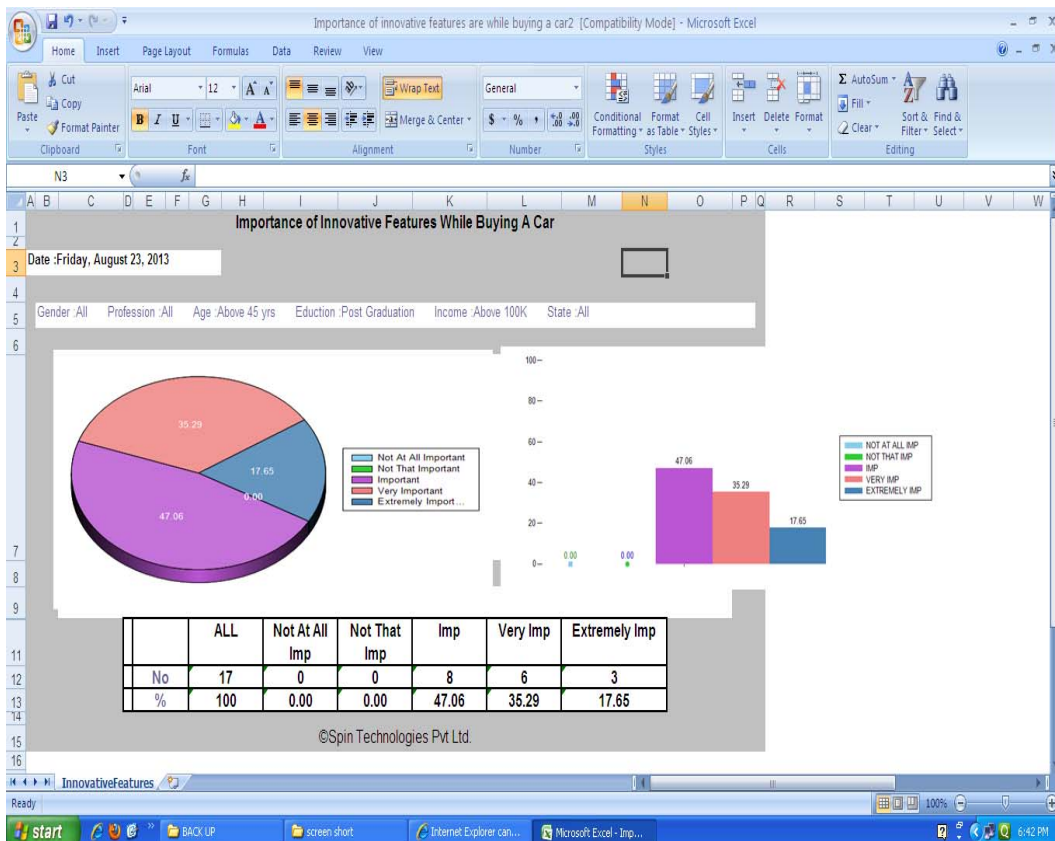
Snap Shots No. S-02



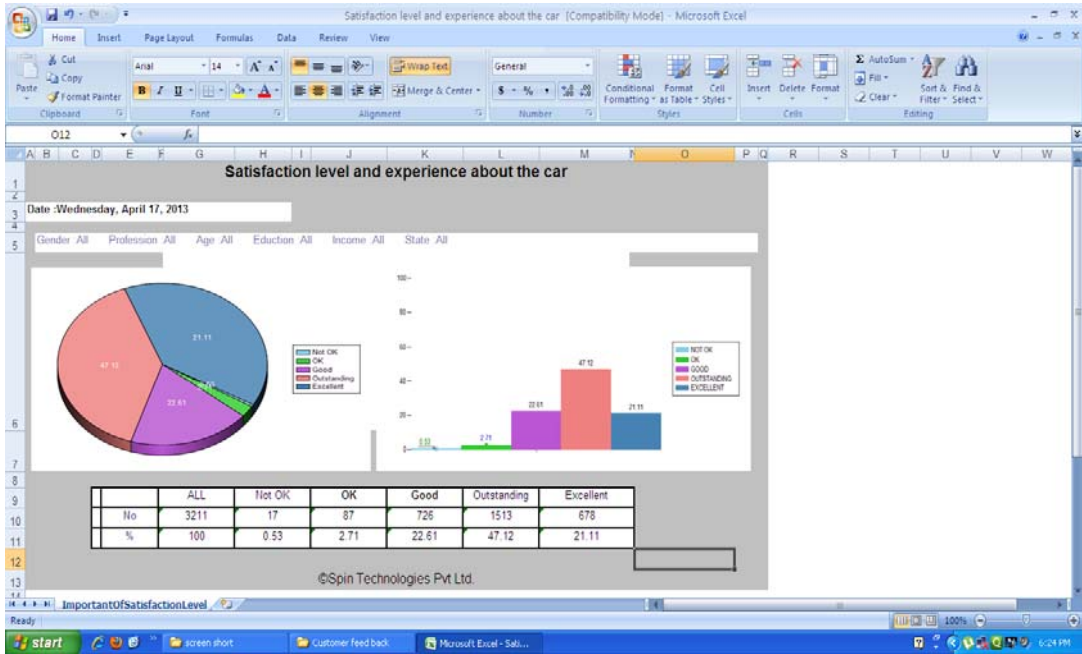
Snap Shots No. S-03



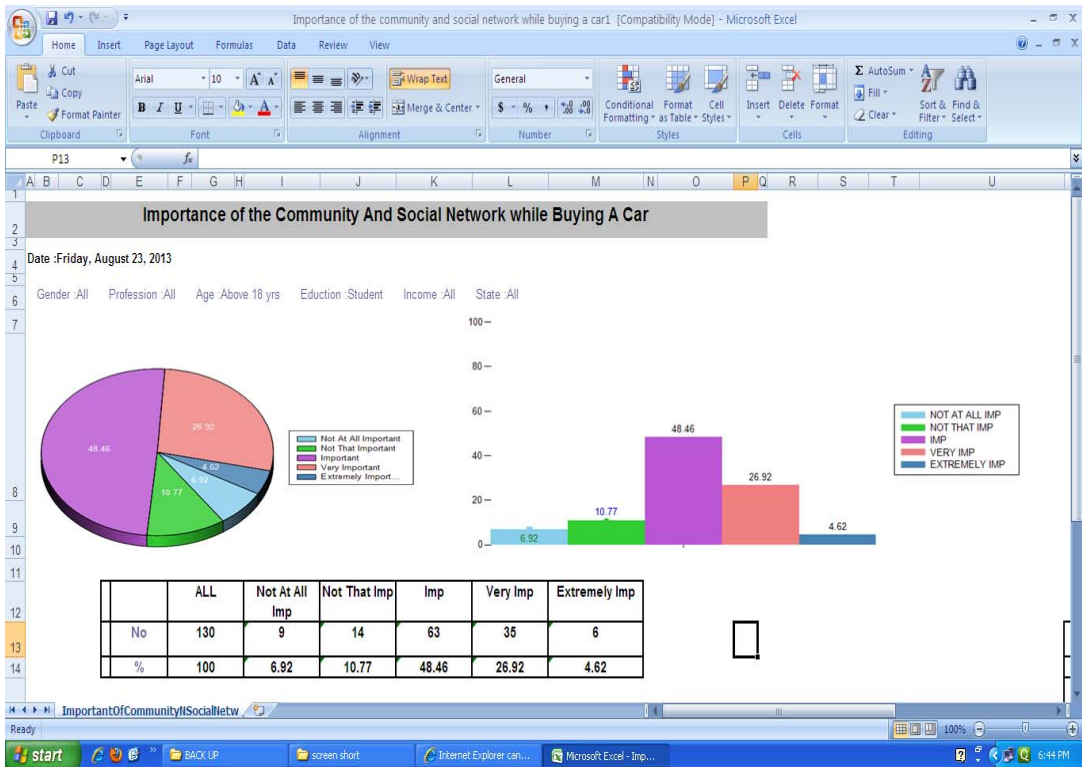
Snap Shots No. S-04



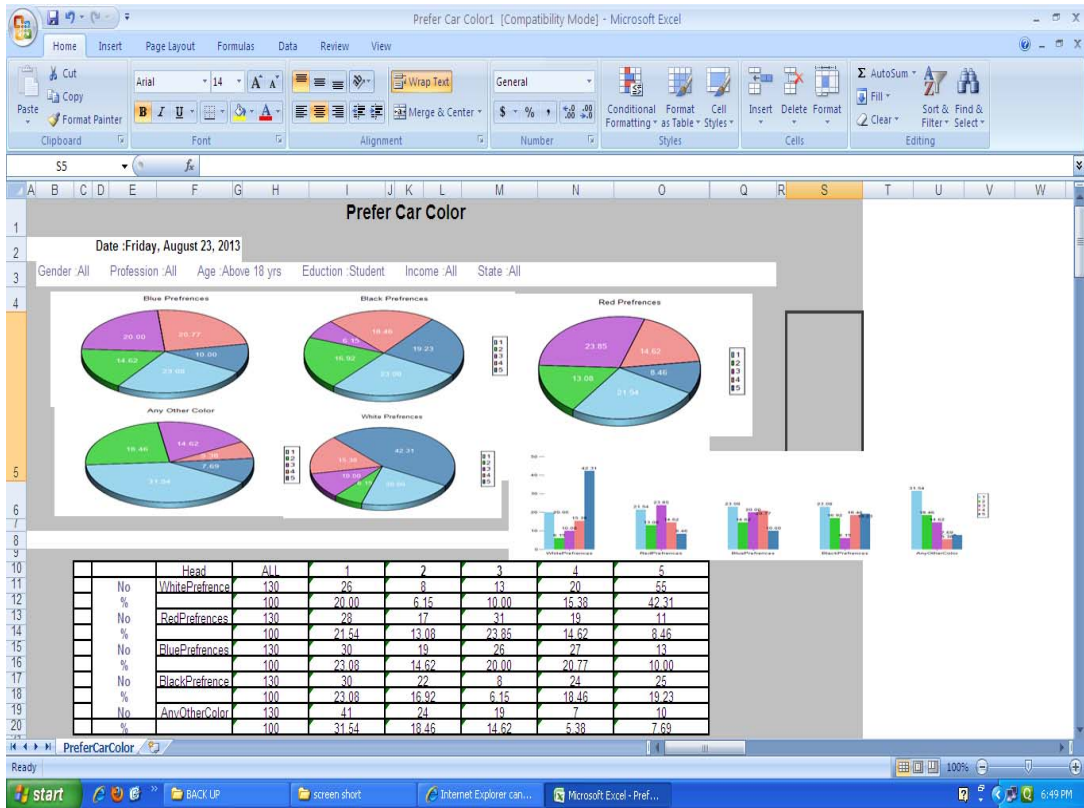
Snap Shots No. S-05



Snap Shots No. S-06



Snap Shots No. S-07



Chapter 4B.

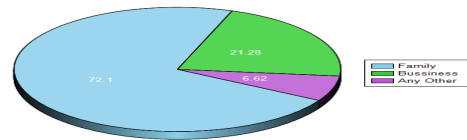
Data Analysis and Interpretation.

Dealer General Managers

4B. Study of data collected from “Dealer General Managers” with Respect to customer feedback findings.

1).Major reason of Car buying criteria.

Figure No. F- 68



	ALL	Family	Business'	Any
No	921	664	196	61
%	100	72.10	21.28	6.62

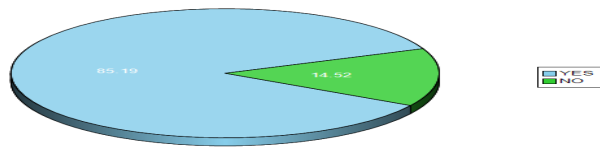
Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Particularly still in India car buying is considered as status symbol	Customers buying here for both the purpose that is for business & family	
2.	Mr.Hemant Lad Hyundai Vidyavihar	Encouraging		
3.	Mr.Rupesh Rele Skoda		Should consider other aspects as tax benefits upgrade standard of living	
4.	Mr .Peter Martis Modi Hyundai Thane	Family mobility the main reason		
5.	Mr.Satish K.Mundhargi Toyota Kalyan	As a status symbol comforts mode of travelling with complete family		Personal and family use
6.	Mr.A.K. Jayaraj Millenium Toyota	Mobility & social status	Need to upgrade from current car	Busienss & commercial
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Family requirment is the basic reasearch of the buying car		
8.	Mr.Sunil Kori Hyundai Training Academy	As per Researcher		
9.	Mr Ravindra Singh Global Gallery		Mainly for business	
10.	Mr . Raghavendra K. kuber Sai Service Vasai	In india family sentiments adds value		

2

11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	Agree	Agree	Agree
13.	Mr . Ramesh Rao Vitesse Maruti			
14.	Mr M.Kaladharan Ex Millenium Toyota	Family and business needs		
15.	Mr. Rajesh Porecha Arya Honda	Valid point		
16.	Mr Mahesh D.Palav Modi Chunabatti	For family requirement need		
17.	Mr .Bosco Chettiar St Francis Institute MASS			
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Yes more emotional and sentimental		
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	Today reason for buying a car is the family and utility.		
20.	MR .Mrunal Desai	Very much currect		
21.	Mr.B.R.Shetty			
22.	Deepak Patil	Yes family needs % status in society main criteria while buying a car		
23.	Researcher's Opinion	Reason becomes family attached to more emotional and sentimental value is considered not commercial requirement.	In India even customers are not main	If % for business purpose increases then family and basic requirement priority may change.

2. Are you first time buyer?

Figure No. F-69



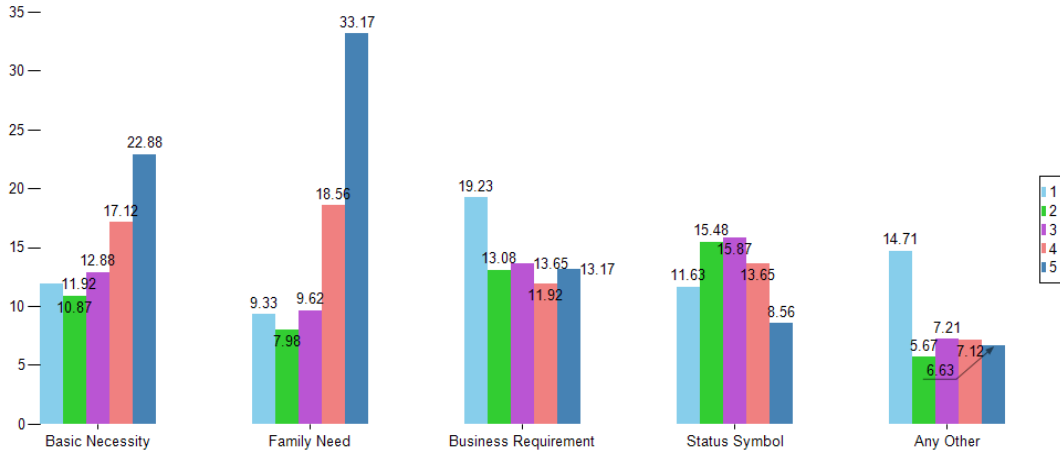
	ALL	YES	NO
N	1040	886	151
%	100	85.18	14.52

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Business and family need is the encouraging factor		
2.	Mr.Hemant Lad Hyundai Vidyavihar	Encouraging		
3.	Mr.Rupesh Rele Skoda			With development of technology customer should be aware of what they are buying
4.	Mr .Peter Martis Modi Hyundai Thane	First time buyers go for the car the basic family need	With the affordability they may go for luxurius car with best features	
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Family needs LPG grade in the society	Influnced by family friends and relatives	Blindly follow the other as a four wheeler club member
6.	Mr.A.K. Jayaraj Millenium Toyota	Due to high disposable income tend to move up from conventional brands	Actually influenced by friends, co workers and relatives	follow the trend of let me be also the part of crowd
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Agree with research		
8.	Mr.Sunil Kori Hyundai Training Academy	---	---	---
9.	Mr Ravindra Singh Global Gallery	Yes		
10.	Mr . Raghavendra K. kuber Sai Service Vasai	Fisrt is family need and also it is good have our own transport.		

11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	In agreement		In agreement
13.	Mr . Ramesh Rao Vitesse Maruti	60% of the buyers are 1 st time buyer with basic requirement		Agree with above reseracher opinion
14.	Mr M.Kaladharan Ex Millenium Toyota	Yes it is ture		
15.	Mr. Rajesh Porecha Arya Honda	It's a 1 st time small requirment for cars		
16.	Mr Mahesh D.Palav Modi Chunabatti	Mostly are first time buying & buying for family requierment		
17.	Mr .Bosco Chettiar St Francis Institute MASS	First time buying also keep knowledge about brand.		
18.	Mr.Sundar C. Vice President for VW Thane dealer.			They have already have the car but change the brand
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	Yeah with the growing disposable income people are buying cars and lot of them are buying first timers		
20.	MR .Mrunal Desai	Yes any time		
21.	Mr.B.R.Shetty	Agree with Researcher		
22.	Deepak Patil	Most of first time buyers, purchase as per their requirement need & status		
23.	Researcher's Opinion	Most of the customers are first time buyers which again gives indication of basic requirement and family need		In this as first time buyer are 85% opinion what we are getting are certainly not for luxury or passionate vehicle owners.

3. What is the biggest motivator to buy a car?
(1 being the least and 5 being the best in order of preferences)

Figure No. F- 70



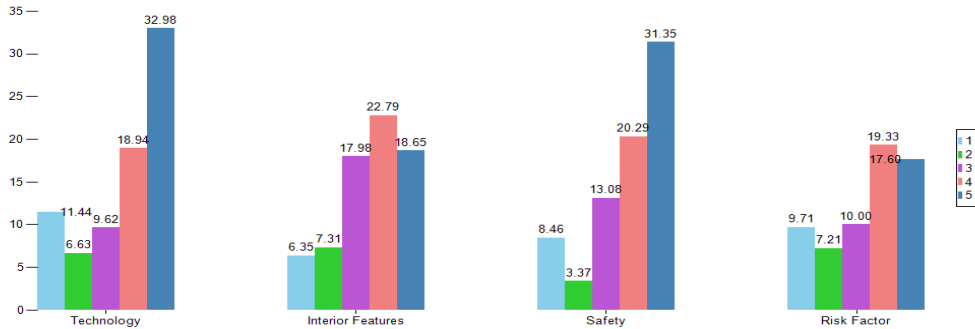
Head	AL	1	2	3	4	5
Basic	10	124	113	134	178	238
	10	11.9	10.8	12.8	17.1	22.8
Family	10	97	83	100	193	345
	10	9.33	7.98	9.62	18.5	33.1
Business	10	200	136	142	124	137
	10	19.2	13.0	13.6	11.9	13.1
Status	10	121	161	165	142	89
	10	11.6	15.4	15.8	13.6	8.56
Any	10	153	59	75	74	69
	10	14.7	5.67	7.21	7.12	6.63

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Availability of easy loan facility encouraging & motivating factor even to middle class people		
2.	Mr.Hemant Lad Hyundai Vidyavihar	Encouraging		
3.	Mr.Rupesh Rele Skoda	Agree		
4.	Mr .Peter Martis Modi Hyundai Thane	Basic necessary family need business requirement and status by also are main motivators		
5.	Mr.Satish K.Mundhargi Toyota Kalyan	To buy a status symbol	Family need	Infulened by other family members and lack of knowledge
6.	Mr.A.K. Jayaraj Millenium Toyota	Social status	Family need	Lack of knowledge & influencers role.

7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	mainly for the family & that necessity then it comes to status symbol.		
8.	Mr.Sunil Kori Hyundai Training Academy	Family need		
9.	Mr Ravindra Singh Global Gallery	Yes as researcher opinion		
10.	Mr . Raghavendra K. kuber Sai Service Vasai	Agree as above		
11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	In agreement with the researcher opinion		
13.	Mr . Ramesh Rao Vitesse Maruti	Agree with the research opinion		
14.	Mr M.Kaladharan Ex Millenium Toyota	Now tourist travels are buying more car over and above		
15.	Mr. Rajesh Porecha Arya Honda	Basic necessary & status imporve		
16.	Mr Mahesh D.Palav Modi Chunabatti	I feel it is for family need than business requierdment		
17.	Mr .Bosco Chettiar St Francis Institute MASS	Yes it is true		
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Status and showbiz as they are rich but some time they may fail		
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	Having car affordable within budget mativation along with the social duties		
20.	MR .Mrunal Desai	Yes!! very much correct but at time it is just ego and enemy which plays a mojour role too.		
21.	Mr.B.R.Shetty	Agree with researcher		
22.	Deepak Patil	Needs & requirment with offordability		
23.	Researcher's Opinion	Basic necessity, family need, business requirement are the main motivators		

**4. What are your main preferences for buying cars?
(1 being the least and 5 being the best in order of preferences)**

Figure No. F- 71



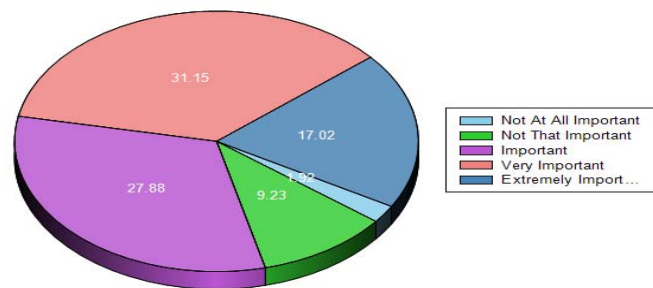
Head	ALL	1	2	3	4	5
N Technol	1040	19	69	100	197	343
%	100	11.44	6.63	9.62	18.94	32.98
N Interior Features	1040	66	76	187	237	194
%	100	6.35	7.31	17.98	22.79	18.65
N Safety	1040	88	35	136	211	326
%	100	8.46	3.37	13.08	20.29	31.35
N Risk	1040	101	75	104	201	183
%	100	9.71	7.21	10.00	19.33	17.60

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Comfort technology style and safety are the main preferences		
2.	Mr.Hemant Lad Hyundai Vidyavihar	Encouraging		
3.	Mr.Rupesh Rele Skoda	This statement is contradictory to the previous slide.		
4.	Mr .Peter Martis Modi Hyundai Thane	Technology feature and safety are very important		
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Yes		
6.	Mr.A.K. Jayaraj Millenium Toyota	Value for money	Styling	Importance to specific brand
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Technology & interior feature		
8.	Mr.Sunil Kori Hyundai Training Academy	Technology safety		
9.	Mr Ravindra Singh Global Gallery	Technology & safety with cost matters		

10	Mr . Raghavendra K. kuber Sai Service Vasai	Yes & agree as above		
11	Mr. Shailesh Bhavsar Sai Service Mumbai	Yes but at the same time looks of the cars also make lot of difference for that Maruti Ritz		
12	Mr. Amar Pawar Lakozy Toyota	Agree		
13	Mr . Ramesh Rao Vitesse Maruti	Fully agree		
14	Mr M.Kaladharan Ex Millenium Toyota	Safety and better feature also encourage customer		
15	Mr. Rajesh Porecha Arya Honda	Technology & interior feature are constraints		
16	Mr Mahesh D.Palav Modi Chunabatti	Technology safety preference word to word publicity is also important		
17	Mr .Bosco Chettiar St Francis Institute MASS	yes		
18	Mr.Sundar C. Vice President for VW Thane dealer.	just 50%	50% price	
19	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	New technology and safety along with the right price is mainly preferred		
20	MR .Mrunal Desai	Yes technology safety brand image and majority after sales service are the major features.		
21	Mr.B.R.Shetty	Technology & safety is much		
22	Deepak Patil	Technology & safety feature are most Important		
23	Researcher's Opinion	Technology and safety preference go hand in hand for buying cars		

5. How important are innovative features are while buying a car?

Figure No. F- 72



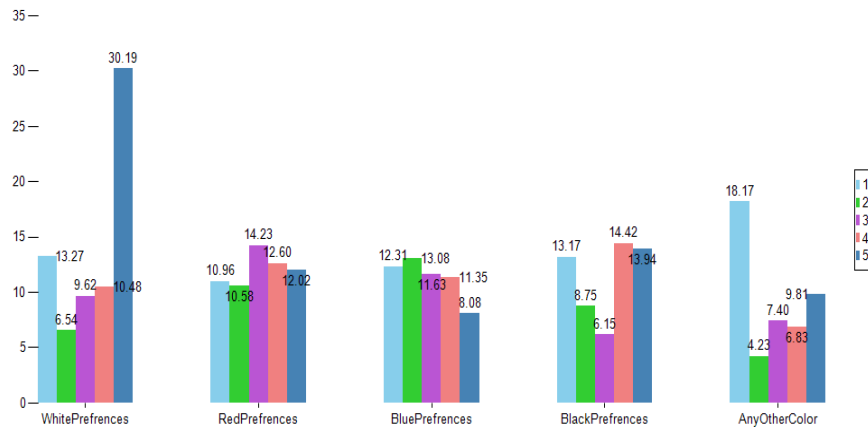
	AL	Not At	Not That	Imp	Very	Extremely
N	104	20	96	290	324	177
%	100	1.92	9.23	27.88	31.15	17.02

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Customer is choice they are not only expecting technology but also comparing feature & look of the car	Innovative & good features attracts younger generation	
2.	Mr.Hemant Lad Hyundai Vidyavihar		Not that important have innovative featutres	
3.	Mr.Rupesh Rele Skoda			People value money over innovative feature
4.	Mr .Peter Martis Modi Hyundai Thane	Most of the people look for innovative preference in the car	Younger generation is getting information they get by net	
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Innovative and added features are essential		Value for money = more fancy features
6.	Mr.A.K. Jayaraj Millenium Toyota	Innovative features are becoming important	Actual usage of fancy features in real world	More fancy features better value for money
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Always first buyer or second buyer every one look change or new things		
8.	Mr.Sunil Kori Hyundai Training Academy	Yes		

9.	Mr Ravindra Singh Global Gallery	Most & most customer want new feature due to younger generation		
10.	Mr . Raghavendra K. kuber Sai Service Vasai	Yes agreed		
11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	Innovative features are preferred but lacks utility	In time with trend	
13.	Mr . Ramesh Rao Vitesse Maruti	1 st time buyer mind perfect basic team		Innovation feature except for safety
14.	Mr M.Kaladharan Ex Millenium Toyota	Almost people spend innovative feature		
15.	Mr. Rajesh Porecha Arya Honda	Valid		
16.	Mr Mahesh D.Palav Modi Chunabatti	Most of customers prefer innovative feature W.R.T cost.		
17.	Mr .Bosco Chettiar St Francis Institute MASS			
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Yes only 50% feature	Balance 50% on cost	
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	People today are very concerned about the number of new features in the car.		
20.	MR .Mrunal Desai	Yes every one today prefers a upgraded version as we tend to keep & use car atleast for 5 years		As we go for higher technology we have to pay higher price.
21.	Mr.B.R.Shetty	Innovative features are always good		
22.	Deepak Patil	—		
23.	Researcher's Opinion	Around 50% prefer innovative features.	Car buying capacity to the younger generation is need of the hour	Education, tech savvy affordability are the challenges

**6. Which one of the following base colour you prefer while buying car?
(1 being the least and 5 being the best in order of preferences)**

Figure No. F- 73



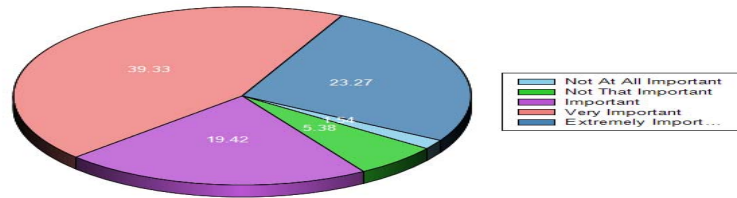
	Head	A	1	2	3	4	5
N	White	10	138	68	100	109	314
%		10	13.	6.54	9.6	10.48	30.
N	RedPr	10	114	110	148	131	125
%		10	10.	10.5	14.	12.60	12.
N	BluePr	10	128	136	121	118	84
%		10	12.	13.0	11.	11.35	8.0
N	Black	10	137	91	64	150	145
%		10	13.	8.75	6.1	14.42	13.
N	AnyOt	10	189	44	77	71	102
%		10	18.	4.23	7.4	6.83	9.8

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	It is observed that professionals prefer light colour like silver or white	Colour choice is also depends on customer type, his colleagues student he may grab red or yellow any bright colour	Family's choice is more preferred here
2.	Mr.Hemant Lad Hyundai Vidyavihar	Encouraging		
3.	Mr.Rupesh Rele Skoda		Depnds on individual preference	
4.	Mr .Peter Martis Modi Hyundai Thane	Preferece of colour an individual choice	Generally which is most preference colour	
5.	Mr.Satish k.Mundhargi Toyota Kalyan	Individual latest and more of now as pre the astrologers advise	Thanking of cost when request to repaint	Other than white colour all are expensive when requirement

6.	Mr.A.K. Jayaraj Millenium Toyota	Depends on wife & childrens choice	Fancy shades are difficult to match during touch up job thinking	White color is best thinking
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	This is an individual choice		
8.	Mr.Sunil Kori Hyundai Training Academy	I am confused is that but last choice is blue		
9.	Mr Ravindra Singh Global Gallery	Depending on buyers individual choice & family		
10.	Mr . Raghavendra K. kuber Sai Service Vasai	Yes agreed		
11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	Agree		Even children play a vital role.
13.	Mr . Ramesh Rao Vitesse Maruti	Family especially vital children play major role		
14.	Mr M.Kaladharan Ex Millenium Toyota	Whole silver this in preferred car mostly.		
15.	Mr. Rajesh Porecha Arya Honda	Family decisions		
16.	Mr Mahesh D.Palav Modi Chunabatti	As mentioned earlier it goes female members of the family		
17.	Mr .Bosco Chettiar St Francis Institute MASS			
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Yes it is very difficult choose colour		
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	The preference of colour is according to the taste of the individual		
20.	MR .Mrunal Desai	It has been either family members who decides about the colour or due to social status people prefer to buy white.		
21.	Mr.B.R.Shetty	White colour is preferred by majority.		
22.	Deepak Patil	Difficult to say depend on individual.		
23.	Researcher's Opinion	This is individual taste white is preferred difficult to agree.		As taste of colour goes to family members preferably wife.

**7. How important is brand value while buying a car?
(1 being the least and 5 being the best in order of preferences)**

Figure No. F- 74



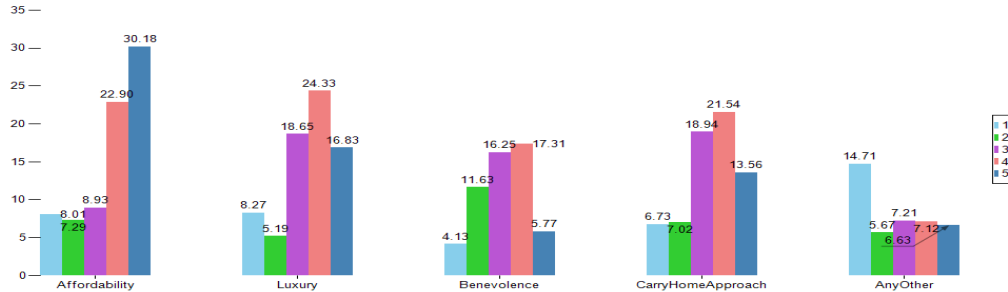
	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
N	1040	16	56	202	409	242
%	100	1.54	5.38	19.42	39.33	23.27

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Brand value importance is noticeable in Indian auto industry	50% opt for brand durability and value	
2.	Mr.Hemant Lad Hyundai Vidyavihar	Encouraging very important		
3.	Mr.Rupesh Rele Skoda	Brand value is important brand value is created by product quality and after sales service support		
4.	Mr .Peter Martis Modi Hyundai Thane	For status we give more to the brand value		
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Brand value is very important	Lack of brand perception	Mind set of a buyer
6.	Mr.A.K. Jayaraj Millenium Toyota	Brand value is very important	Non awarens or lack of brand perception	Mental block / let me also follow kind of mentalityof buyer
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Very important for the buyer as he is buying new product if it is from reputed brand		
8.	Mr.Sunil Kori Hyundai Training Academy	Brand is not 100% acceptable		
9.	Mr Ravindra Singh Global Gallery	Yes brand value in them of cost & status		

10.	Mr . Raghavendra K. kuber Sai Service Vasai	Very important		
11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	Yes agree it is imoprtant also it is telling about personality of a person		
13.	Mr . Ramesh Rao Vitesse Maruti	Brand value with service sector at convinience loaction more that presonality of a preson.		
14.	Mr M.Kaladharan Ex Millenium Toyota	yes		
15.	Mr. Rajesh Porecha Arya Honda	Valid		
16.	Mr Mahesh D.Palav Modi Chunabatti	Yes I gree it is very importanat		
17.	Mr .Bosco Chettiar St Francis Institute MASS	Brand value it givies		
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Yes always brand speaks status		
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	Brand value is as important the availability of service facility		
20.	MR .Mrunal Desai	Yes very important in Indian society and not at all applicable with foreign society and culture.		
21.	Mr.B.R.Shetty	Brand value is always carrying more weight.		
22.	Deepak Patil	Agree, Brand name is major point while purchasing new car.	But some people give importance to their needs and affordibility.	
23.	Researcher's Opinion	Brand values very important fully agree by deciding the brand customer opts we can judge and read the personality of a person.		

**8. What are the criteria of selecting the Brand and Model?
(1 being the least and 5 being the best in order of preferences)**

Figure No. F- 75



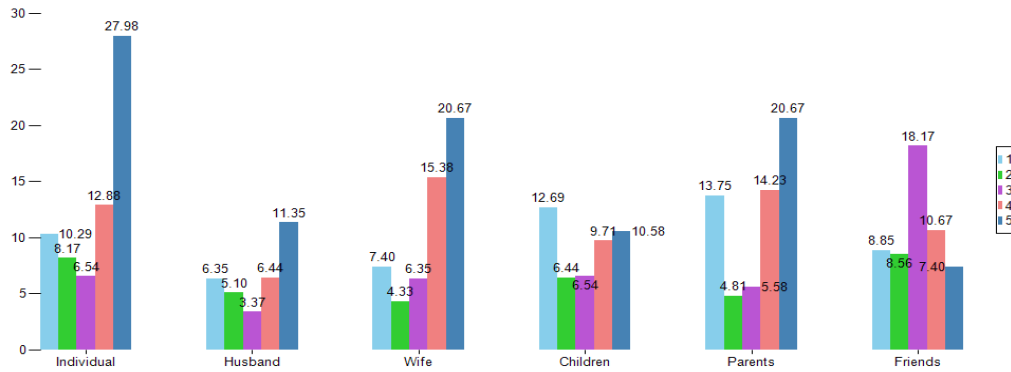
Head	ALL	1	2	3	4	5
No. Affordabil	974	78	71	87	223	294
%	100	8.01	7.29	8.93	22.90	30.18
No. Luxury	1040	86	54	194	253	175
%	100	8.27	5.19	18.65	24.33	16.83
No. Benevolen	1040	43	121	169	180	60
%	100	4.13	11.63	16.25	17.31	5.77
No. CarryHom	1040	70	73	197	224	141
%	100	6.73	7.02	18.94	21.54	13.56
No. AnyOther	1040	153	59	75	74	69
%	100	14.71	5.67	7.21	7.12	6.63

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr. Sandeep Pimprikar Shivam Maruti	Need business family and affordabilty is the main critera		
2.	Mr. Hemant Lad Hyundai Vidyavihar	Encouraging		
3.	Mr. Rupesh Rele Skoda			People consider cost over technology is a concern
4.	Mr. Peter Martis Modi Hyundai Thane	Word of mouth is the most important		
5.	Mr. Satish K. Mundhargi Toyota Kalyan	Mileage and affordability	Brand milage in the current market	Anticipating better & better values of brand in resale
6.	Mr. A.K. Jayaraj Millenium Toyota	Affordability & milage	General brand pereception	Resale value of the brand
7.	Mr. Sachin Khaire Modi Hyundai Goregaon.	Affordability is the main		

8.	Mr.Sunil Kori Hyundai Training Academy	Yes		
9.	Mr Ravindra Singh Global Gallery	Yes the cost matter		
10	Mr . Raghavendra K. kuber Sai Service Vasai	Yes		
11	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12	Mr. Amar Pawar Lakozy Toyota	Agree		Options need to be much more clear
13	Mr . Ramesh Rao Vitesse Maruti	agree		
14	Mr M.Kaladharan Ex Millenium Toyota	Yes every finance and better model		
15	Mr. Rajesh Porecha Arya Honda	Affordability & luxury		
16	Mr Mahesh D.Palav Modi Chunabatti	Brand is also important		
17	Mr .Bosco Chettiar St Francis Institute MASS			
18	Mr.Sundar C. Vice President for VW Thane dealer.	Financially affordable more than any thing		
19	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	Affordability is the key as India has big middle class.		
20	MR .Mrunal Desai	Very important factor as Indian people also think of saving so do not spend lavishlyexcept young generatiion.		
21	Mr.B.R.Shetty	Brand model is always preferred.		
22	Deepak Patil	For small segment affordability is main criteria.		
23	Researcher's Opinion	Affordability is the main criteria		Confusing the word Benevolence change the word may give better results

**9. Has your family involved in making the final decision while choosing Model?
(1 being the least and 5 being the best in order of preferences)**

Figure No. F- 76



	Head	ALL	1	2	3	4	5
No	Individual	1040	10	85	68	134	291
%		100	10.	8.1	6.54	12.88	27.98
No	Husband	1040	66	53	35	67	118
%		100	6.3	5.1	3.37	6.44	11.35
No	Wife	1040	77	45	66	160	215
%		100	7.4	4.3	6.35	15.38	20.67
No	Children	1040	13	67	68	101	110
%		100	12.	6.4	6.54	9.71	10.58
No	Parents	1040	14	50	58	148	215
%		100	13.	4.8	5.58	14.23	20.67
No	Friends	1040	92	89	189	111	77
%		100	8.8	8.5	18.17	10.67	7.40

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Vehicle chosing customer may value opinion of family or friends but prefers to take his own decision	Particularly in our country female domination matters driving any prestigious buy.	Something user has to compromise & on choice left because of undue family pressure
2.	Mr.Hemant Lad Hyundai Vidyavihar	Individual encouraging		
3.	Mr.Rupesh Rele Skoda	Nil family involvement due to awareness aspect		
4.	Mr .Peter Martis Modi Hyundai Thane		First time buying	
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Individual dicsion to chose the model based on the requirement and usage condition	Family infuences for the more than affordable price tag	Friends tend to push a always for the more than requirement
6.	Mr.A.K. Jayaraj Millenium Toyota	Very high	Children & female parterns input are imp	Influencer / friends tend to push their own choice on buyer

7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	The first time buyer has his car dream & budget to buy a new car hence he is the their person to take decision	The person also is having one car he will give first preference to family	
8.	Mr.Sunil Kori Hyundai Training Academy	Go with my family / parents first		
9.	Mr Ravindra Singh Global Gallery	Yes individual ok head decision is mainly final		
10.	Mr . Raghavendra K. kuber Sai Service Vasai	Kind more inindustry as they are having knowledge and they are owner of safety		
11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	Agree	Agree	
13.	Mr . Ramesh Rao Vitesse Maruti	Less that 25% have the family dicsion in buying if a model	It is observed Male: cheque female/children model and colour.	
14.	Mr M.Kaladharan Ex Millenium Toyota	Yes and they discus before the friends and colleagues.		
15.	Mr. Rajesh Porecha Arya Honda	Valid		
16.	Mr Mahesh D.Palav Modi Chunabatti		Females in family usually take decision while selecting the colour.	
17.	Mr .Bosco Chettiar St Francis Institute MASS			
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Yes all member of the family are interested especially kids now adays.		
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli		In india the dicsion car is jointly taken by the family	
20.	MR .Mrunal Desai	Very important infact I would say it plays a major role in selection of brand and model	Female and children or even elderly people (parents) at times plays a major role.	Buyer has to buy against his wish because of pressure from family.

21.	Mr.B.R.Shetty	It is better to have family involvement in making final decision.		
22.	Deepak Patil	Yes family member plays important role.		
23.	Researcher's Opinion	As customers taking individual decision to choose the model gives information of not adequate knowledge of cars in the family.	Female dominating emotional values shows for choosing the models	

**10. How important for you the community and social network while buying a car?
(1 being the least and 5 being the best in order Of preferences)**

Figure No. F- 78



	AL L	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
N	104	62	178	352	245	103
%	100	5.96	17.12	33.85	23.56	9.90

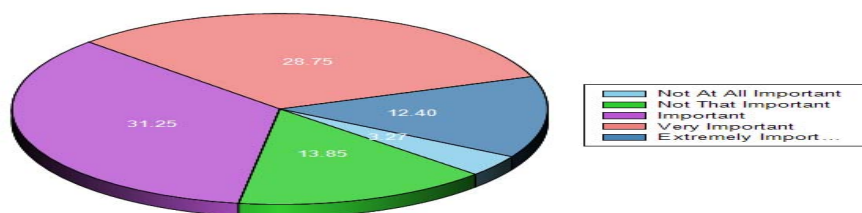
Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Influence of social network is huge in Indian auto industry recommendation / suggestion take place	Business class keep changing their car's for tax benefits	
2.	Mr.Hemant Lad Hyundai Vidyavihar			Disturbing community & social network not importance for buying car
3.	Mr.Rupesh Rele Skoda		The social and networking sites provide a genral idea about the product the need and individual reqnirement should influence the car purchase	
4.	Mr .Peter Martis Modi Hyundai Thane		If it's a car for family use importance of children in selection of the car	
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Become need of every affordable citizen	To mantian social recognize and status more than a needed	Need and attordability plays a major role in buying
6.	Mr.A.K. Jayaraj Millenium Toyota	It is gaining more importance	But still buyers mindset remains the same	Affordability plays key role in buying
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Not that important		

8.	Mr.Sunil Kori Hyundai Training Academy	Social network is huge network of people and they know and understanding customer requirements		
9.	Mr Ravindra Singh Global Gallery	Yes the influence come with existing status Symbol		
10.	Mr . Raghavendra K. kuber Sai Service Vasai	Yes it goes on status in india		
11.	Mr. Shailesh Bhavsar Sai Service Mumbai	Yes in agreement		
12.	Mr. Amar Pawar Lakozy Toyota	In agreement		
13.	Mr . Ramesh Rao Vitesse Maruti	Majority 1 st time buyer at community opinion & status	Really small %	
14.	Mr M.Kaladhara n Ex Millenium Toyota	Yes almost it is happering in the society		
15.	Mr. Rajesh Porecha Arya Honda	From society network first also the tax savings points.		
16.	Mr Mahesh D.Palav Modi Chunabatti	Yes it is important		
17.	Mr .Bosco Chettiar St Francis Institute MASS	Yes		
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Yes if any one buy a car he/she will be searching in net after that only friends	Always busy the car to keep the status.	
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	Community does play a role in our purchase of cars in India the most important decision made by family is buying the car.		

20.	MR .Mrunal Desai	Word of mouth I experience and brand decides about the influence while buying new car.		
21.	Mr.B.R.Shetty	Social network influences		
22.	Deepak Patil	We Indians are very social so mouth publicity and influences is very important while buying a car.	Some people purchase car through their abroad experience and electric media.	
23.	Researcher's Opinion	In India Social network influences more than 75% like friends, neighbours	Indian business men keep on changing the car for higher brands to exhibit status.	But manufacturers claim volume game to survive in India

**11. How important is the market sentiment/advertisement?
(Identity and Integrity).**

Figure No. F- 79



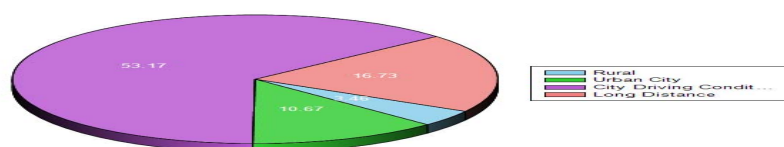
	ALL	Not OK	OK	Good	Outstandi	Excellent
N	1040	14	54	333	348	163
%	100	1.35	5.19	32.02	33.46	15.67

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Any advt of the product plays vital role here in India .	Educated & analytical cust barely impress only by good advt tactics .	
2.	Mr.Hemant Lad Hyundai Vidyavihar			Not that important
3.	Mr.Rupesh Rele Skoda			Customers are infuenced by advertising not understanding product quaity
4.	Mr .Peter Martis Modi Hyundai Thane		In advertisement people generally see the brand and the offers that are going on.	
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Very much influenced by this	Handling reality and non conversion advertising is playing a major role.	Trend to follow market sentiments
6.	Mr.A.K. Jayaraj Millenium Toyota	Martket segmentation is important	Non conventional adevertising is becoming key	Trend to follow others
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Advertisement is the key area to attract the customer to buy car		
8.	Mr.Sunil Kori Hyundai Training Academy	Very very imoprtant		
9.	Mr Ravindra Singh Global Gallery	Yes advertisement matters a lot		

10.	Mr . Raghavendra K. kuber Sai Service Vasai	yes		
11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	Agree		
13.	Mr . Ramesh Rao Vitesse Maruti			Lot need to be done as for market & addvertisement is concerned.
14.	Mr M.Kaladharan Ex Millenium Toyota	Now website also give advertistment of car for reference		
15.	Mr. Rajesh Porecha Arya Honda	Valid		
16.	Mr Mahesh D.Palav Modi Chunabatti	Sentiments plays vital role in deciding the model to buy		
17.	Mr .Bosco Chettiar St Francis Institute MASS	Extremly important		
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Yes media play more role as well as service also	Value for money finance scheme	
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli		The market centiment does play a role in buying the car but not advertisement	
20.	MR .Mrunal Desai	Not much as word of mouth plays a major role in addition to advt.	Advertisement increase the chances of getting the enquiry but not sale.	
21.	Mr.B.R.Shetty	Market centiments decides in choosing the make of the car.		
22.	Deepak Patil	Yes market sentiments and advt play a bigger role.	Some people analysis through intenet or auto magazine.	
23.	Researcher's Opinion	In India market sentiments and advertisement play vital role in deciding the model for buying		

12. Are you going to use the car for?

Figure No. F- 80



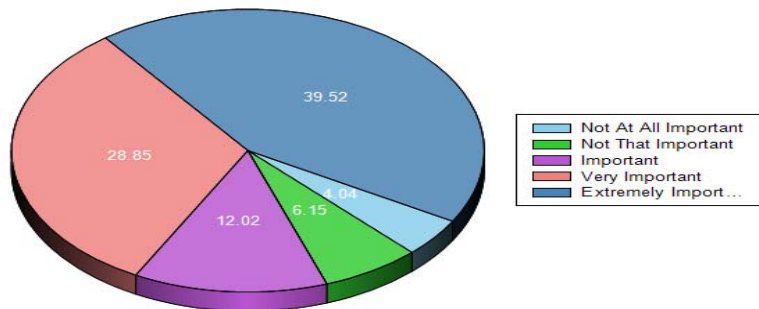
ALL	Rural	Urban City	City Driving Condition	Long Distance
N 104	36	111	553	174
% 100	3.46	10.67	53.17	16.73

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Compact size car is more preferred in city driving condition		It is disturbing also as city customer something doesn't traffic condition & only choose safe is compact car
2.	Mr.Hemant Lad Hyundai Vidyavihar	Encouraging		
3.	Mr.Rupesh Rele Skoda	For a nuclear family and employee class more requirress for daily office commute.		
4.	Mr .Peter Martis Modi Hyundai Thane		Car is used for mainly for mobility as other means are good	
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Daily community for work business	Week end traveling	Safety is taking back seat due to weekend sacrifices
6.	Mr.A.K. Jayaraj Millenium Toyota	Urban / metro driving mainly for weekend shopping	Commuting	Due to weekend usages safety is taking back seat
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	City driving		
8.	Mr.Sunil Kori Hyundai Training Academy	Customers are looking for city driving.		
9.	Mr Ravindra Singh Global Gallery	Mainly in city driving		
10.	Mr . Raghavendra K. kuber Sai Service Vasai	Yes		

11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	Agree		
13.	Mr . Ramesh Rao Vittesse Maruti	Rural market is now being tapped by dealer and start taking opinion.		
14.	Mr M.Kaladharan Ex Millenium Toyota	City drive and weekend for outing.		
15.	Mr. Rajesh Porecha Arya Honda	—		
16.	Mr Mahesh D.Palav Modi Chunabatti			Cars used for short distance mainly metro cities only for long distance driving weekends and on holidays
17.	Mr .Bosco Chettiar St Francis Institute MASS	Yes agree		
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Week end only and for any function		Very feature the car for personal or offical purpose
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	Car in used for community mainly.		
20.	MR .Mrunal Desai	For city driving I would say people should use small size vehicle because of traffic congestiion and parking constraint.		
21.	Mr.B.R.Shetty	Compact vehicle is prefered for manouvering.		
22.	Deepak Patil	Yes many customers purchased car for city driving so parking and small size to be consider.		
23.	Researcher's Opinion	No long distance and rural travelling customers are not there compact vehicle is preferred.		As customer used for car only in city driving conditions related matter to be considered like compact easily maneuvering.

13. How important for you is after sales service?

Figure No. F- 81



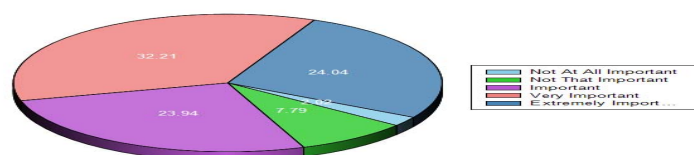
	ALL	Not At All	Not	Very Imp	Extre
No	1040	42	64	300	411
%	100	4.04	6.15	28.85	39.52

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Service after sales is most important to enhance sales	Sales & after sales both should be equally important	Few mfg compromising on quality aspect to reduce or control on price . they more concentrating on after sales
2.	Mr.Hemant Lad Hyundai Vidyavihar	Encouraging		
3.	Mr.Rupeh Rele Skoda	After sales service plays an important role on customer satisfaction	Generally can expect 50 % purchase not considering after sales service	
4.	Mr .Peter Martis Modi Hyundai Thane	After the sales service is important		
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Back up service is very important	Lack of knowledge related to service as specific by the manufacturer	Expectation of zero maintenace cost
6.	Mr.A.K. Jayaraj Millenium Toyota	Now customers are understanding after sales service .importance	Yet to understand the term like longetivity & reliability	Monetary discount is importance that quality service
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	After sale service is very important for any type of buyer		

8.	Mr.Sunil Kori Hyundai Training Academy	Important		
9.	Mr Ravindra Singh Global Gallery	Extremely important		
10.	Mr . Raghavendra K. kuber Sai Service Vasai	Yes after sales service is very important for safety purpose		
11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	agree		
13.	Mr . Ramesh Rao Vitesse Maruti	Key for any brand to service is nothing but Afer Sales Service.		
14.	Mr M.Kaladharan Ex Millenium oyota	Personal service and unique same the customer		
15.	Mr. Rajesh Porecha Arya Honda	Valid		
16.	Mr Mahesh D.Palav Modi Chunabatti	100% agree with after sales service importnace cuery important		
17.	Mr .Bosco Chettiar St Francis Institute MASS	Very important		
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Yes before going any brand they will check service set up		
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	After sales service in very important		
20.	MR .Mrunal Desai	After sales is the back bone of any dealership as it is the profit center of the business.		
21.	Mr.B.R.Shetty	After sales service is a must.		
22.	Deepak Patil	After sales service network is biggest criteria while buying car.		Very less percentage of people.
23.	Researcher's Opinion	Totally agree with After Sales service Importance	It would have less than 5% both Not that Imp & Not at all Imp	Expecting the figure less than 4%

14. How important do you value cost against durability and competence of car model?

Figure No. F- 82



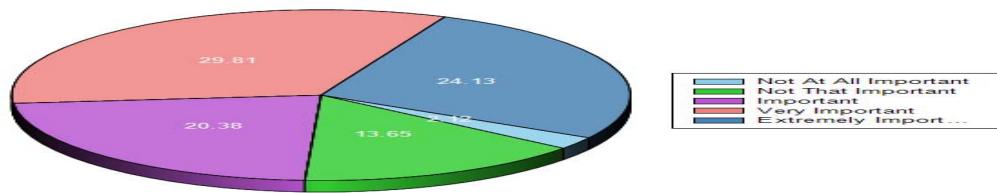
	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	1040	21	81	249	335	250
%	100	2.02	7.79	23.94	32.21	24.04

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Value for money concept work in our country		
2.	Mr.Hemant Lad Hyundai Vidyavihar	Encouraging		
3.	Mr.Rupesh Rele Skoda			Cost is not very important if product quality and after sales service & poor
4.	Mr .Peter Martis Modi Hyundai Thane	Improtance of durability in assential for truable free service		
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Value for money is the key factor	Mileage and quality is important not durability	Safety and aded features can change the game
6.	Mr.A.K. Jayaraj Millenium Toyota	Value for money is the key	Durability is not as important as mileage is	Still safty milage & affordabilt y are game changers
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Very important		
8.	Mr.Sunil Kori Hyundai Training Academy	I think most in Indian family wants Durability and competence trust behind company		
9.	Mr Ravindra Singh Global Gallery	Yes		

10.	Mr . Raghavendra K. kuber Sai Service Vasai	Yes & agree for the above consent		
11.	Mr. Shailesh Bhavsar Sai Service Mumbai	Yes in agreement		
12.	Mr. Amar Pawar Lakozy Toyota	A agree mostly as imoprtant for me		
13.	Mr . Ramesh Rao Vittesse Maruti		Value added cost can only be at durability & compeion of car speed	
14.	Mr M.Kaladharan Ex Millenium Toyota	Every one look for durability and safety		
15.	Mr. Rajesh Porecha Arya Honda			
16.	Mr Mahesh D.Palav Modi Chunabatti	True its most important		
17.	Mr .Bosco Chettiar St Francis Institute MASS	Important		
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Yes Inform durability cost will be more	Same time individual manufacture make it in India may reduce the cost	
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	The Indians are very cost conscious that also in the requied cost.		
20.	MR .Mrunal Desai	For Indian geographical condition I would say it is very much important say around 80to 90%.		
21.	Mr.B.R.Shetty	Durability and competance is important.		
22.	Deepak Patil	Agree more and more customers want durability and competence of car than cost.		
23.	Researcher's Opinion	Almost 90% are more than Imp durability and competency place vital role		

15. How important is the car value compare to safety value?

Figure No. F- 83



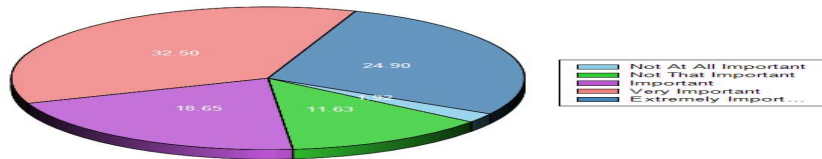
	ALL	Not At All Imm	Not That Imm	Imp	Very Imp	Extremely Imm
No	1040	22	142	212	310	251
%	100	2.12	13.65	20.38	29.81	24.13

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Here car value plays vital role compare to safety		
2.	Mr.Hemant Lad Hyundai Vidyavihar		Can't compromise on safety while considering the value	
3.	Mr.Rupesh Rele Skoda	Agree		
4.	Mr .Peter Martis Modi Hyundai Thane		People to day look for safety values at an affordable price	
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Majority safety values are inside and more values for brand.		Asthetic and fancy stands first safety last
6.	Mr.A.K. Jayaraj Millenium Toyota	Brand value term is gaining acceptance	Resale value of the car is importance	Safety is last priority
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Imoprtnance for every one		
8.	Mr.Sunil Kori Hyundai Training Academy	99.99% I want safety if we safe / all safe		
9.	Mr Ravindra Singh Global Gallery	Yes fully agree with researcher opinion		
10.	Mr . Raghavendra K. kuber Sai Service Vasai		Safety is important than for value	

11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	Agree with trend		Awareness on society must be high priority
13.	Mr . Ramesh Rao Vitesse Maruti	Agree		
14.	Mr M.Kaladharan Ex Millenium Toyota	Safety in more value than car value		
15.	Mr. Rajesh Porecha Arya Honda	Valid		
16.	Mr Mahesh D.Palav Modi Chunabatti	Its very much important		
17.	Mr .Bosco Chettiar St Francis Institute MASS	Yes		
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Very important but 50% in model	Balance 50% on cost of very important or safety	
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli		People are very cost conscious than safety	
20.	MR .Mrunal Desai	In todays world the speed of the vehicle is also needed due to fast life and even high speed engines so safety is very important factor.		
21.	Mr.B.R.Shetty	Safety value is more important than car value.		
22.	Deepak Patil	Yes safety is most important.		
23.	Researcher's Opinion	Almost 75% importance inclusive Imp, V.Imp, Extremely Imp		

16. How important is environmental concern/awareness while buying the car?

Figure No. F- 84



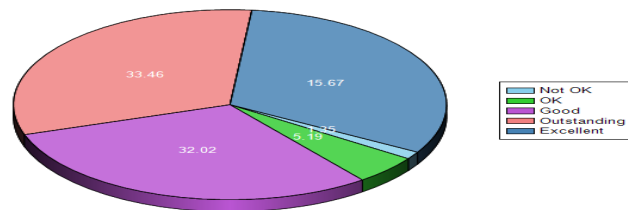
	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	1040	20	121	194	338	259
%	100	1.92	11.63	18.65	32.90	24.90

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Preference giving on effective mileage . yes it's encouraging		
2.	Mr.Hemant Lad Hyundai Vidyavihar	Encouraging		
3.	Mr.Rupesh Rele Skoda			It is disturbing even in survey of new car over 32% customer consider enviroment preservation has deep priority.
4.	Mr .Peter Martis Modi Hyundai Thane	To day people are concerned about pollution		
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Awareness enhanced about the Bharat Stages 1,2,3,4, for eco friendly cars		Lack of awareness at rural areas about eco friendly production infractructre crisis
6.	Mr.A.K. Jayaraj Millenium Toyota	Running cost is important to customers	Customers Is yet to come out from old mindest	Lack of avalibility of non convertional fuel operated car from manufactures
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Yes customer is more aware of society things		
8.	Mr.Sunil Kori Hyundai Training Academy	Very very good / inovative things		
9.	Mr Ravindra Singh Global Gallery	Yes due to cost matters		
10.	Mr . Raghavendra K. kuber Sai Service Vasai	Yes agreed		

11.	Mr. Shailesh Bhavsar Sai Service Mumbai	yes		
12.	Mr. Amar Pawar Lakozy Toyota	Agree	True	
13.	Mr . Ramesh Rao Vitesse Maruti	Most about costing with customer	Need more customer education	
14.	Mr M.Kaladharan Ex Millenium Toyota	Yes now polluted vehicle preferend		
15.	Mr. Rajesh Porecha Arya Honda	Provides cost effective		
16.	Mr Mahesh D.Palav Modi Chunabatti	It is important to consider enviornmental concerned awareness while buying a vehicle		
7.	Mr .Bosco Chettiar St Francis Institute MASS	Yes		
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Yes due to environmental they can see difference in climate through net /media.		
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli			No body is concered about the enviroinment while drivigng the car
20.	MR .Mrunal Desai	Better late than never the time has come where everyone should be serious about our planet.	Pollution due to indutrilisatio n and more traffic has contributed major affecting the planet.	
21.	Mr.B.R.Shetty	Environmental concern is very much required.		
22.	Deepak Patil	Yes it is good sign.		Cost of affordability also taken into consideration.
23.	Researcher's Opinion	Is a good sign Green drive is happening for coming generation.	Affordabilit y to increase to materialize	Awareness may be there but if it is cost effective or at any cost.

17. How will you describe your satisfaction level and Experience about the car?

Figure No. F- 85



	ALL	Not OK	OK	Good	Outstanding	Excellent
N	1040	14	54	333	348	163
%	100	1.35	5.19	32.02	33.46	15.67

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Analysis of sale & service satisfaction is encouraging customer enhance feel of his car driving experience		
2.	Mr.Hemant Lad Hyundai Vidyavihar	Encouraging		
3.	Mr.Rupesh Rele Skoda		Good customer service refer to limited customer awareness regarding the level of service	The level of customer awareness is low and hence lower customer expectation .
4.	Mr .Peter Martis Modi Hyundai Thane		Satisfaction level and experience of service is very important	
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Economical and less maintenance cost	Looking for low maintainance cost	Never self satisfied of this own car
6.	Mr.A.K. Jayaraj Millenium Toyota	Excellent & fantastic	Very reasonable	Lack of knowledge of customer about his own car
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Same as researcher	Customer always car sees his previous experience right from buying a car.	If the car start giving problem before his 1 st & 2 nd service he is looking from the product of service

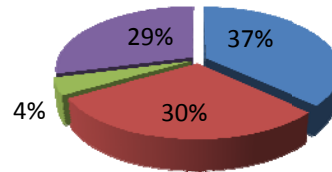
8.	Mr.Sunil Kori Hyundai Training Academy	good		
9.	Mr Ravindra Singh Global Gallery	All depends upon the after sales service		
10.	Mr . Raghavendra K. kuber Sai Service Vasai	All the brands are good in proformance & quality		
11.	Mr. Shailesh Bhavsar Sai Service Mumbai	True		
12.	Mr. Amar Pawar Lakozy Toyota	True	True	True
13.	Mr . Ramesh Rao Vitesse Maruti	Satisfation level is brand and network		Lot of scope for improvement.
14.	Mr M.Kaladharan Ex Millenium Toyota	yes		
15.	Mr. Rajesh Porecha Arya Honda	Valid		
16.	Mr Mahesh D.Palav Modi Chunabatti		Car mainly should give customer better satisfaction as compare to cost of the products	
17.	Mr .Bosco Chettiar St Francis Institute MASS	Because of high technology		
18.	Mr.Sundar C. Vice President for VW Thane dealer.	Very few satisfied about sale process		
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli	They are getting what they perceived about the car.		
20.	MR .Mrunal Desai	Getting more complaints definitely gives a bad indication but if counter measures are taken it is very benefecial for improvement.		
21.	Mr.B.R.Shetty	Good trouble free cars prefered.		
22.	Deepak Patil	Many people are satisfied proud with their car.		Bad sales and service leads dis satisfaction

23.	Researcher's Opinion	. Good, outstanding , excellent contributes 80% shows happy and satisfied feeling about the car	To make it better improve service quality gap of customer requirements and car makers to be nullified.	Not ok & ok 6.54% gives some scope to improve may in terms of service.
-----	-------------------------	---	--	---

18. Will you buy next car Electric Car (Battery) operated?

Figure No. F- 86

■ YES ■ NO ■ ANY COST ■ AFFORDABLE COST



	ALL	YES	NO	ANY COST	AFFORDABLE COST
N	1040	430	344	51	338
%	100	41.35	33.08	11.86	78.60

Sr. No	Name of GM Manager	Encouraging	Barely Acceptable	Disturbing
1.	Mr .Sandeep Pimprikar Shivam Maruti	Will reduce pollution oil price rises as better price fall	The technology has huge potential in up coming market	
2.	Mr.Hemant Lad Hyundai Vidyavihar	At affordable cost encouraging		
3.	Mr.Rupesh Rele Skoda	Uses better operating cost at affordable cost with increasing in driving range.		
4.	Mr .Peter Martis Modi Hyundai Thane		As changing problem in the city due to high fuel cost for city driving but not long driving.	
5.	Mr.Satish K.Mundhargi Toyota Kalyan	Eco friendly, noise reduction, lesser running cost ,	Battery charging concern , mileage coverage per changing , pick up & speed concerns	
6.	Mr.A.K. Jayaraj Millenium Toyota	Less pollution noise & coze lesser running cost	Running range of the car pick up of the car	Initial cost of the car cost of battery overhaul
7.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Yes it is necessary to reduce pollution but of course affordable cost		
8.	Mr.Sunil Kori Hyundai Training Academy	Researcher opinion is right and I agree with that		

9.	Mr Ravindra Singh Global Gallery			Battery not enough to generate heavy power cost matters and the cost of battery & speed matter.
10.	Mr . Raghavendra K. kuber Sai Service Vasai	Yes it is ready good but cost should be reasonable.		
11.	Mr. Shailesh Bhavsar Sai Service Mumbai	Yes it is cost effective in running , but provided do be changing of battery with nature.		Where electcity gets genrated that creates more pollution not where it is getting used
12.	Mr.Sachin Khaire Modi Hyundai Goregaon.	Agree		
13.	Mr . Ramesh Rao Vitesse Maruti		Need a lot more technology important in term of information facility affordable cost	
14.	Mr M.Kaladharan Ex Millenium Toyota	It is good for nature the pollution and environment.		
15.	Mr. Rajesh Porecha Arya Honda	At affordable cost		
16.	Mr Mahesh D.Palav Modi Chunabatti	Yes it is encouraging.		
17.	Mr .Bosco Chettiar St Francis Institute MASS	Positive thinks		
18.	Mr.Sundar C. Vice President for VW Thane dealer.	New generation car can reduce pollution and people go for the same	Electric car battery is very expensive so heavy operating cost.	
19.	Mr Mahaveer Angadi Manicbag Automobiles Tata Dealer Hubli		Vehicle as good for this given important perfomance this point reduces the electric car for making affordable	
20.	MR .Mrunal Desai	It is the best to use and increase sale of electric cars but the price of such cars should reduce.		

21.	Mr.B.R.Shetty	Yes		
22.	Deepak Patil	For reducing environment pollution people should by this car.	Cost of vehicle and battery and maintainance plays vital role.	
23.	Researcher's Opinion	Battery operated cars to reduce pollution environmental friendly yes, is more than No, affordable cost is 78.6%	Any cost 21.4% this % to improve this further should improve for acceptability once volume increase cost will come down.	

Chapter 4C.

Data Analysis and Interpretation.

Dealer CEOs and Country Head Services

4C. Dealer CEOs and Country Head Services.

All Dealer CEOs Opinion on open end Questions

1. After three years do you feel customer will retain the same brand or change the brand or purchase of high value car considering the present scenario?

Yes (Comments) b. No (Comments) **Table No. T- 5**

Sr. No	Name Of Dealer Feedback	Opted Option	Narration
1.	Mr.Vikram Modi Director Modi Group	Yes	Will purchase high value car a many or many not change the brand
2.	Mr. Amar Sheth Director Shaman Group	Yes	If the customer is happy with the brand he would buy a higher value of the same brand as the urge to move up the society ladder is there.
3.	Mr. R.G. Kulkarni Director Shodha Toyota Karnataka	No	Then look for another – more expensive brand
4.	Miss.Nidhi Modi Director Modi Group	Yes	High value car
5.	Mr.Sanjay Wale COO Sai Service Kolhapur	Yes	----
6.	Mr. Atul Singhal CEO G3 M&M	No	The change in industry is 3 years four end user shift reduce
7.	Mr. Deepak Mirje Kolhapur.	No	They want new brands.
8.	Miss. Archana Head RNS Maruti Hubli	Yes	He / she would want to purchase high value car as status is of importance in present scenario.
9.	Mr.Rajan Sharma Managing Director Sai Auto Hyundai	Yes	He will return the brand and stay with the brand if his desire / need can be satisfied within the current brand.
10.	Rahul Nair Director Aquest Auto Mitsubishi.	No	Currently our range is limited to just 2 models and only SUV models, hence next purchase might another higher brand.
11.	Mr.Sunny Agarwal Director Excel Autovista	Yes	----

12.	Mr.Lakhbir Singh Director	no	----
13.	Mr. Shriram Nijure Director life time Mobility.	Yes	High value car
14	Mr. Pradeep Jadhav SMC Nissan Kolhapur	No	Because of the technology improvement it is not necessary that same brand retains the same parking after 3 years.
15.	Mr. Siddheshwar Kokane CEO Sai Service Kolhapur	Yes	Employees or middle class may continue same brand with little up gradation business men normally tends to change the brands.
16.	Mr. Gordon Maelzer COO Sai Auto Hyundai	Yes	Customer may retain same brand but upgrade to high models customer can switch brand depending on status desire and previous experience.
17.	Mr.Roy Dias Vice president Aquest Auto Mitsubishi	Yes	Based on service and performance received. If better services and facilities are provided by the competitor.
18.	Mr.Vjay Kamath Capabilty Development Manager Castrol	No	Will use car last for 5 years
19.	Mr. Rohit Prabhu Castrol pitstop Thane Maruti authorized service Station.	no	It depends up on the customer satisfaction of service he has received by the concern dealer of the car brand from all car related point of view.
20.	Miss.Mansi Modi Director Modi Group	No	The customer would go for a higher brand as his required might change into.
21	Mr. Uday Kulkarni COO Sai Service Hyderabad.	Yes	-----

The customer will go for basics to start with for basic necessities while purchasing first car further will start looking at status symbol brand utility service experience in choosing his subsequent purchases as far as middle class category is concerned. In business class status, brand, community plays more important role.

1. Do you believe in **E commerce** development and internet marketing (**Products, Brand, and Services**) services a better option than mere **fax message** or phone call on the call centre?

A. Yes B. No (If No your comments)

Table No. T-6

Sr. No	Name Of Dealer Feedback	Opted Option	Narration
1.	Mr.Vikram Modi Director Modi Group	Yes	---
2.	Mr. Amar Sheth Director Shaman Group	Yes	It is the non intrusive future which needs to be developed to ensure the correct message reaches the correct person.
3.	Mr. R.G. Kulkarni Director Shodha Toyota Karnataka	No	E – commerce is yes or before a way of life
4.	Miss.Nidhi Modi Director Modi Group	Yes	It's the future
5.	Mr.Sanjay Wale COO Sai Service Kolhapur	Yes	---
6.	Mr. Atul Singhal CEO G3 M&M	Yes	---
7.	Mr. Deepak Mirje Kolhapur.	No	That much awareness is not there in car market.
8.	Miss. Archana Head RNS Maruti Hubli	Yes	----
9.	Mr.Rajan Sharma Managing Director Sai Auto Hyundai	Yes	-----
10.	Rahul Nair Director Aquest Auto Mitsubishi.	Yes	E commerce not critical in our case due to the value of vehicles.
11.	Mr.Sunny Agarwal Director Excel autovista	Yes	-----
12.	Mr.Lakhbir Singh Director	Yes	-----

13.	Mr. Shriram Nijure Director life time Mobility.	Yes	Today's world its only option to sale via internet marketing which shall be supported by quality of service.
14	Mr. Pradeep Jadhav SMC Nissan Kolhapur	Yes	-----
15.	Mr. Siddheshwar Kokane CEO Sai Service Kolhapur	Yes	-----
16.	Mr. Gordon Maelzer COO Sai Auto Hyundai	Yes	-----
17.	Mr.Roy Dias Vice president Aquest Auto Mitsubishi	Yes	----
18.	Mr.Vjay Kamath Capabilty Development Manager Castrol	Yes	----
19.	Mr. Rohit Prabhu Castrol pitstop Thane Maruti authorized service Station.	No	It depends on the best quality of work customer get in the time of service workshop.
20.	Miss.Mansi Modi Director Modi Group	Yes	-----
21	Mr. Uday Kulkarni COO Sai Service Hyderabad.	yes	----

E commerce development and internet marketing (Products, Brand, and Services) services is certainly a better offer for future since younger generation is more tech savvy.

How important is **Customer Satisfaction Index (CSI)** over period of time?

a. Yes Extremely Important.

b. No.

(If **Yes** then present method of measuring **CSI** is apt, your opinion)

Table No. T- 7

Sr. No	Name Of Dealer Feedback	Opted Option	Narration
1.	Mr.Vikram Modi Director Modi Group	Yes Extremely important	Development of internal CSI procedure for more initiative dealership study to pin point the problem.
2.	Mr. Amar Sheth Director Shaman Group	Yes Extremely important	CSI is certainly very important but the over reliance on JD power need to be stopped the true honest feedback is most important.
3.	Mr. R.G. Kulkarni Director Shodha Toyota Karnataka	Yes Extremely important	----
4.	Miss.Nidhi Modi Director Modi Group	Yes Extremely important	Ford CVP is an adequate method to measure the satisfaction.
5.	Mr.Sanjay Wale COO Sai Service Kolhapur	Yes Extremely important	Current method need to be simplified.
6.	Mr. Atul Singhal CEO G3 M&M	Yes Extremely important	The current CSI calculation is misleading and in complete stringent norms for all customers index.
7.	Mr. Deepak Mirje Kolhapur.	Yes Extremely important	-----
8.	Miss. Archana Head RNS Maruti Hubli	Yes Extremely important	Importance and not extremely important present method of increasing CSI put a lot of pressure on service provider & it is on this note the provider acts & not as matter of genuine enjoyment in servicing customer.
9.	Mr.Rajan Sharma Managing Director Sai Auto Hyundai	Yes Extremely important	No we need a more universally accept transparent, well defined covering all geography.

10.	Rahul Nair Director Aquest Auto Mitsubishi.	Yes Extremely important	The question asked by the manufacturer to be analyzed as same time their methods are questionable.
11.	Mr.Sunny Agarwal Director Excel Autovista	Yes Extremely important	-----
12.	Mr.Lakhbir Singh Director	Yes Extremely important	-----
13.	Mr. Shriram Nijsure Director life time Mobility.	Yes Extremely important	In fact it should be by way of letter, visits or by calling by top officials.
14	Mr. Pradeep Jadhav SMC Nissan Kolhapur	Yes Extremely important	CSI must have more relevance to service quality and systems other than only hospitality nowadays more question are asked about hospitality which must not have more than 25 to 30% weight age.
15.	Mr. Siddheshwar Kokane CEO Sai Service Kolhapur	Yes Extremely important	-----
16.	Mr. Gordon Maelzer COO Sai Auto Hyundai	Yes Extremely important	Current JDP guideline is sufficient to take care of catering to customers need for evaluation CSI.
17.	Mr.Roy Dias Vice president Aquest Auto Mitsubishi	Yes Extremely important	Measurement is unrealistic mode applied by principals & Dealers are mostly managed for scores CSI should because be across all customers not a select batch.
18.	Mr.Vjay Kamath Capabilty Development Manager Castrol	Yes Extremely important	Current method is ok
19.	Mr. Rohit Prabhu Castrol pitstop Thane Maruti authorized service Station.	Yes Extremely important	-----
20.	Miss.Mansi Modi Director Modi Group	Yes Extremely important	I don't feel lot can be done to improve measuring tool now currently it is dependent on employer end idea it has to be more computerized.

21	Mr. Uday Kulkarni COO Sai Service Hyderabad.	Yes Extremely important	Actual voice of customers / complaints capturing analysis of customer complaints, implementation of preventive measures for better CSI.
----	---	-------------------------------	--

CSI customer Satisfaction Index is extremely important accepted by one and all, but But measuring of CSI in most of the dealers enforced by manufacturers strategy, dealers are not happy, process should be more simplified and for all customers not only limited to few categories. Honest feedback to be enforced, CSI put a lot of pressure on service provider there by short cut methods are being adopted main purpose of satisfying customers and loose genuine enjoyment in servicing customer there by capitalizing the customer is not being achieved to a large extent.

How do you rate **customer life time value** and retention levels given by the dealers in your opinion also adding **value added services** will give better edge?

A .Yes B. No

Table No. T- 8

Sr. No	Name Of Dealer Feedback	Opted Option	Narration
1.	Mr.Vikram Modi Director Modi Group	yes	---
2.	Mr. Amar Sheth Director Shaman Group	Yes	Service which will ensure speed ease transparency and quality worth and ability to convey the same will always command a premium and be appreciated.
3.	Mr. R.G. Kulkarni Director Shodha Toyota Karnataka	Yes	----
4.	Miss.Nidhi Modi Director Modi Group	Yes	7-8 years /65-70 % can retain
5.	Mr.Sanjay Wale COO Sai Service Kolhapur	yes	----
6.	Mr. Atul Singhal CEO G3 M&M	Yes	----
7.	Mr. Deepak Mirje Kolhapur.	yes	----
8.	Miss. Archana Head RNS Maruti Hubli	yes	-----
9.	Mr.Rajan Sharma Managing Director Sai Auto Hyundai	Yes	As it involves more no of visits opportunity for better customer connect.
10.	Rahul Nair Director Aquest Auto Mitsubishi.	No	Lease vehicle owner are indifferent to VAS industrial customers of high value vehicle generally do not require it
11.	Mr.Sunny Agarwal Director Excel Autovista	Yes	-----

12.	Mr.Lakhbir Singh Director	Yes	-----
13.	Mr. Shriram Nijsure Director life time Mobility.	Yes	It's always life relation to add on value to learn more to deliver.
14	Mr. Pradeep Jadhav SMC Nissan Kolhapur	Yes	-----
15.	Mr. Siddheshwar Kokane CEO Sai Service Kolhapur	Yes	-----
16.	Mr. Gordon Maelzer COO Sai Auto Hyundai	Yes	Customer for life is very important and car only be retained by providing true value for money services.
17.	Mr.Roy Dias Vice president Aquest Auto Mitsubishi	Yes	A wow factor is an importance tool & has be used at regular intervals for higher retention & recommendations
18.	Mr.Vjay Kamath Capabilty Development Manager Castrol	Yes	-----
19.	Mr. Rohit Prabhu Castrol pitstop Thane Maruti authorized service Station.	Yes	Customer more expectation rather than the value added service.
20.	Miss.Mansi Modi Director Modi Group	yes	-----
21	Mr. Uday Kulkarni COO Sai Service Hyderabad.	Yes	-----

Value added service will be the better edge to capitalize the customer by delighting the customers by giving services more than expectation.

Do you feel more and more Research study is required in automotive aftermarket?
(Recommend more to pursue PhD in after sales).

1. Yes 2. No (Table No. T- 9)

Sr. No	Name Of Dealer Feedback	Opted Option	Narration
1.	Mr. Vikram Modi Director Modi Group	Yes	-----
2.	Mr. Amar Sheth Director Shaman Group	Yes	Things like increasing productivity manpower retention strategies career plans, customers for life are models that can be worked on.
3.	Mr. R.G. Kulkarni Director Shodha Toyota Karnataka	Yes	----
4.	Miss. Nidhi Modi Director Modi Group	yes	---
5.	Mr. Sanjay Wale COO Sai Service Kolhapur	Yes	---
6.	Mr. Atul Singhal CEO G3 M&M	Yes	There is no search available of after sales historic method is currently calculating processes. Research will add need of hour, customers and to the point solutions tailor made.
7.	Mr. Deepak Mirje Kolhapur.	Yes	-----
8.	Miss. Archana Head RNS Maruti Hubli	Yes	A dealers point of view should be known to the principles with this point of view YES
9.	Mr. Rajan Sharma Managing Director Sai Auto Hyundai	Yes	Customer buying behaviors in cars.
10.	Rahul Nair Director Aquest Auto Mitsubishi.	Yes	Research on scrapping age of vehicles.
11.	Mr. Sunny Agarwal Director Excel Autovista	Yes	-----

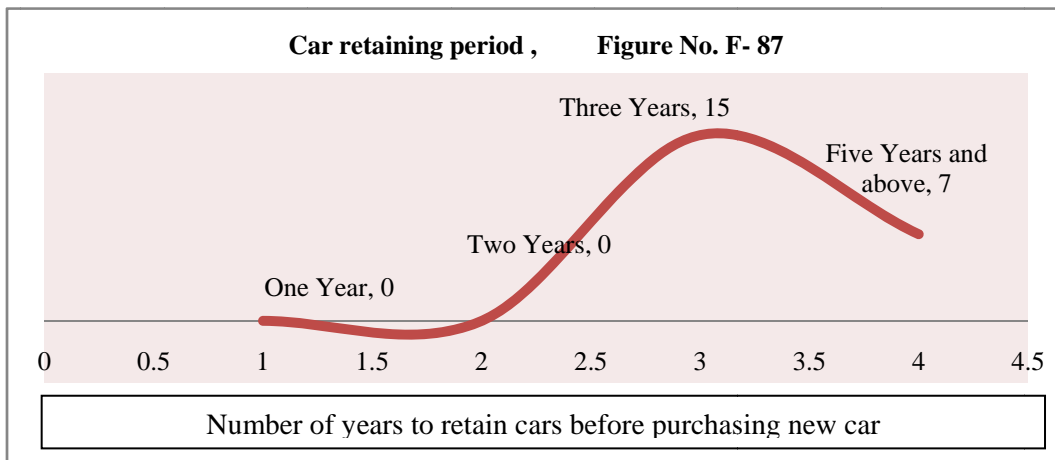
12.	Mr.Lakhbir Singh Director	Yes	-----
13.	Mr. Shriram Nijsure Director life time Mobility.	Yes	Studies always require understanding need and educating them for better driving with sense.
14.	Mr. Pradeep Jadhav SMC Nissan Kolhapur	Yes	-----
15.	Mr. Siddheshwar Kokane CEO Sai Service Kolhapur	Yes	-----
16.	Mr. Gordon Maelzer COO Sai Auto Hyundai	Yes	There is no limit to gaining knowledge and there is never sufficient knowledge to work with therefore any venture in understanding & improving knowledge gained will always be welcome at any level.
17.	Mr.Roy Dias Vice president Aquest Auto Mitsubishi	Yes	Spare parts availability response time Field Technical Right processes.
18.	Mr.Vjay Kamath Capabilty Development Manager Castrol	Yes	-----
19.	Mr. Rohit Prabhu Castrol pitstop Thane Maruti authorized service Station.	Yes	Day bay day how can we give more knowledge about the product to customer & retain take cover about the maintains of the car (day to day maintenance).
20.	Miss.Mansi Modi Director Modi Group	Yes	-----
21.	Mr. Uday Kulkarni COO Sai Service Hyderabad.		

Research study being accepted by one and all dealers, researcher strongly feels the maturity level is yet to be arrived in comparison with other industry presently in automotive aftermarket is far below average. Many initiatives are required from education institutes, OEMs, dealers and big corporate to encourage their professionals to research will certainly help in overall increase in levels of automotive aftermarket not just for academicians will pursue research only in the intention increase pay commission.

5b.2. Analysis of all Dealer CEOs on objective type

Questions

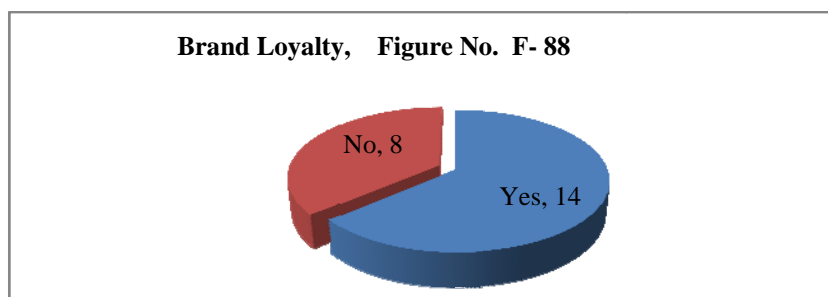
What is the optimum time to retain car before purchasing the new car from customer point of view?



	One Year	Two Years	Three Years	Five Years and above
Answer	0	0	15	7

Most of dealer principles feel customer change their cars usually more than three years.

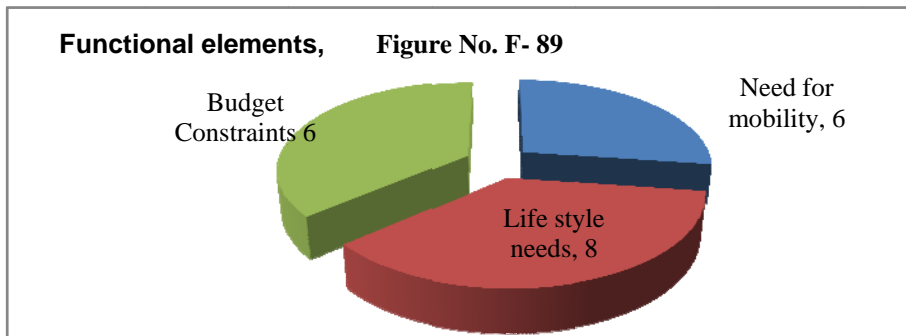
2) After three years do you feel customer will retain the same brand or change the brand or purchase of high value car considering the present scenario?



	Yes	No
Answer	14	8

Dealer principle feel mostly customer retain the same brand unless and until status change for status symbol and life style reasons.

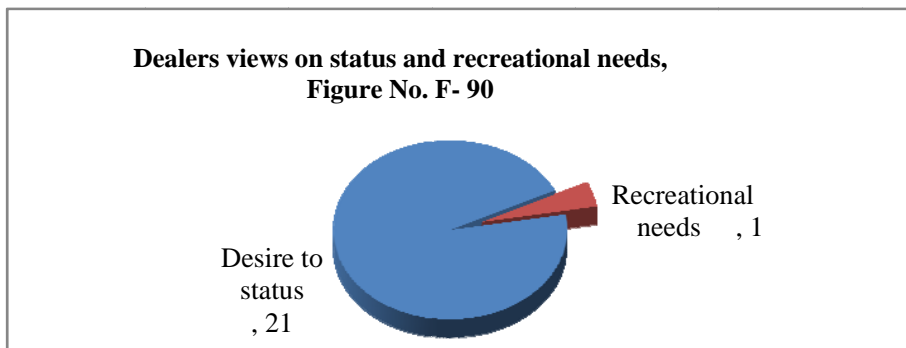
3) Which of these you consider the most important thing of customer's functional elements which includes:



	Need for mobility	Life style needs	Budget Constraints
Answer	6	6	8

Dealers gave very interesting feedback of maximum on Life style needs and equally on both budget and need for mobility.

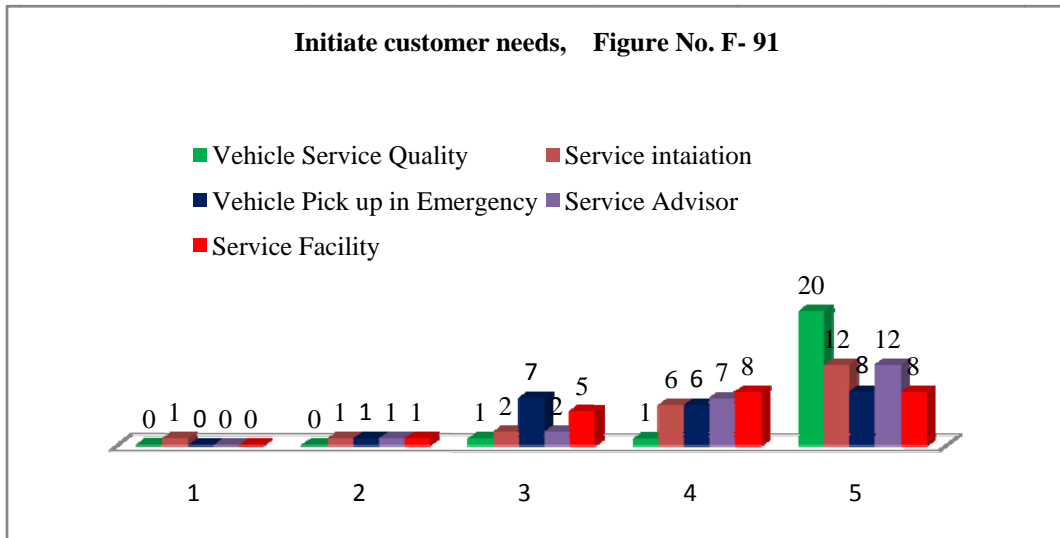
4) Which of these you consider things of emotional elements include. Desire to project a certain image



	Desire to stat	Recreational need
Answer	21	1

All dealers' opinion is for status desire than recreational value.

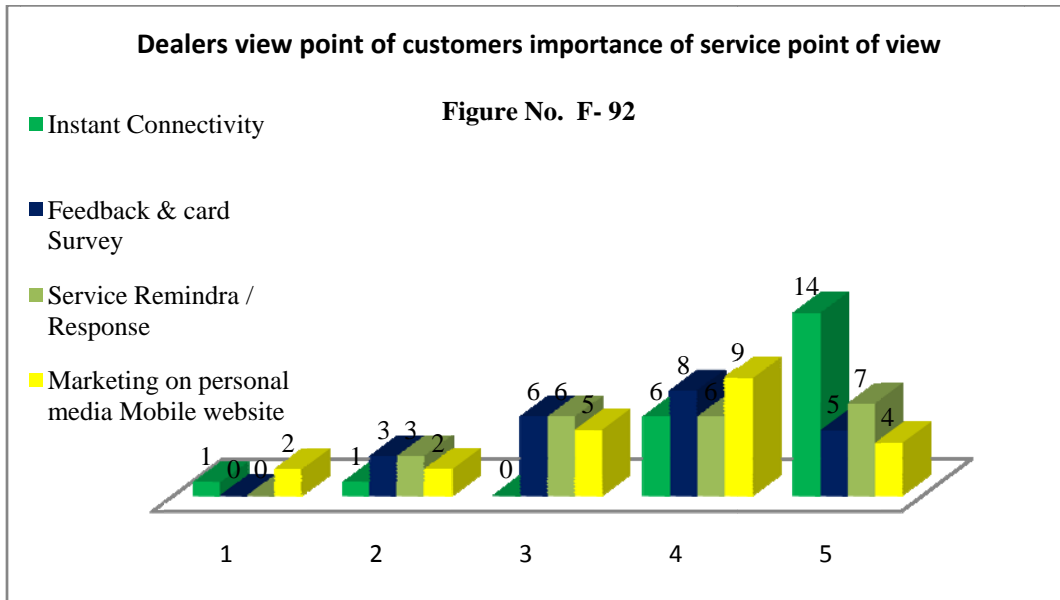
5) Which of the following customer service needs to be initiated how you rate from 1 to 5 and 1 being the least and 5 being the excellent.



	1	2	3	4	5
Vehicle Service Quality	0	0	1	1	20
Service initiation	1	1	2	6	12
Vehicle Pick up in Emergency	0	1	7	6	8
Service Advisor	0	1	2	7	12
Service Facility	0	1	5	8	8

Vehicle Service quality and Service advisors and service initiation are the key needs as far as Dealer principles opinions are concerned.

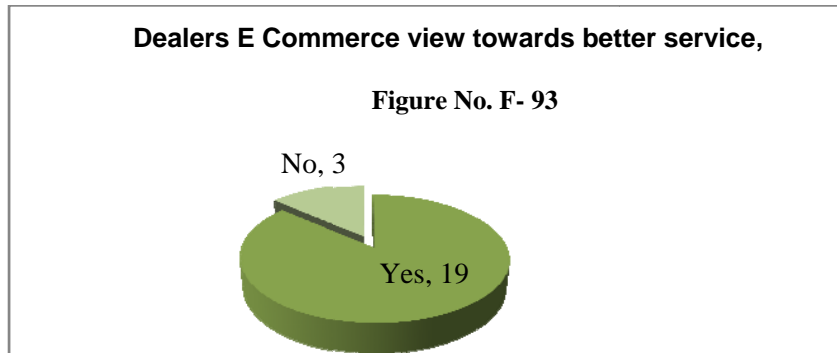
6) What do you think dear “Customers” for the following and how important it is from service point of view how you rate from 1 to 5 and 1 being the least and 5 being the excellent?



	1	2	3	4	5
Instant Connectivity	1	1	0	6	14
Feedback & card Survey	0	3	6	8	5
Service Reminder / Response	0	3	6	6	7
Marketing on personal media Mobile website	2	2	5	9	4

Dealers feel the instant connectivity is the key followed by Service reminder and feedback cards for measuring tool

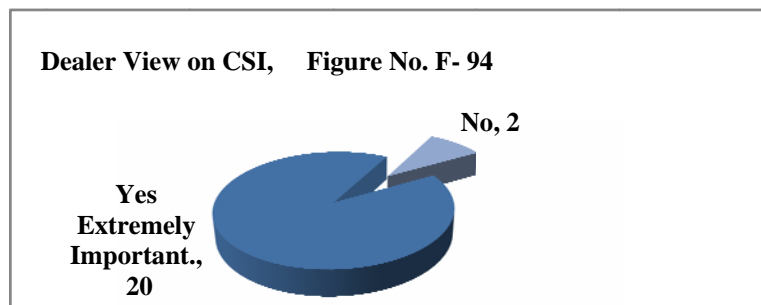
7) Do you believe in E commerce development and internet marketing (Products, Brand, and Services) services a better option than mere fax message or phone call on the call centre?



	Yes	No
Answer	19	3

E Commerce is the better option that is what dealers feel towards service and marketing through internet for Product Brand and Services.

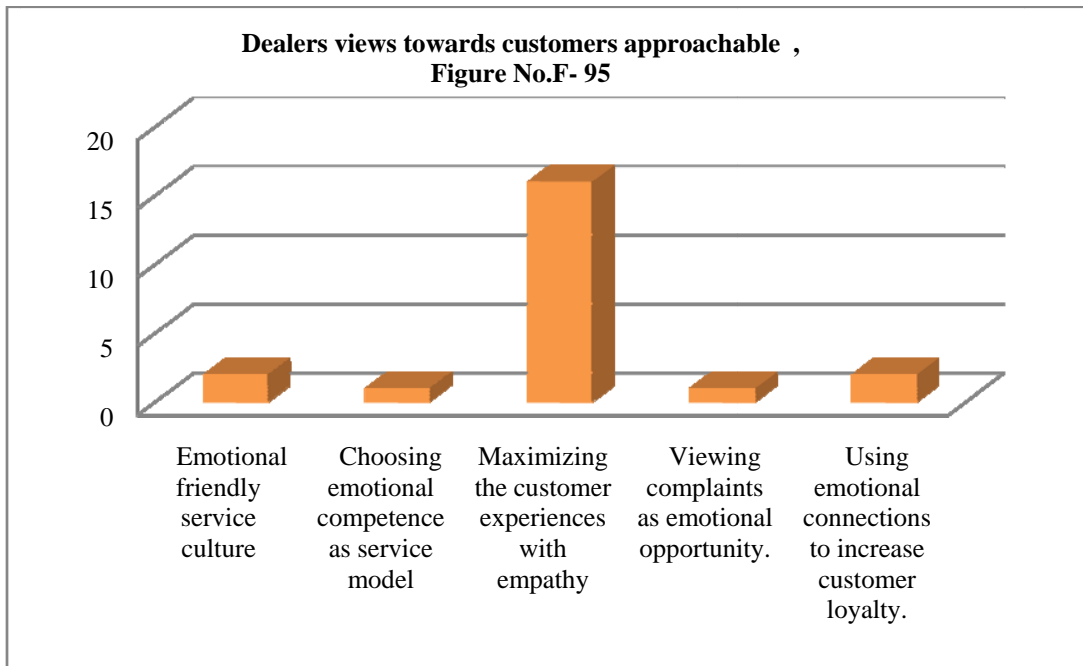
8) How important is Customer Satisfaction Index (CSI) over period of time?



	Yes Extremely Important.	No
Answer	20	2

It is evident that all dealers feel Customer Satisfaction Index is extremely important can be worked more intensive study that is what researchers topic.

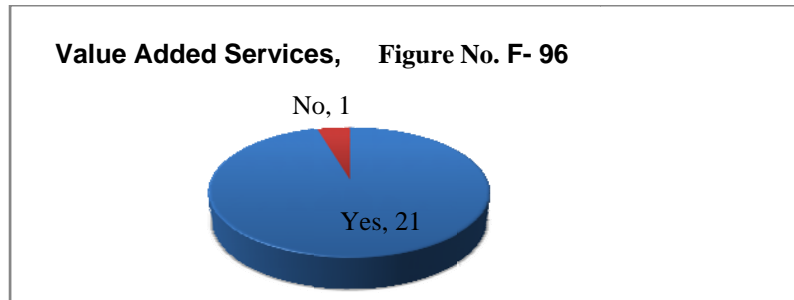
9) How best the customer can be approached consider the following?



	Emotional friendly service culture	Choosing emotional competence as service model	Maximizing the customer experiences with empathy	Viewing complaints as emotional opportunity.	Using emotional connections to increase customer loyalty.
Answer	2	1	16	1	2

Maximizing the customers experiences with empathy always feel and approach towards the customer assuming in their shoes and take decisions.

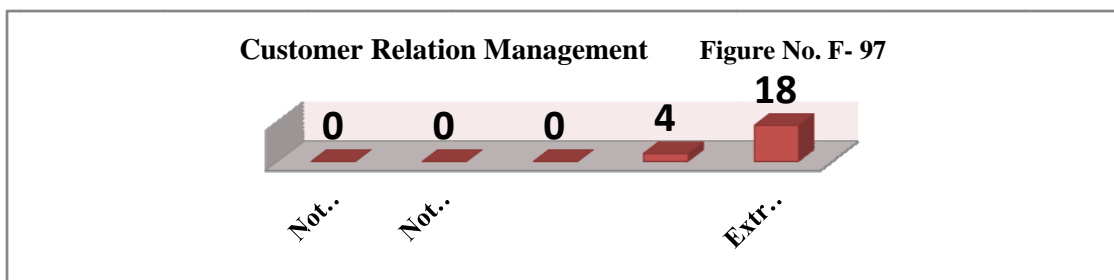
10) How do you rate customer life time value and retention levels given by the dealers in your opinion also adding value added services will give better edge?



	Yes	No
Answer	21	1

Importance of Value added services is essential as all dealers are of the same opinion services like pick up and drop, AMC Annual Maintenance Contracts, pick up drops, extended warranties, insurance and buying and selling.

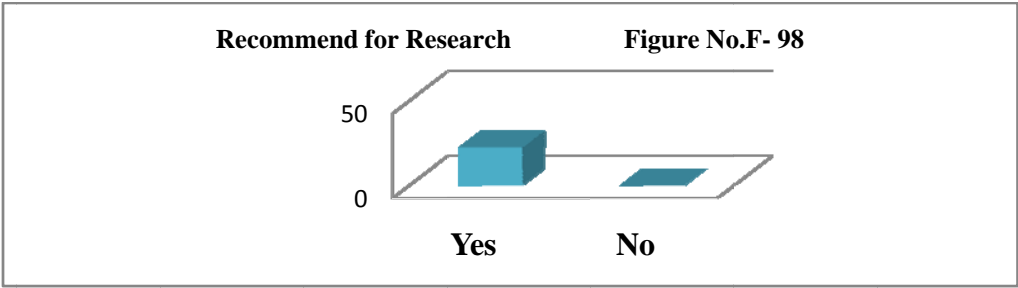
11) Customer Relation Management (CRM) how do you rate our customer focus driven strategy towards car complaints/problems. (Rate from 1 to 5, 1 being the least and 5 being the excellent)



	Not at all Imp	Not that Imp	Important	V. Important	Extremely Imp
Answer	0	0	0	4	18

CRM activity is extremely important towards customer concerns and complaint resolutions.

12) Do you feel more and more Research study is required in automotive aftermarket? (Recommend more to pursue PhD in after sales).



	Yes	No
Answer	22	0

All dealers recommend for Research study in automotive aftermarket but support and cooperate for encouraging sponsoring the same like other industry is still a challenge.

5b. 3. All Country Head Services opinion on Open End Questions

6) What is the place for your customer at customer service centre of your organization?

A.)Top Stakeholder. B).One important Stakeholder C.)One of the Stakeholders

D.)Any Other

(Table No. T- 10)

Sr. No	Name Of Country Head	Opted Option	Narration
1.	Mr.Dinesh Bhasin. Head of Customers Service Passenger vehicles Tata Motors.	Top Stakeholder	I feel above is true because without a good “customer retention” profit will never go up.
2.	Mr.R.A. Kulkarni Head of After Sales operation Volkswagen passenger cars.	Top Stakeholder	Every happy customers is like a credit note
3.	Mr. Joseph Alexis Group Head - Customer Care Service Hyundai India	Top Stakeholder	Customers service is the important activity in automotive sector so as to increase repeat purchase like enhance customer retention also to create good norms for brand promotion.
4.	Mr.P. Agrawal Vice President Service network Development Maruti Suzuki	One important stakeholder	Versa modified started selling other stake holders interest also.
5	Mr. V.D Bhasin Consultant Chevrolet India (General Motors)	Top Stakeholder	Lead to Loyal, Repeat Customers.
6.	Mr. Niraj Awasti Head of Service operatoions Honda Cars Ltd.	Top Stakeholder	Customer’s word of mouth publicity can flourish the business and decrease the business. Workshop: Customer visits number of times. Showroom: Once
7.	Mr.Rajeshwar Prasad Head of Meru Cabs.	Top Stakeholder	It is customer who runs any organization without him organizations does not exist.

8.	Mr. Anurag Shukla Country Head Mahindra First Choice.	One important stakeholder	--
9.	Mr. Subramani Ex Head Customer Care Mahindra and Mahindra	Top Stakeholder	--
10.	Mr. Manish Mishra Head Customer Support Fiat Chrysler	Top Stakeholder	Customer service experience is something what you deliver against the expectation so only delivery is not of so importance understanding customer need is of more importance if you understand his need automatically you will deliver what customer want.
11.	Mr. Ram Hattangadi Managing Director Wuerth India	Top Stakeholder	Being a direct sales company we are always directly in touch with our customers how we have business relationships have with them.
12.	Mr. Jagdish Acharya CEO of PPG Asian Paints.	One important stakeholder	---

Nine out of twelve country heads opt as top stake holders and remaining three as important stock holders Researcher topic “Customer Capitalization” is fully justified.

2. How will you resolve the dilemma?

a. **Employees First and Customer Next.**

b. **Customers First and Employees Next**

Table No. T- 11

Sr. No	Name Of Country Head	Opted Option	Narration
1.	Mr.Dinesh Bhasin. Head of Customers Service Passenger vehicles Tata Motors.	Employees First and Customer next	Employees should be our first “Customer service satisfied employees will always help and improve the customer retention & profitability
2.	Mr.R.A. Kulkarni Head of After Sales operation Volkswagen passenger cars.	Customer Fist and Employees next	Customers pay our salary
3)	Mr. Joseph Alexis Group Head - Customer Care Service Hyundai India	Customer Fist and Employees next	Both customer first and employees are equally important when organization can cultivate customer centricity but motivated employees implement the live culture.
4)	Mr.P. Agrawal Vice President Service network Development Maruti Suzuki	Employees First and Customer next	Situational good topic on books / practical interdependent to each other.
5	Mr. V.D Bhasin Consultant Chevrolet India (General Motors)	Employees First and Customer next	Happy employees to bring happy customers .Good employees bring good customers
6.	Mr. Niraj Awasti Head of Service operatoions Honda Cars Ltd.	Customer Fist and Employees next	Customer is always right for instance transmission failure for company may be 1% but for customer it is 100% as whole.
7.	Mr.Rajesheshwar Prasad Head of Meru Cabs.	Employees First and Customer next	Satisfied employees scales satisfy customer.

8.	Mr. Anurag Shukla Country Head Mahindra First Choice.	Employees First and Customer next	----
9.	Mr. Subramani Ex Head Customer Care Mahindra and Mahindra	Employees First and Customer next	Must follow a famous book "Nuts"
10.	Mr. Manish Mishra Head Customer Support Fiat Chrysler	Employees First	Employees are first customer for organization and customers are to customer, so still my first customer is satisfied, I cannot make my end customer satisfied.
11.	Mr. Ram Hattangadi Managing Director Wuerth India	Customer First and Employees next	We align all company activities to focus on customer needs. New employees can be hired but lost customers are difficult to gain back.
12.	Mr. Jagdish Acharya CEO of PPG Asian Paints.	Employees First and Customer next	If we need to be customer centric, we must create employees who are motivated and inspired and have great sense of ownership.

Above topic are good debatable issue and researcher encouraging this topic for research study for automotive after sales in passenger car dealers.

4. Do you feel more and more Research study is required in automotive aftermarket? (Recommend more to pursue PhD in after market) if so what is the budget you prefer to recommend?

Table No. T- 12

Sr. No	Name Of Country Head	Opted Option	Narration
1.	Mr.Dinesh Bhasin. Head of Customers Service Passenger vehicles Tata Motors.	Yes	1)Employees first & Customer 2 nd 2) Importance & “Digitized world” in customer service.
2.	Mr.R.A. Kulkarni Head of After Sales operation Volkswagen passenger cars.	Yes	5-10 lacks Manpower retention at Dealerships.
3.	Mr. Joseph Alexis Group Head - Customer Care Service Hyundai India	yes	Research should lead implementing innovative ideas and reflected & future trend in all customer service sectors.
4)	Mr.P. Agrawal Vice President Service network Development Maruti Suzuki	No	Any other service industry training required service oriented/ customer point.
5	Mr. V.D Bhasin Consultant Chevrolet India (General Motors)	Required	Change in Automotive aspiration, expectation and matching with other service industry like Air lines and Hotels to reach life style products.
6.	Mr. Niraj Awasti Head of Service operatoions Honda Cars Ltd.	Required	To understand latest know how of customer expectations is increasing and may change time to time soft skill are more important with technical skills so more and more research is essential.
7.	Mr.Rajesheshwar Prasad Head of Meru Cabs.	Yes	Very improvement but not only to learn from developed markets but also a base zero research.

8.	Mr. Anurag Shukla Country Head Mahindra First Choice.	Surely	Surely more study is required as the market is in fix and moving towards maturity.
9.	Mr.Subramani Ex Head Customer Care Mahindra and Mahindra	Yes	Must visit Longo Toyota to see the evaluation of automobiles in the worlds.
10.	Mr. Manish Mishra Head Customer Support Fiat Chrysler	--	Training and research are out of boundaries of budget, they are need based not budgeted, and it should come from training and research.
11.	Mr. Ram Hattangadi Managing Director Wuerth India	Yes	Training and manpower needs at all hierarchies in the automotive aftermarket.
12.	Mr. Jagdish Acharya CEO of PPG Asian Paints.	Yes	This world help a much focused approach to understanding customers & customer needs and also bring better perspective to the domain of skills development.

Researcher come to a conclusion about research required in the automotive aftermarket is a must but not getting any budget in terms figures and the same can be clubbed with training budget and study will help to enhance level of customer satisfaction in changing need of customers and reaching to the life style levels like other hospitality industry namely Hotel and Airlines.

How do you define Customer Capitalization with respect to Brand and Market segments?
(Table No. T- 13)

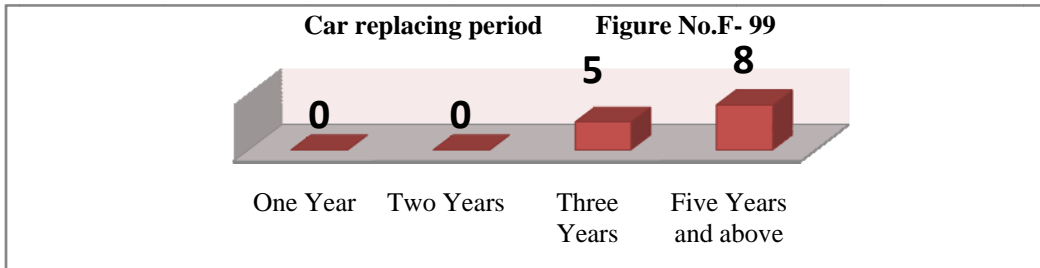
Sr. No	Name Of Country Head	Narration
1.	Mr.Dinesh Bhasin. Head of Customers Service Passenger vehicles Tata Motors.	Market segment is the fundamental, leads to Brand image further leads to Customer Capitalization.
2.	Mr.R.A. Kulkarni Head of After Sales operation Volkswagen passenger cars.	Loyal customers will give us assured business & ensure profitability so take all efforts and measures make your customers loyal.
3.	Mr. Joseph Alexis Group Head - Customer Care Service Hyundai India	Brand is not up to the market still you have to capitalize then work harder than the established brands to come up and excel in the competition.
4)	Mr.P. Agrawal Vice President Service network Development Maruti Suzuki	Putting yourself into customer shoes and act towards your customers is the ultimate solution to customer capitalization. What we expect when we take service in other hospitality industry act or execute the same to satisfy in our automotive industry.
5	Mr. V.D Bhasin Consultant Chevrolet India (General Motors)	Customer capitalization through Hygiene way of approaching ethically, transparent, loyalty by shifting extra benefits, system based customer service, Industry differentiable loyalty plans, differentiation through employees – product, services.
6.	Mr. Niraj Awasti Head of Service operations Honda Cars Ltd.	Society is a part of customer make joy customer by creating, buying, and selling. Joy customer is happy again and again buy more and more refer more and more people lead to repeat sales through contacts, networking from society,
7.	Mr.Rajesheshwar Prasad Head of Meru Cabs.	Emotional commit making him part of developmental plans involving him is designing and making the product can be the way forward.

8.	Mr. Anurag Shukla Coutry Head Mahindra First Choice.	----
9.	Mr.Subramani Ex Head Customer Care Mahindra and Mahindra	Need to more up the pyramid from functional to rational to emotional surplus. Business are run, profit being the foremost deliverables, whereas profits need to be seen as by product of making us customers better for today and tomorrow. Satisfaction is a snap shot and loyalty is the intent to work with you in future.
10.	Mr. Manish Mishra Head Customer Support Fiat Chrysler	Retention in the best word as a definition and creation of product make out of research.
11.	Mr. Ram Hattangadi Managing Director Wuerth India	In an evolved situation (market) where flow of information is abundant, products and services are available at finger tips. To make a difference on needs to go beyond and understand a customer emotionally and spiritually to be a brand / market leader. To add to lead customer to find his peace.
12.	Mr. Jagdish Acharya CEO of PPG Asian Paints.	Providing customer delight should be at the core of customer relationship and engagement this can only happen with an involved brand and in an competitive market situation.

To capitalize the customer nevertheless flow of information is available in abundant to make a difference on needs to go beyond and understand a customer emotionally and spiritually to be a brand / market leader through Loyalty Ethical and human touch are the keys for customer capitalization is the justification and proof to the hypotheses of researcher.

5b.4 Analysis of all country Head after sales on objective type questions

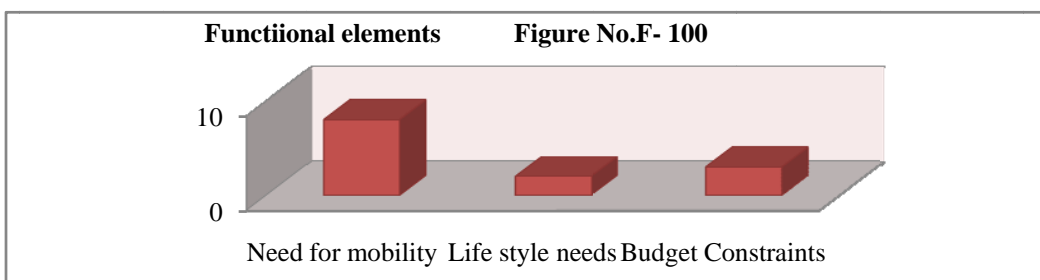
1). what is the optimum time to retain car before purchasing the new car from customer point of view?



	One Year	Two Years	Three Years	Five Years and above
Answer	0	0	5	8

Country head feel that most of the customers usually change their cars after five years and above is an interesting feed back to debate with other heads. Country Head feel Personal and emotional attachment is developed with customers on their vehicles.

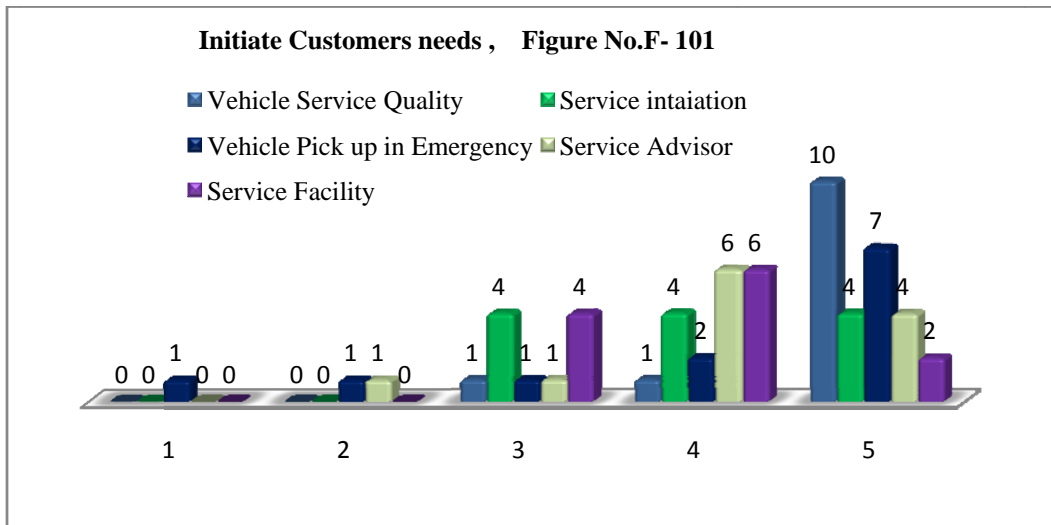
2). which of these you consider the most important thing of customer's functional elements which includes:



	Need for mobility	Life style needs	Budget Constraints
Answer	8	2	3

Need for mobility according to country heads are the functional elements beyond budget constraints and Life style needs as more value for money and utility based.

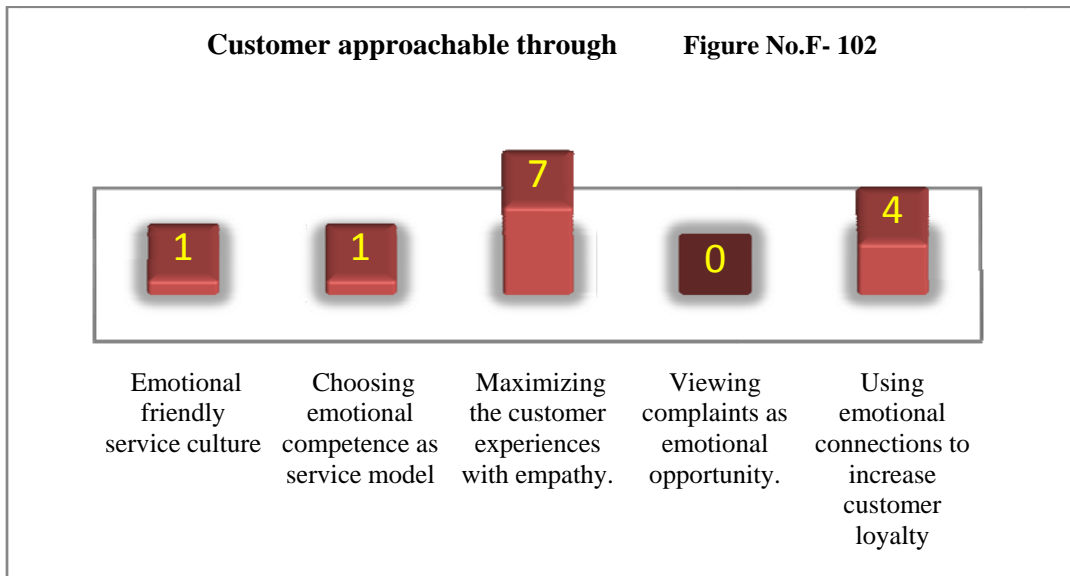
3). Which of the following customer service needs to be initiated how you rate from 1 to 5 and 1 being the least and 5 being the excellent.



	1	2	3	4	5
Vehicle Service Quality	0	0	1	1	10
Service initiation	0	0	4	4	4
Vehicle Pick up in emergency	1	1	1	2	7
Service Advisor	0	1	1	6	4
Service Facility	0	0	4	6	2

Vehicle service quality and service advisor are the measuring yard sticks to initiate customer needs also country heads feel service in emergency impacts more on customers due to emotional family attachment.

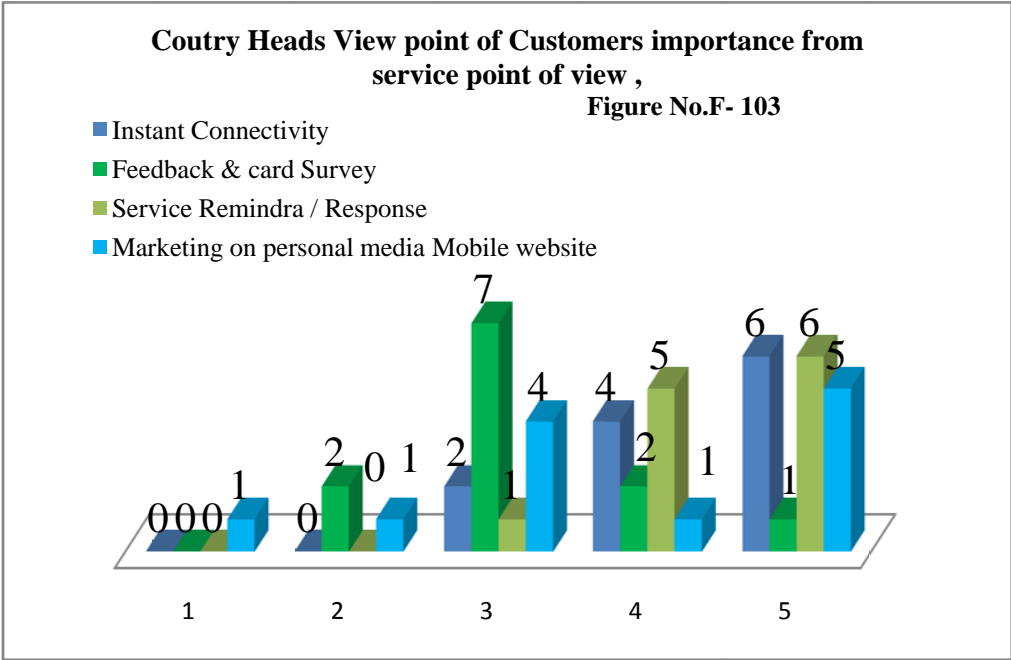
4). How best the customer can be approached (consider the following)?



	Emotional friendly service culture	Choosing emotional competence as service model	Maximizing the customer experiences with empathy	Viewing complaints as emotional opportunity.	Using emotional connections to increase customer loyalty.
Answer	1	1	7	0	4

Customer experiences with Empathy and emotional connections to increase loyalty are the prime factors expressed by country heads which needs stress for attitude and behavior related soft skill to be enhanced to capitalize customers.

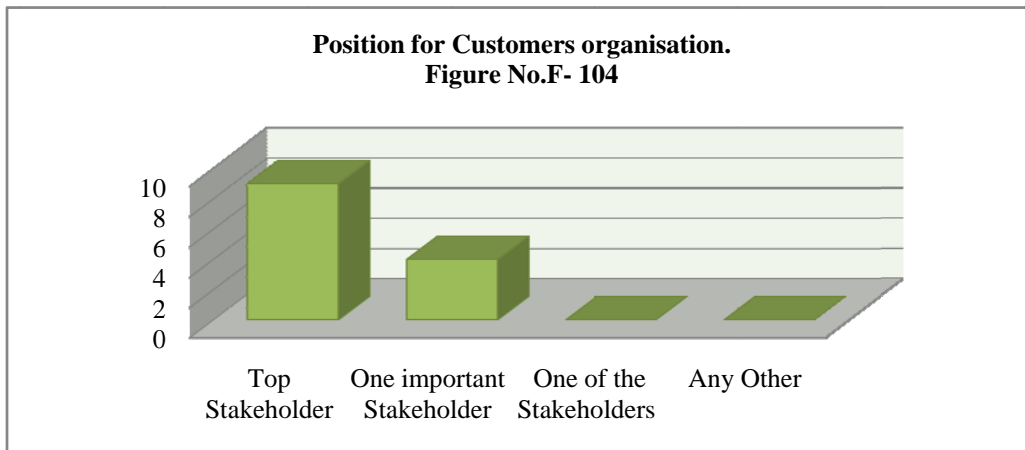
5). What do you think dear “Customers” for the following and how important it is from service point of view how you rate from 1 to 5 and 1 being the least and 5 being the excellent?



	1	2	3	4	5
Instant Connectivity	0	0	2	4	6
Feedback & card Survey	0	2	7	2	1
Service Reminder / Response	0	0	1	5	6
Marketing on personal media Mobile website	1	1	4	1	5

Country Heads feel the importance of feedback card and survey but mostly in other parameters Instant connectivity and service reminders.

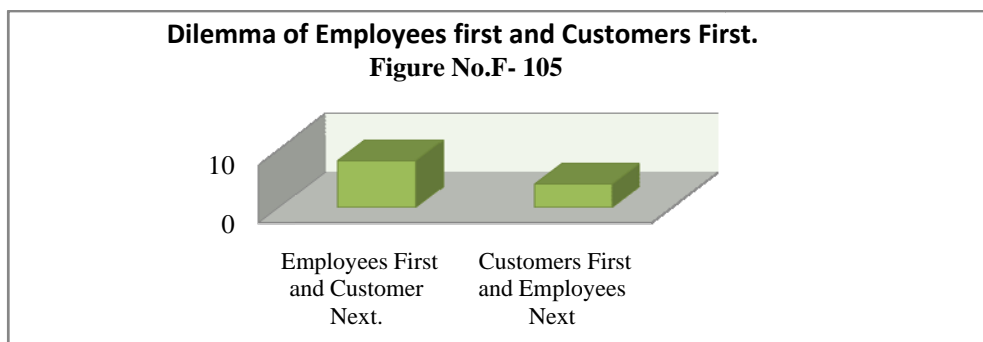
6). what is the place for your customer at customer service centre of your organization?



	Top Stakeholder	One important Stakeholder	One of the Stakeholders	Any Other
Answer	9	4	0	0

All country heads have rated customer are the top and one important stakeholder this hold position of the customers on top in the organization to capitalize the customer.

7). How will you resolve the dilemma?



	Employees First and Customer Next.	Customers First and Employees Next
Answer	8	4

Most of the Country heads preferred Employees than the customers to keep customers happy employees to be taken care more to achieve customer capitalization.

Chapter 5

Observations, Conclusions, Recommendations And Scope for Future Research.

5.1 Observations and Findings

Way forward: Automotive after sales very soon witness the use of Marketing 3.0 or the human – centric era where customers will be treated as human beings who are active, anxious and creative. They will request more participation in value creation they will demand their deepest anxieties and desires – not traditional needs and wants identified and fulfilled and they will ask further creativity to be appreciated.

Marketing 3.0 thinks about consumers as whole humans with hearts, mind and spirits. Increasingly consumers are looking for solutions to their anxieties and make for globalised world a better place.

Customers are more aware, more active, and more powerful than ever before believes in Better quality (value), Branding - culturally and low price with affordability and respect human spirits, values and ethical way of business.

In the near future demand for infrastructure couples with the need of optimize costs on a continuous basis together with elimination of risk would drive consolidation of the Automobile Industry. This would also force car dealers to come up with innovative models with better customer service and planning.

Technological advancement influences on customer, Brand image enhancement in the market through community wellness network. Technical sound product with hope so that it will be sold tomorrow

Increased customer expectations customer will be moving away from tactical transactional based service to solutions that are more strategic in nature and supported by leading edge technology and systems.

The biggest motivator is a sense of purpose and purpose is to transform own spheres of influence and to improve the quality of life by building institutions that provide better access to opportunities.

However during the interview and actual methods adopted may vary researchers opinions on the data collected based on the response on paper and in practical may not be walk the talk!!!

Now is the right time to foresee that customer who would issue Official degree which is normally exclusive privilege of the manufacturer to make the product to be commercially successful and profitable.

Brand should give sense of belonging, personal attachment and make him discover better side of his discretion.

Observations

Marching 'Marketing Capitalization' to 'Customer Capitalization' and need of emphasizing change by bridging the gap among Manufacturers to Owners to Professionals to Customer Relation Managers to Customers

Sample of scan copies of Questionnaires at all levels customers, dealer General Manager, Dealer CEOs and Country Head Services were furnished below to get them authentic feel of essence of the research topic revolves around Customer Capitalization is a Customer relationship as a whole human with heart, mind and spirits. Following hand prints of customers, General Managers, Dealer CEOs and Country Heads **endorses** Brand is influenced by socially and environmentally responsible as Identity, Integrity and Image and changing Market Segments Product centric to customer centric to human aspirations to values, ethics and spirits

Customer View Points

Snap Shots No. S- 8

21. Narrate an experience which car you are using in five lines.

It is need base, Today car-usage has become (of) necessity. For Family, Business purpose in case of emergency.

Thank you very much by sparing your valuable time and contributing your valuable suggestions which will certainly energises us reapply ourselves and work even harder to make you smile.

Happy motoring

V N Durakoz

Dr. Vikas Durakoz

cell: 9819441418

21. Narrate an experience which car you are using in few lines.

We use Honda cars for City as well as long distance driving, it's a most satisfying, comfortable, reliable driving experience.

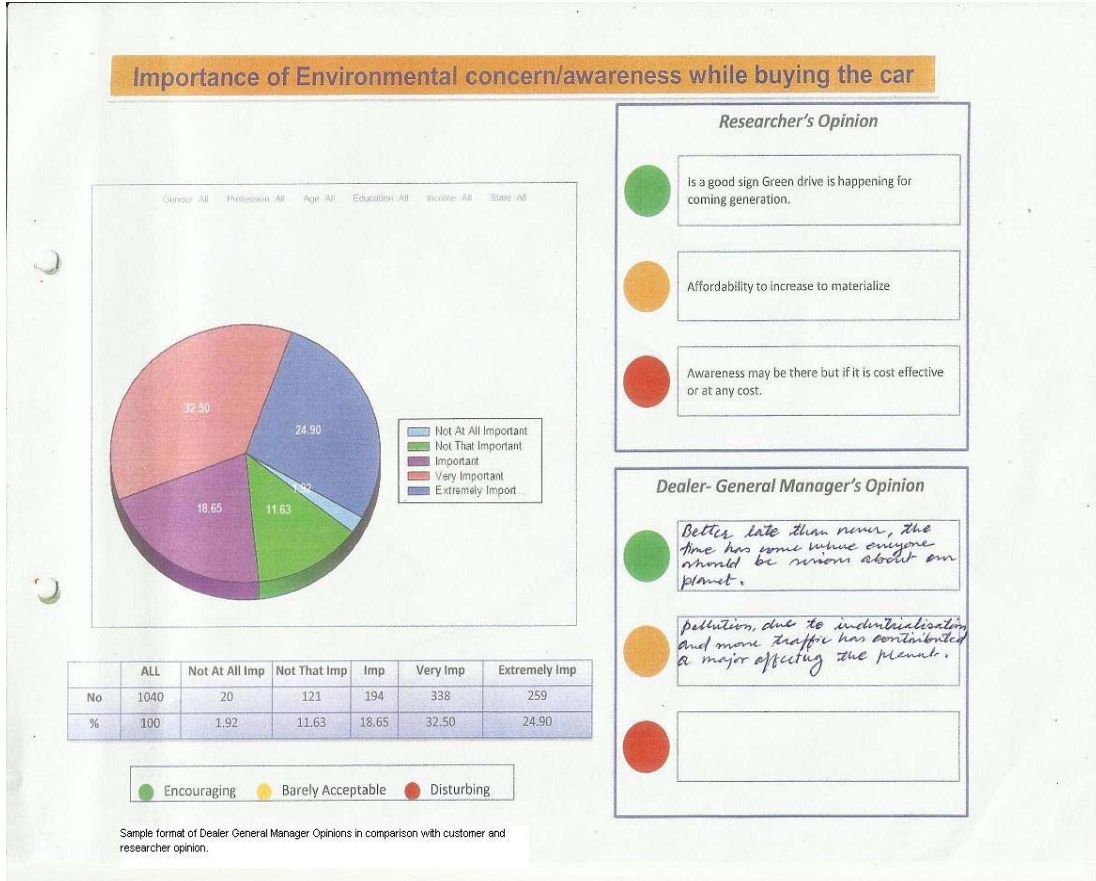
Thank you very much by sparing your valuable time and contributing your valuable suggestions which will certainly energises us reapply ourselves and work even harder to make you smile.

Happy motoring

Mrs Mandakini Alreja customer

Dealer General Manager Opinions.

Snap Shots No. S-9



Dealers CEOs abstract from the interview.

Snap Shots No. S- 10

8. How important is **Customer Satisfaction Index (CSI)** over period of time?
 a. Yes Extremely Important.
b. No.
(If **Yes** then present method of measuring **CSI** is apt, your opinion)
Important & not extremely important. present method of measuring CSI put a lot of pressure on service provider & it is as this note the provider acts & not as a matter of genuine enjoyment in serving customer.

9. How best the customer can be approached consider the following?
 a. **Emotional friendly** service culture
b. Choosing **emotional competence** as **service model**
c. Maximizing the customer experiences with empathy.
d. Viewing complaints as emotional opportunity.
e. Using **emotional connections** to increase customer **loyalty**.

Ms Archana Head of R.N.Shetty Maruti Dealer at Hubli Karnataka.

12. Do you feel more and more Research study is required in automotive aftermarket? (Recommend more to pursue PhD in after sales).
 a. Yes
b. No
There is no limit to gaining knowledge. And there is never sufficient knowledge to work with. Therefore, any venture in understanding & imparting knowledge gained will always be welcome at any level.

Name: *GORDON MAELZER*

Dealership *Sai Auto Hyundai*

8. How important is **Customer Satisfaction Index (CSI)** over period of time?
 a. Yes Extremely Important.
b. No.
(If **Yes** then present method of measuring **CSI** is apt, your opinion)
Excel. CVP. is an adequate method to measure the satisfaction.

9. How best the customer can be approached consider the following?
 a. **Emotional friendly** service culture
b. Choosing **emotional competence** as **service model**
c. Maximizing the customer experiences with empathy.
d. Viewing complaints as emotional opportunity.
e. Using **emotional connections** to increase customer **loyalty**.

Ms. Nidhi Modi Director for Ford and Hyundai dealers at Mumbai

Snap Shots No. S- 11

10. How do you rate **customer life time value** and retention levels given by the dealers in your opinion also adding **value added services** will give better edge?

- a. Yes
- b. No.

Comments..... Services which will ensure speed, ease, transparency and quality work and ability to convey the same will always command a premium and be appreciated

11. Customer Relation Management (CRM) how do you rate our customer focus driven strategy towards car complaints/problems. (Rate from 1 to 5, 1 being the least and 5 being the excellent)

Not at all Imp	Not that Imp	Important	V. Important	Extremely Imp
1	2	3	(4)	5

12. Do you feel more and more Research study is required in automotive aftermarket? (Recommend more to pursue PhD in after sales).

- a. Yes
- b. No

Things like increasing productivity, manpower retention strategies, career paths, customers for life are models that can be worked on.

Name:

Amar Sheth

Dealership

Shaman

Location:

mumbai

Date:

11/12/12

Mr. Amar Sheth Director works of Shaman group dealer for Mercedes Benz, Volkswagen and Honda cars

Snap Shots No. S- 12

6. What do you think dear "Customers" for the following and how important it is from service point of view how you rate from 1 to 5 and 1 being the least and 5 being the excellent?

Instant Connectivity	1	2	3	4	5
Feedback & card survey	1	2	3	4	5
Service reminder/response	1	2	3	4	5
Marketing on personal media *, Mobile website	1	2	3	4	5

*Mobile website ensures maximum reach and penetration of the dealer's car promotions and sale proposals increasing the overall conversion ratio.

7. Do you believe in **E commerce** development and internet marketing (**Products, Brand, Services**) services a better option than mere **fax message** or phone call on the call centre?

a. Yes

b. No (If No your comments)

It is the non intrusive future which needs to be developed to ensure the correct message reaches to correct person

8. How important is **Customer Satisfaction Index (CSI)** over period of time?

a. Yes Extremely Important.

b. No.

(If Yes then present method of measuring **CSI** is apt, your opinion)

CSI is certainly very important but the over reliance on JD Power needs to be stopped. The true, honest feedback is most important.

9. How best the customer can be approached consider the following?

a. **Emotional friendly** service culture

b. Choosing **emotional competence** as service model

c. Maximizing the customer experiences with empathy.

d. Viewing complaints as emotional opportunity.

e. Using **emotional connections** to increase customer **loyalty**.

Mr. Amar Sheth Director Shaman Group Mercedes Benz, Honda, Volkswagen dealers.

Country Heads Services recommendations

Snap Shots No. S- 13

7. How do you resolve the dilemma?

- a. Employees First and Customer Next.
- b. Customers First and Employees Next

Please justify

Customers pay our Salary

8. Do you feel more and more Research study is required in automotive aftermarket? (Recommend more to pursue PhD in after market) if so what is the budget you prefer to recommend?

5 - 10 Lakhs
Manpower Retention at Dealerships

9. How do you define Customer Capitalization with respect to Brand and Market segments?

Loyal customers who gave us assured business
& ensure profitability.

Name and brief profile:

R.A. Kulkarni
Head of After sales operation
Volkswagen Passenger Cars

Employers past and present:

Mahindra, Toyota & General Motors

Customer Capitalization: Customer relationship as a whole human with heart, mind and spirits.

Brand: Influenced by socially and environmentally responsible as Identity, Integrity and Image.

Market Segment: Product centric to customer centric to human aspirations to values and spirits.

Mr. R.A. Kulkarni Country Head Services Volkswagen

Snap Shots No. S- 14

7. How do you resolve the dilemma?

- a. Employees First and Customer Next.
- b. Customers First and Employees Next

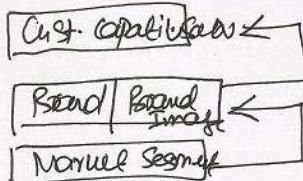
Please justify

Employees should be our first 'Customer' since satisfied employees will always help us improve the 'Customer Retention' & profitability.

8. Do you feel more and more Research study is required in automotive aftermarket? (Recommend more to pursue PhD in after market) if so what is the budget you prefer to recommend?

Yes
 ① Employees first, Customer 2nd
 ② Importance of 'Digitised world' in 'Customer Service'
 Budget: For Research: (Results reqd. in 6 months max)

9. How do you define Customer Capitalization with respect to Brand and Market segments?



Name and brief profile:

DINESH BHASIN: 20 year in 'Auto sales service' Only
 B.E, MBA, FIMI : Currently working as 'Head - Customer Service', Passenger Vehicle in Tata Motors.
 : Have earlier worked in 'Service' dept of Maruti, DCM Toyota, Bajaj Auto, Hyundai

Employers past and present: : Have written 2 Books on 'Customer Retention'

- As above -

Customer Capitalization: Customer relationship as a whole human with heart, mind and spirits.

Brand: Influenced by socially and environmentally responsible as Identity, Integrity and Image.

Market Segment: Product centric to customer centric to human aspirations to values and spirits.

Mr. Dinesh Bhasin Country Head Passenger vehicles Tata Motors.

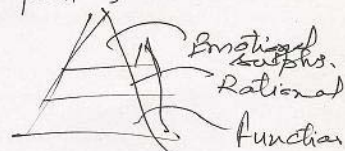
Snap Shots No. S- 15

8. Do you feel more and more Research study is required in automotive aftermarket? (Recommend more to pursue PhD in after market) if so what is the budget you prefer to recommend?

Must visit Longo Toyota to see the evolution of Automobile in the world.

9. How do you define Customer Capitalization with respect to Brand and Market segments?

Need to move up the pyramid from functional to emotional surplus



Name and brief profile:

Subramani
Ex Head Customer Care.
M&M

Employers past and present:

No change.
Auto business is still being dominated by father/son culture.

Mr. Subramani Ex Country Head Services Mahindra and Mahindra presently consultant

Customer Capitalization: Customer relationship as a whole human with heart, mind and spirits.

Brand: Influenced by socially and environmentally responsible as Identity, Integrity and Image.

Market Segment: Product centric to customer centric to human aspirations to values and spirits.

Businesses are run, profit being the foremost deliverable, whereas profits need to be seen as by product of Man's customers better for today & tomorrow. Satisfaction is a snap shot & loyalty is the content to work with you in future.

Dr. Philip Kotler talks about a world full of confusion where Consumers search for companies that meet their deepest needs for social, economic and environmental justice in their mission, vision and values.

They look not for functional and emotional fulfillment but also human spirit fulfillment in the products and service they choose.

In short marketing 3.0 practitioners have bigger missions, visions and values to contribute to the world therefore Marketing 3.0 compliments emotional marketing with Human spirit Marketing.

Customer Capitalization can attained in the competitive benefits of tapping into the human spirits to engage customers in automobile after market.

Value driven human centric path is the sure way to customer capitalization in automobile after market.

In Data Analysis chapters 4A, 4B and 4C Graph Nos.24A, 24B and 24C of customers, Page No. 150 and 151 Automobile after market activities ultimate goal is customer capitalization the same can be attained through social welfare (Corporate Social Responsibility) through best ethical practices, value driven and human spirits.

Customers are the main stake holders of Automobile aftermarket Ref: Country Heads opinion page No.188 and 189 and have clear impact brand values over socio cultural, environmental sustainability with value driven marketing effects also on employees, Dealers, manufacturers.

Encouraging industry professionals for pursuing PhD as they can contribute better in their respective field by adding more value as researcher by taking more assignments of research projects through the contacts and the good will developed in their domain as some of country heads have already shown positive interest at the time of researcher's interview.

Researcher ascertains Family need is highest than any other requirements so emotions, family attachments, values are key for customer capitalisation.

Customer rated higher in safety than technology which gives human safety and emotional aspect and the same is replicated with dealer general managers, dealer principles and country head after sales.

Customer also rated safety as the top most compare to innovative and brand value which again enables human touch and contacts.

Husband wife complement each other emphasizes a strong bonding with value system in Indian family as they always honour and respect other halves by being flexible and content.

After sales 90% importance imparts the selling is not enough giving back up service and spares availability very essential for customer capitalisation.

Predominantly 85% of customers believe in contacts, social networking and community are the key hence customer capitalisation.

Most of the dealers, dealer CEOs and dealer General Managers are not happy with present CSI measuring criteria and insist on modifications nevertheless manufacturers have strong notion on present JD Power CSI strategies are the ultimate measures to increase sales numbers and services revenues.

Thus there is an urgent need to modify present learning through e learning of promoting marketing with modern concepts.

It is remarkable that Satisfaction level and experience about the car (of all makes and brands) improved drastically over a decade through technology especially through electronics inside the vehicles, periodic maintenance interval almost doubled and also due to high product quality breakdown maintenance also diminished except for accident repairs which reduced frequent customers visits to workshops. **Figure Nos. F-59, F-60, F-61**

It is observed during the study Satisfaction level and experience of the car is not enough for achieving customer capitalisation. But focusing aftermarket like sales processes, workshop process flows, sales and service quality standards, spares availability,

customer relation management systems, behavior and attitude of employees of dealers at all levels by enhancing soft skills to reach other hospitality industries like Information Technologies, Call centers, airlines and hotel industries are the need of the hour which can be complimented with best values systems, work culture, good environment policies.

Customer relationship as a whole can be attained by being, human with heart, mind and spirits. Where in brand being influenced by socially and environmentally responsible as Identity, Integrity and Image, and changing market segments being customer centric to human aspirations to values, ethics and spirits

5.2 Conclusions

In the end researcher conclude by emphasizing Marketing 3.0 may be the answer to all raised questions about **‘Customer Capitalisation’** the future marketing and thankfully so but it would definitely trigger some powerful thoughts for understanding the constantly evolving market space and consumer landscape.

Statement of Hypotheses: Consider the sensitivity and subjectivity of the research topic researcher has formulated following hypotheses.

To test, prove and establish the following hypotheses based on Modern Concept of Marketing 3.0 – of Philip Kotler new emerging Indian Automotive Market in passenger car segment (Four wheeler)

Hypothesis I

There is a strong impact of Philip Kotler’s (Model 3i) Modern Concept of Marketing on new emerging Indian Automobile Market.

Hypothesis II

There is a correlation between Branding and Customer Capitalisation.

Hypothesis III

There has been a shift in Market segmentation in Automobile Market from Product centric to Customer centric to Human aspirations to values, ethics and spirits.

Testing of Hypotheses Since the present research area/topic works related to behavior perception/approach of customers it was not practically possible to quantifying subjectivity of finding/opinions with respect to their responses.

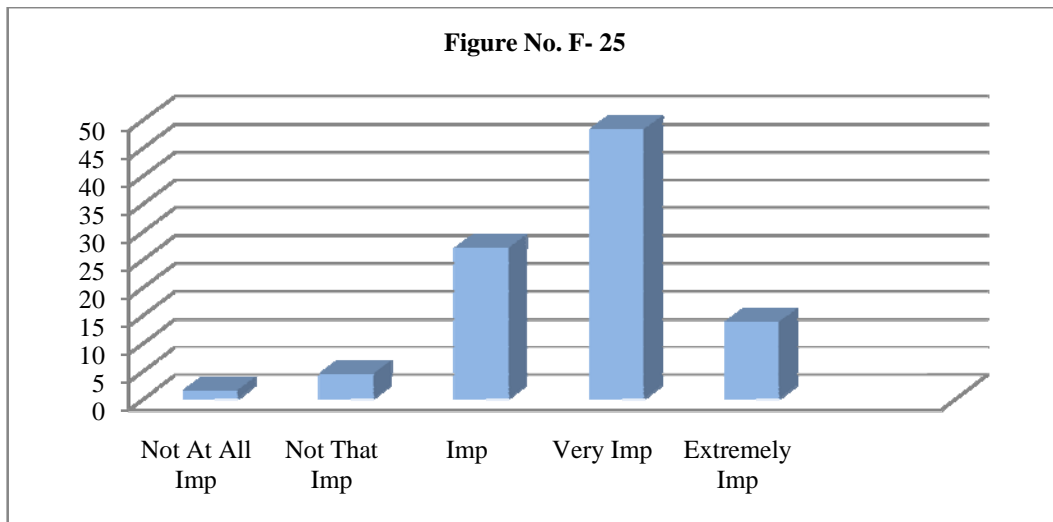
Hypothesis I

There is a strong impact of Philip Kotler’s (Model 3i) Modern Concept of Marketing on new emerging Indian Automobile Market.

Analysis for testing: Following are the analysis of 3212 customers on modern concept of Marketing Model with respect to **Image**

How important is brand value or Image while buying a car?

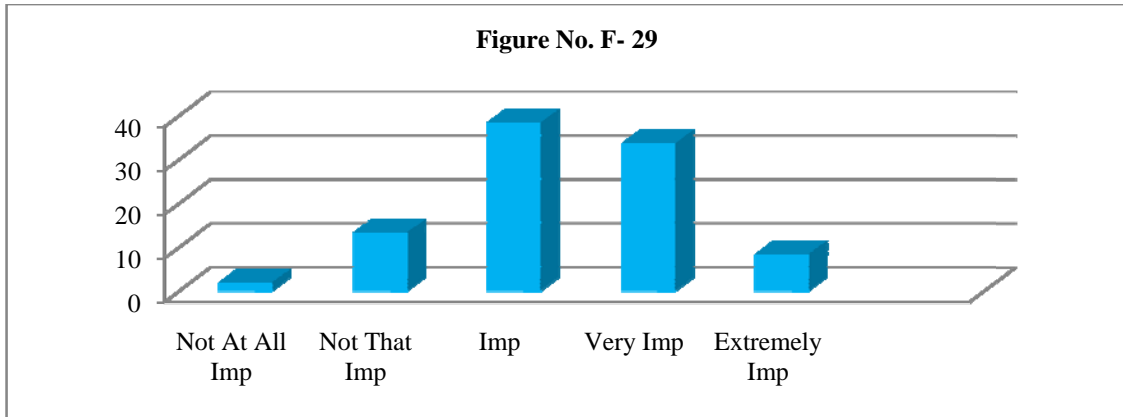
(1 being the least and 5 being the best in order of preferences)



	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	3212	51	146	869	1555	444
%	100	1.59	4.55	27.05	48.41	13.82

Analysis for testing: Following are the analysis of 3212 customers on modern concept of Marketing Model with respect to **Identity**

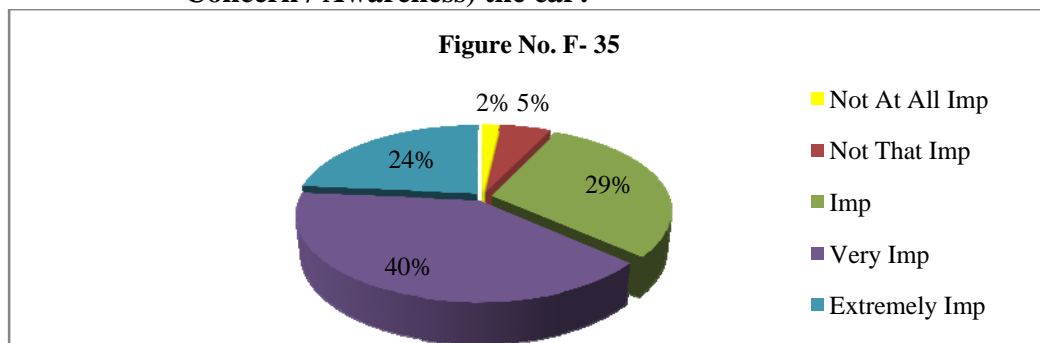
How important is the market sentiment with respect to Brand Identity?



	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	3212	63	429	1233	1081	270
%	100	1.96	13.36	38.39	33.66	8.41

Analysis for testing: Following are the analysis of 3212 customers on modern concept of Marketing Model with respect to **Integrity**.

While buying How important is Integrity (Fairness or environmental Concern / Awareness) the car?



	ALL	Not At All Imp	Not That Imp	Imp	Very Imp	Extremely Imp
No	3212	54	163	902	1219	720
%	100	1.68	5.07	28.08	37.95	22.42

Pertaining to H1 can be depicted as follows (Table No.T-14)

Model 3i	Total Customers	Not at all & not that Imp	Imp & V. Imp & Extremely Imp	Proved Percentage of Model 3i
Image	3212	197	2868	89.29
Identity	3212	492	2584	80.45
Integrity.	3212	217	2841	88.45

Findings:

Out of 3212 customers 2862 customers agreed for Brand Image (89.29%).

Out of 3212 customers 2584 customers agreed for Brand Identity (80.45%).

Out of 3212 customers 2841 customers agreed for Brand Integrity (88.45%)

Conclusion: Hence H1 proved positive.

Hypothesis II

There is a correlation between Branding and Customer Capitalisation.

Analysis of testing of H2: 21 Dealer CEOs Correlating Branding and Customer Capitalisation that is Customer Relationship Management as follows.

How do you rate **customer life time value through CRM** and achieve customer capitalisation (Customer retention levels) given by the dealers CEOs opinion also adding **value added services** will give better edge with respect to branding?

Table No. T- 8

Sr. No	Name Of Dealer Feedback	Opted Option	Narration
1.	Mr. Vikram Modi Director Modi Group	yes	---
2.	Mr. Amar Sheth Director Shaman Group	Yes	Service which will ensure speed ease transparency and quality worth and ability to convey the same will always command a premium and be appreciated.
3.	Mr. R.G. Kulkarni Director Shodha Toyota Karnataka	Yes	----
4.	Miss. Nidhi Modi Director Modi Group	Yes	7-8 years /65-70 % can retain
5.	Mr. sanjay Wale COO Sai Service Kolhapur	yes	----
6.	Mr. Atul Singhal CEO G3 M&M	Yes	----
7.	Mr. Deepak Mirje Kolhapur.	yes	----
8.	Miss. Archana Head RNS Maruti Hubli	yes	----

9.	Mr.Rajan Sharma Managing Director Sai Auto Hyundai	Yes	As it involves more no of visits opportunity for better customer connect.
10.	Rahul Nair Director Aquest Auto Mitsubishi.	No	Lease vehicle owner are indifferent to VAS industrial customers of high value vehicle generally do not require it
11.	Mr.Sunny Agarwal Director Excel Autovista	Yes	-----
12.	Mr.Lakhbir Singh Director	Yes	-----
13.	Mr. Shriram Nijure Director life time Mobility.	Yes	It's always life relation to add on value to learn more to deliver.
14	Mr. Pradeep Jadhav SMC Nissan Kolhapur	Yes	-----
15.	Mr. Siddheshwar Kokane CEO Sai Service Kolhapur	Yes	-----
16.	Mr. Gordon Maelzer COO Sai Auto Hyundai	Yes	Customer for life is very important and car only be retained by providing true value for money services.
17.	Mr.Roy Dias Vice president Aquest Auto Mitsubishi	Yes	A wow factor is an importance tool & has be used at regular intervals for higher retention & recommendations
18.	Mr.Vjay Kamath Capabilty Development Manager Castrol	Yes	-----
19.	Mr. Rohit Prabhu Castrol pitstop Thane Maruti authorized service Station.	Yes	Customer more expectation rather than the value added service.
20.	Miss.Mansi Modi Director Modi Group	yes	-----

21	Mr. Uday Kulkarni COO Sai Service Hyderabad.	Yes	-----
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Pertaining to H2 can be depicted as follows

Findings: 21 Out of 21 Dealer CEOs accepted correlation between Branding and Customer Capitalisation.

Conclusion: Hence H2 proved positive.

Hypothesis III

There has been a shift in Market segmentation in Automobile Market from Product centric to Customer centric to Human aspirations to values, ethics and spirits.

Analysis for testing: Following are the analyses of 12 Country Heads of different brands of automobile industry.

How do you define Customer Capitalization with Market segments? (Product centric to Customer centric to Human aspirations to values, ethics and spirits)

(Table No. T- 13)

Sr. No	Name Of Country Head	Narration	Opinion
1.	Mr.Dinesh Bhasin. Head of Customers Service Passenger vehicles Tata Motors.	Market segment is the fundamental, leads to Brand image further leads to Customer Capitalization.	Agreed
2.	Mr.R.A. Kulkarni Head of After Sales operation Volkswagen passenger cars.	Loyal customers will give us assured business & ensure profitability so take all efforts and measures make your customers loyal.	Agreed

3.	Mr. Joseph Alexis Group Head - Customer Care Service Hyundai India	Brand is not up to the market still you have to capitalize then work harder than the established brands to come up and excel in the competition.	Agreed
4)	Mr.P. Agrawal Vice President Service network Development Maruti Suzuki	Putting yourself into customer shoes and act towards your customers is the ultimate solution to customer capitalization. What we expect when we take service in other hospitality industry act or execute the same to satisfy in our automotive industry.	Agreed
5	Mr. V.D Bhasin Consultant Chevrolet India (General Motors)	Customer capitalization through Hygiene way of approaching ethically, transparent, loyalty by shifting extra benefits, system based customer service, Industry differentiable loyalty plans, differentiation through employees – product ,services.	Agreed
6.	Mr. Niraj Awasti Head of Service operatoions Honda Cars Ltd.	Society is a part of customer make joy by creating, buying, and selling. Joy customer is happy again and again buy more and more refer more and more people lead to repeat sales through contacts, networking from society,	Agreed
7.	Mr.Rajesheshwar Prasad Head of Meru Cabs.	Emotional commitment making him part of developmental plans involving him is designing and making the product can be the way forward.	Agreed
8.	Mr. Anurag Shukla Coutry Head Mahindra First Choice.	----	Neutral
9.	Mr.Subramani Ex Head Customer Care Mahindra and Mahindra	Need to more up the pyramid from functional to rational to emotional surplus. Business are run, profit being the foremost deliverables, whereas profits need to be seen as by product of making us customers better for today and tomorrow. Satisfaction is a snap shot and loyalty is the intent to work with you in future.	Agreed

10.	Mr. Manish Mishra Head Customer Support Fiat Chrysler	Retention in the best word as a definition and creation of product make out of research.	Agreed
11.	Mr. Ram Hattangadi Managing Director Wuerth India	In an evolved situation (market) where flow of information is abundant, products and services are available at finger tips. To make a difference on needs to go beyond and understand a customer emotionally and spiritually to be a brand / market leader. To add to lead customer to find his peace.	Agreed
12.	Mr. Jagdish Acharya CEO of PPG Asian Paints.	Providing customer delight should be at the core of customer relationship and engagement this can only happen with an involved brand and in a competitive market situation.	Agreed

Findings: Based on the responses received from Country Head Services of different manufacturers under this survey it can be very well observed that automobile market has clearly seen a sea change in customer service, satisfaction. It has also substantiated that more than product information customers do expect value added services to full fill their expectation/aspirations by perceiving values, ethics and spirits relating the product. It is implied that by and large technical problems of the product are certainly being taken care by the manufacturers as well as dealers. More to this manufacturers and dealers strive hard to not only to satisfy customers for a while but to retain forever by offering Value Added Services touching their hearts and spirits and ultimately values via ethical means.

Pertaining to H3 can be depicted as follows

Out of 12 Country Heads 1 being neutral and rest 11 Country Heads have strongly agreed changing in Market segmentation from Product centric to Customer centric to Human aspirations to values, ethics and spirits.

Conclusion: Hence H3 proved positive.

It was through prudent not to quantify it while giving justice in testing of Hypotheses. Thus the findings and observations made there of resulted into qualitative analysis and led to testing of hypotheses.

Note: Philip Kotler believes: Better quality (value), Branding – Image building culturally, Identity, Integrity and low price with affordability is Marketing 3.0 (where customers are more aware, more active, and more powerful than ever before as a whole with heart mind and spirits).

In view of the above mentioned observations and statement of Hypotheses Cohesive integrated study of customer capitalisation, Brand and Market segmentation, reconfirms and ensures by referred Graphs of Customers Opinion obtained through **Figure No. F-27** influences human spiritual aspects, **Figure No. F- 25, 26** of Data analysis A clearly **ascertains** brand value is important, very important and extremely important to the tune of **90%**, **Figure No. F-27** and **F-28** emphasize importance family and community aspects.

In **Figure No. F-29** Customer **endorses distinctly** market sentiment and advertisement with respect to Brand Identity and Integrity contributing more than **80 %** from Imp to Extremely important.

Again in **Figure No. F-35** Customer believes strongly and shows concern over environmental issues extent towards **93%** give clearer picture of value system and concern for future generation.

Customers' voices are **loud and clear** in **Figure No. F-45, 46, 47**. Irrespective of the categories of customers brand value fits into very important position without any traces of doubt and **Figure No. F- 50, 51, 52** again and again stresses the Identity and integrity of market sentiments and advertisements.

On the basis of importance of brand value while buying a car study of Dealer General Managers Refer **Page No. 141 and 142** and **Figure No. F-74** clearly expresses the importance of brand value undoubtedly. Dealer GM **Figure No. F-78** and **page No.**

148,149,150 gives the feel of importance of Community social network and contacts and **Dealer GM Figure No. F-79 Page No. 151,152** reveals the influences of market sentiment. Dealer GM found Importance of environmental awareness is expressed in **Figure No. F-84 and pages No 161,162,**

With deeper understandings with Dealer principles, Dealer CEOs feel mostly customer retain the same brand unless and until status change for status symbol and life style reasons which confirms the brand loyalty is maintained through illustration **Figure No. F- 88**. Experiences through empathy shows the human aspect in **page No.186 Figure No. F- 95**. General Observation of Country Heads **deeply embossed** on page **No.195 and 196** to illustrate Customer Capitalisation with respect to Brand and Market segments of Philip Kotler to prove (Model 3i) Brand Identity, Integrity and Image emerging Indian Automotive Market” to prove Hypotheses.

Page No.189 and 190 gives the clear picture of customer capitalisation. 9 out of 12 country heads consider customers are the top stake holders.

Figure No. F- 102 and page **199** illustrates Customer experiences with Empathy and emotional connections to increase loyalty are the prime factors expressed by country heads which needs stress for attitude and behavior related aspects to hypotheses.

5.3 Recommendations

Car makers should look at friendly dealer management systems, customer friendly reasonable labour charges and extended warranty at an affordable cost.

Customers spend about Rs. 9000/- every year only on periodic maintenance dealers and car manufacturers should look into this aspect to retain customers even after warranty period and try to reduce repetitive nature of this service through heart mind and spirits even though product quality has improved substantially.

Better customer service through changing market segments from product to customer centric to human aspirations to values and ethics and spirits would help the dealerships to get repeat customers.

As repeatedly mentioned after sales service experience plays an important role in repeat business and word of mouth marketing through contacts it is very much essential for manufacturers to understand through holistic approach of customers (heart, mind and spirits) with ethical environmental transparent services to strategies to ensure customer capitalisation.

To achieve customer capitalization implementing innovative business models responsible as Identity, Integrity and Image are as follows

- Continuous training is first and foremost essential need to automobile dealer staff to improve on their soft skill to match rather come closer with other hospitality industries like Air lines, BPOs, call centers and Hotels industry.
- Customer education plays very vital and significant role as cars are built with more electronics and with High technology gadgets.
- Organize new model prototype test drives for loyal customers for seeking opinion.
- Organizing important Service Clinics customer meets for getting suggestions and treating them as partners as this research stresses customer as main stake holder.
- Appreciation and reward system to referred loyal customers.

- Liberal warranty terms or goodwill cases beyond warranty considering human aspects.
- Offering spares and labour discount to loyal and fleet customers.
- Regular contact with customers Brochures, Circulars, Service reminders, Insurance reminders and renewable, performance feedback of product and service
- Organizing emergency repair service **Do it yourself** kind of training, replacement vehicle in case of major repairs with reasonable cost.
- Vehicle recall for fixing problems to gain customer confidence and retention of the brand for repeat buying.
- Unique loyalty programs for customers and employees like Videocon owner **Dhoot** reimbursed test ticket of Sachin Tendulkar's 200th test for employees.
- Transparency in billing, quick and rapid services concept to save waiting period for customers and space constraints of parking
- Frequent predetermined benefit to customers after receiving predetermined income from customer in certain period
- *Tata Motors legal care: To retain customers develop policy to avoid legal cases, customer negative publicity to customer control grievances and bad word of mouth.
- **Initiation of to sensitize, motivate and school bus staff on issues related to bust travel safety.

Internal Customer: In any dealerships everybody talks about taking various feedback like Instant feedback, internal feedback, weekly feedback monthly feedback to ensure customer always happy and delight, about the customers who are the end users named as external customers but we fail to understand of seeking feedback from internal customers employees working in all levels of dealerships who obviously contribute a major role for overall satisfaction on end result and meeting objectives of dealership as follows.

. *Published in Times of India dated 11th Nov 2013 Mumbai edition. ** Times of India dated 10th Nov 2013 Mumbai edition

Internal customer feedback form can be used for (Draft Copy)

- 1: Evaluation by an individual employee.
- 2: The group result of an individual department/ team.
- 3: The overall result of the entire organization.

Table No. T-15

Department / team		Date :				
No	Factor Factors which determine the evaluation of the complaints on an organization	1 being the least and 5 being the best.				
		5	4	3	2	1
1.	Basic attitude towards complaints					
2.	Encouragement and accessibility					
3.	Processing complaints					
4.	Training					
5.	Empowerment					
6.	Willingness t o change					
7.	Staff recognition					
8.	Customer service policy and system					
9.	Customer information					
10.	Internal customer					

How the organization can use the tool?

- The management should and evaluate the total results this assessment.
- A good rule of thumb is that improvements should be made in a factor if:
 - More than 20 per cent of the participants have ticked column 1 or 2, and or,
 - Less than 50 percent of the employees have ticked column 4 or 5.
- The organization can undertake a particularly thorough evaluation of each of the critical factors by asking all the participants to give the organization a rating for each individual statement in the relevant grey section.
- The overall result of the assessment should be carefully discussed in all departments/ teams with customer contact. Everybody should be invited to come up with suggestions, ideas and views.
- All customers who have complained should be asked for views about the organization's method of processing complaints. The views of participants and customers should be discussed in a management meeting. They should result in a concrete plan for more effective handling of complaints.
- The result of the assessment should be 'published' in –house newsletters and customers magazines.
- The assessment "our complaints culture" should be used once a year and used as a benchmarking tool to determine any changes and successes.

***Importance of Coordination among Manufacturers and Dealers and end users customers (A small story to vouch)**

Engineer worked on a project to design new piece of equipment let us say bulldozer that would match the competition in power and performance and beat it in fuel efficiency. The engineer spent long hours researching the latest technology and improving the design of the various components and able to meet all the project objectives.

Proud of his accomplishments he was surprised to hear the bulldozer was not selling well and was shocked when a salesperson told him that customer telling her the competitors' model had better fuel economy. The engineer said, "That is impossible and

I have rechecked my calculations. I have viewed and analyzed all the data. There is no way their bulldozer can have better fuel economy than ours.”

The sales person told the engineer Come with me to visit a customer who just placed an order with our competitors let us find out why they didn't choose us so we don't lose the next sales opportunity he reluctantly agreed to join a site visit the next day he was not excited to go after all he had not gone engineering school for years to spend his day visiting with customers, he should be in front of his computers crunching numbers and designing sophisticated systems. Customer visits and sales “stuff” were for business school graduates he thought.

Next day at the customers work site engineer noticed this company had both of the competing bulldozers in their fleet and had been using there for a while. The sales person explained the supervisor in charge that they realize the company did not get the order for the additional bulldozers but wanted to spend a few minutes to see how they could improve their product to have a better chance in the future. Engineer started by asking question about the handling of the machine its power ease of operation etc. Finally he got to the point and asked about the fuel efficiency of his bulldozer compared to that of the competitor. The client company supervisor said, he thought the competitor model got better mileage engineer asked “why do you think so?”

Supervisor said, “The competitors’ model does not need refueling before the end of one shift but yours does” the engineer finally understood where the problem was he was relieved that his calculations and design were correct but, he had won the battle and lost the war! The culprit: the size of the fuel tank! The competitors’ bulldozers did not have better fuel economy, just larger tank, which created the illusion of being more efficient and swayed the customer perception and therefore the sale.

* Story is referred from the book Customer Loyalty (How to Earn It, How to keep It) By Jill Griffin.

The moral of the story is that the days are over when engineers should sit in an office with their computers and design to their hearts delight and then throw it over the wall to manufacturing sale or some other internal customer. Businesses are looking for engineers who can visualize the big picture, people who see the forest and the trees they are looking for holistic engineers.

Method of Measuring Customer Satisfaction*

(A small story to endorse Customer Capitalisation)

“A teenage boy was sitting at the lunch counter of a local café when he walked over to the public phone by cash register to make a call. The owner of the Café could not help overhearing the conversation. It seemed the young man was attempting to get a new customer for his lawn mowing business. He told the party on the other end of the line the services he offered and was apparently told they already have someone who is mowing their lawn. However he did not give up. He mentioned as many advantages as he could but unable to persuade the home owner to switch lawn mowing services The café owner was impressed with teenager’s perseverance and selling skills and consoled him by saying he could not help by saying he could not help overhearing and he was sorry the boy could not get the account. However he was confident there would be many others who would use his services. The boy responded, I already have this account, I was just calling to make sure they were satisfied with my work!”

* Story referred from the book Customer Loyalty (How to Earn It, How to keep It) By Jill Griffin.

Effective handling of complaints Prerequisites

- In order to turn negative situation with a customer in to a positive one , it is important that the organization and all its staff with customer contact know how to handle complaints effectively in order to achieve service recovery.
- A prerequisite for handling complaints effectively is that the people who receive customer complaints have the right attitude and behaviour.
- It is equally essential that the managers of the organization have the right attitude. More or less consciously, people with customer tend to express the attitude of their supervisors. What they do is what the organization rewards.
- The staffs who receive complaints should be able to see that complaints form a basis for improvements within the organization. Therefore, it is not just a question of sending a “trouble-maker “packing.
- In order to handle complaints effectively, the organization need effective systems and polices.
- About the attitude and behavior required from the people who handle complaints – especially about the idea that “a complaint is a gift “.
- These requirements apply whether the customer complaints in person, by telephone or in writing.

Complaints Handling Skills

Researcher confirms in any service industry customer complaints are bound to come and automotive after sales is certainly not exception following below mentioned tips handle to aggravated customers come as handier.

L.A.S.T.

Listen -- Understand the situation and the problem

Acknowledgement-- Show concerned

Solve the Problem-- Suggest Solution

Thanks -- Emphasize the positives aspects of the issue

5.4 Contribution of Researcher

The ever expanding Indian Automobile Market has paved a way for number of automobile giants as well as other players to scout for more and more business opportunities. It was discussed in this research that efforts made by automobile manufacturers, dealers to reach and satisfy the customers are showing good results. As the present market is buyers market not only to sell the product is important but also to study the impact of Brand Identity, Integrity and Image on their buying behaviors. As also to study the market from the perspective of not only the product or the customer but more than that to study the behavioral approaches and patterns of customers by focusing on their aspirations, values, ethics and spirits by taking Humane approach.

The present research has contributed in this way which was extremely necessary from not only from the point of view of customer but also from manufacturers and dealers. The responses from customers and interaction with manufacturers and dealers also proved that majority of the market research is being made target oriented for sales leading to only quantification and not the qualitative one. This research has taken into account this qualitative angle which is a contribution to the existing research. The suggestions offered by the researcher are well appreciated which will certainly give maximum yield as well as wide long lasting customer base.

5.5 Scope for Future Research.

Researcher during interviews of various levels in the Automobile after market industry Country Head services, Dealer principles, Dealer General Managers and Customers found interesting abstract to conduct research on following topics.

- Family drove Indian automobile dealers is resilient (able to withstand or recover quickly from different conditions).
- In modern / Present Scenario **CEO stands Customers Employee Owner and Manufacturers** in Automobile after sales.
- Dilemma of “**Employees First and Customer Next with Customer First and Employees Next**” in Indian Automobile after sales market.
- Importance of **Digitized world in customer Service**
- Eco friendly issue related to car, customer satisfaction and customer expectation.
- Manpower retention at Automobile dealerships.
- Challenge faced by Electric Car lack of technology or poor marketing strategy.
- **Car in the Big Box** available at Retail Store to be assembled by the customer or by Car Dealer at your Door Steps.
- The automobile company sees Soft Skills to dealer employees as an integral part of its talent to capitalize customers.
- Study of CSI and SSI by J.D.Power Asia pacific especially in Indian context.
- Research on **Scrapping Age** of vehicles in India and Issue of Parking Space.

Researcher convinced during his research journey how difficult for a person to pursue PhD being in a corporate world and decided to give undertaking to consult and mentor interested professionals from industry background for PhD studies.

LIST OF APPENDICES

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Appendix I
Customer Feedback Questionnaire

Appendix I

Customer Feedback Questionnaire

(Kindly tick or round the options)

Customer Name:

Email for further correspondence & suggestions:

Gender: **Male / Female**

Profession details: **Business:** **Professional:** **Salaried:**

Age: **Above 18yrs** **Above 30yrs** **Above 45yrs**

Education: **Student** **Graduation** **Post Graduation** **PhD**

Monthly Income Rs: **Up to 50K** **Up to 100K** **Above 100K**

1. Which state you hail from?

Maharashtra	Karnataka	Andhra Pradesh
West Bengal	Gujarat	Tamil Nadu
Delhi	M.P.U.P.	Bihar

2. Major reason of Car Buying criteria.

Family / Business / Any Other

3. Are you first time buyer?

Yes / No.

4. What is the biggest motivator to buy a car?

(1 being the least and 5 being the best in order of preferences)

Basic necessity	1	2	3	4	5
Family need	1	2	3	4	5
Business require	1	2	3	4	5
Status Symbol	1	2	3	4	5
Any Other	1	2	3	4	5

5. What are your main preferences for buying cars?

(1 being the least and 5 being the best in order of preferences)

Technology	1	2	3	4	5
Interior features	1	2	3	4	5
Safety	1	2	3	4	5
Risk Factor	1	2	3	4	5

6. How important are innovative features are while buying a car?

Not at all imp,	Not that imp,	Imp,	V. Imp.	Extremely imp
1	2	3	4	5

7. Which one of the following base colours you prefer while buying car?

(1 being the least and 5 being the best in order of preferences)

White	1	2	3	4	5
Red	1	2	3	4	5
Blue	1	2	3	4	5
Black	1	2	3	4	5
Any Other	1	2	3	4	5

8. How important is brand value while buying a car?

(1 being the least and 5 being the best in order of preferences)

Not at all imp,	Not that imp,	Imp,	V. Imp.	Extremely imp
1	2	3	4	5

9. What are the criteria of selecting the Brand and Model?

(1 being the least and 5 being the best in order of preferences)

Affordability	1	2	3	4	5
Luxury	1	2	3	4	5
Benevolence	1	2	3	4	5
Carry home approach	1	2	3	4	5
Any Other	1	2	3	4	5

10. Has your family involved in making the final decision while choosing model?

(1 being the least and 5 being the best in order of preferences)

Individual	1	2	3	4	5
Husband	1	2	3	4	5
Wife	1	2	3	4	5
Children	1	2	3	4	5
Parents	1	2	3	4	5
Friends	1	2	3	4	5

11. How important for you the community and social network while buying a car?

(1 being the least and 5 being the best in order of preferences)

Not at all imp,	Not that imp,	Imp,	V. Imp.	Extremely imp
1	2	3	4	5

12. How important is the market sentiment/advertisement?

(Identity and Integrity).

Not at all imp,	Not that imp,	Imp,	V. Imp.	Extremely imp
1	2	3	4	5

13. Are you going to use the car for?

Rural Urban City City Driving Condition Long distance

14. How important for you is after sales service?

Not at all imp,	Not that imp	Imp,	V. Imp.	Extremely imp
1	2	3	4	5

15. How important do you value cost against durability and competence of car model?

Not at all imp,	Not that imp,	Imp,	V. Imp.	Extremely imp
1	2	3	4	5

16. How important is the car value compare to safety value?

Not at all imp,	Not that imp,	Imp,	V. Imp.	Extremely imp
1	2	3	4	5

17. How important is environmental concern/awareness while buying the car?

Not at all in	Not that imp,	Imp,	V. Imp.	Extremely imp
	2	3	4	5

18. How will you describe your satisfaction level and experience about the car?

Not Ok	Ok	Good	Outstanding	Excellent
1	2	3	4	5

19. Will you buy next car Electric Car (Battery) operated?

Yes / No **If yes** any cost or Affordable Cost

20. Any other influencing factor which has motivated you to buy a car.

21. Narrate an experience which car you are using in few lines.

Thank you very much by sparing your valuable time and contributing your valuable suggestions which will certainly energises us reapply ourselves and work even harder to make you smile.

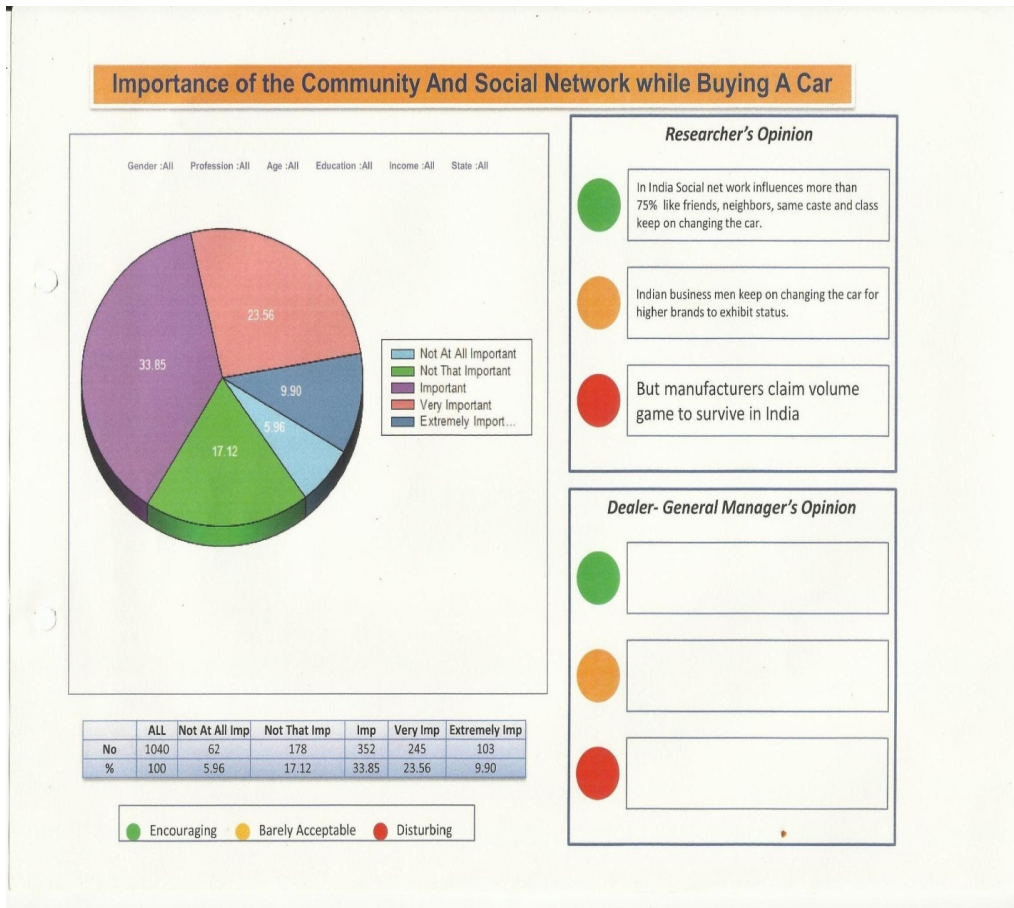
Happy motoring

Appendix II

Dealer General Manager view points

Appendix II

Dealer General Manager view points



Appendix III

Questionnaire Dealer CEOs

Dealer feedback on Customer Capitalization.

Appendix III

Questionnaire Dealer CEOs

Dealer feedback on Customer Capitalization.

1. What is the optimum time to retain car before purchasing the new car from customer point of view?
 - a. One Year.
 - b. Two Years.
 - c. Three years.
 - d. Five Years and above.

2. After three years do you feel customer will retain the same brand or change the brand or purchase of high value car considering the present scenario?
 - a. Yes (Comments)
.....
 - b. No (Comments)
.....

3. Which of these you consider the most important thing of customers functional elements which includes:
 - a. Need for mobility
 - b. Life style needs
 - c. Budget Constraints?

4. Which of these you consider things of emotional elements include. Desire to project a certain image
 - a. Desire to status
 - b. Recreational needs

5. Which of the following customer service needs to be initiated how you rate from 1 to 5 and 1 being the least and 5 being the excellent.

Vehicle Service Quality					
Service Initiati					
Vehicle Pick up in Emergency					
Service Advisor					
Service Facility					

6. What do you think dear “**Customers**” for the following and how important it is from service point of view how you rate from 1 to 5 and 1 being the least and 5 being the excellent?

Instant Connectivity					
Feedback & card survey					
Service reminder/response					
Marketing on personal media *,Mobile website					
*Mobile website ensures maximum reach and penetration of the dealer’s car promotions and sale proposals increasing the overall conversion ratio.					

7. Do you believe in **E commerce** development and internet marketing (**Products, Brand, Services**) services a better option than mere **fax message** or phone call on the call centre?

- a. Yes
b. No (If No your comments)

.....

8. How important is **Customer Satisfaction Index (CSI)** over period of time?

- a. Yes Extremely Important.
- b. No.

(If **Yes** then present method of measuring **CSI** is apt, your opinion)

.....
.....
.....

9. How best the customer can be approached consider the following?

- a. **Emotional friendly** service culture
- b. Choosing **emotional competence** as **service model**
- c. Maximizing the customer experiences with empathy.
- d. Viewing complaints as emotional opportunity.
- e. Using **emotional connections** to increase customer **loyalty**.

10. How do you rate **customer life time value** and retention levels given by the dealers in your opinion also adding **value added services** will give better edge?

- a. Yes
- b. No.

Comments.....
.....

11. Customer Relation Management (CRM) how do you rate our customer focus driven strategy towards car complaints/problems. (Rate from 1 to 5, 1 being the least and 5 being the excellent)

Not at all Imp	Not that Imp	Important	V. Important	Extremely Imp
1	2	3	4	5

12. Do you feel more and more Research study is required in automotive aftermarket?

(Recommend more to pursue PhD in after sales).

a. Yes

b. No

.....
.....

Name:

Dealership

Location:

Date:

Appendix IV

Questionnaire Country Head Services

Appendix IV

Questionnaire Country Head Services

Country Head Services feedback on Customer Capitalization.

1. What is the optimum time to retain car before purchasing the new car from customer point of view?
 - a. One Year.
 - b. Two Years.
 - c. Three Years.
 - d. Five Years and above.

2. Which of these you consider the most important thing of customers functional elements which includes:
 - a. Need for mobility
 - b. Life style needs
 - c. Budget Constraints?

3. Which of the following customer service needs to be initiated how you rate from 1 to 5 and 1 being the least and 5 being the excellent.

Vehicle Service Quality	1	2	3	4	5
Service Initiation	1	2	3	4	5
Vehicle Pick up in Emergency	1	2	3	4	5
Service Advisor	1	2	3	4	5
Service Facility	1	2	3	4	5

4. How best the customer can be approached (consider the following)?
 - a. **Emotional friendly** service culture
 - b. Choosing **emotional competence** as **service model**
 - c. Maximizing the customer experiences with empathy.
 - d. Viewing complaints as emotional opportunity.
 - e. Using **emotional connections** to increase customer **loyalty**.

5. What do you think dear “**Customers**” for the following and how important it is from service point of view how you rate from 1 to 5 and 1 being the least and 5 being the excellent?

Instant Connectivity	1	2	3	4	5
Feedback & card survey	1	2	3	4	5
Service reminder/response	1	2	3	4	5
Marketing on personal media *,Mobile website	1	2	3	4	5
*Mobile website ensures maximum reach and penetration of the dealer’s car promotions and sale proposals increasing the overall conversion ratio.					

6. What is the place for your customer at customer service centre of your organization?
 - a. Top Stakeholder
 - b. One important Stakeholder
 - c. One of the Stakeholders
 - d. Any Other

Narrate your experience

7. How will you resolve the dilemma?
 - a. Employees First and Customer Next.
 - b. Customers First and Employees Next

Please justify

8. Do you feel more and more Research study is required in automotive aftermarket? (Recommend more to pursue PhD in after market) if so what is the budget you prefer to recommend?
9. How do you define Customer Capitalization with respect to Brand and Market segments?

Name and brief profile:

Employers past and present:

Customer Capitalization: Customer relationship as a whole human with heart, mind and spirits.

Brand: Influenced by socially and environmentally responsible as Identity, Integrity and Image.

Market Segment: Product centric to customer centric to human aspirations to values and spirits.

Appendix V

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Appendix V

BIBLIOGRAPHY

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2. Times of India (Published in Times of India dated 10th & 11th Nov 2013
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Appendix VI

Glossary

Appendix VI

Glossary

Research; A careful, critical scientific enquiry into examination of a problem for finding solutions

Marketing 3.0: (Three Market Segments)

Marketing 1.0: **Product centric.**

Marketing 2.0: **Customer centric**

Marketing 3.0: **Human aspirations to values, ethics and spirits.**

Customer Capitalization: Customer relationship as a whole human with heart, mind and spirits.

Brand: Influenced by socially and environmentally responsible as Identity, Integrity and Image.

STP Segmentation Targeting and Positioning

CSI: Customer Satisfaction Index is tool normally used in automobile industry to increase the satisfaction level of customers who get service in automobile workshops by repairing customers' vehicle.

SSI: Sales Satisfaction Index

IRDA: Insurance Regulatory and Development Authority is a body who regulates and

ARAI Automotive Research Association of India: One of the requirements for registration of any vehicle is the compliance

certificate submitted by the vehicle manufacturer. The manufacturer gets model-wise certificates from testing agencies like ARAI.

WWII World War II (A world war which lasted from 1939 to 1945)

OEMs: Original Equipment Manufacturers

SIAM: Society of Indian Automotive Manufacturing

PVs: Passenger Vehicles

CVs: Commercial Vehicles

Benevolence: Friendly, Actively, Charitable.

Buoyed: Be cheered up and be more confident.

GDP: The Gross Domestic Product is one primary indicators used to gauge the health of a country's economy.

CAGR: Compound Annual Growth Rate

SUVs: Sports Utility Vehicles

B.S.C. Balance Score Card Systems: The balanced scorecard is a strategic planning and management system that is used extensively in business and industry

J.D. Power: James David Power: Worldwide accepted survey for Automobile solutions popularly known for service and Sales Satisfaction Index

PDCA: Plan, Do, Check, Action

BHEL: Bharat Heavy Electricals Limited

PSU: Public Sector Unit

MASS.: Maruti Authorized Service Station

HASC: Hyundai Authorized Service Centers

CSR: Corporate Social Responsibility

F.A.D.A. Federal Dealer Automobile Association

HBR: Harvard Business Reviews

HR: Human Resource

RET: Real time Experience of Tracking

ZDD: Zero Defect Day

IRDA: Insurance Regulatory and Development Authority

BPO Business Process Outsource

GM: General Manager or General Motors.

CEO: Chief Executive Officer

NHRDN: National Human Resource Development Network.

W.R.T.: With Respect To.

CVP: Customer View Points

VAS: Value Added Services.

