This chapter covers the analysis of primary data for the purpose of satisfying the objectives of the study. The primary data was collected with the help of questionnaire from 332 sample respondents. The analysis is as follows.

**6.1 DEMOGRAPHIC PROFILE OF RESPONDENTS**

A sample set of 350 respondents was chosen out of which 332 responded. The allocation of sample respondents based on gender, age, educational level and occupational status is presented in the following tables.

**1. Gender Composition**

The following exhibit shows the gender composition of sample respondents.

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>242</td>
<td>72.89</td>
</tr>
<tr>
<td>Female</td>
<td>90</td>
<td>27.11</td>
</tr>
<tr>
<td>Total</td>
<td>332</td>
<td>100.00</td>
</tr>
</tbody>
</table>

It can be seen from the above exhibit that out of 332 respondents, 242 respondents (72.89%) are males and 90 respondents (27.11%) are females.
2. Age Composition

The following exhibit shows the age composition of the sample respondents.

Exhibit 6.2

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24 Years</td>
<td>2</td>
<td>0.60</td>
</tr>
<tr>
<td>25-34 Years</td>
<td>150</td>
<td>45.18</td>
</tr>
<tr>
<td>35-44 Years</td>
<td>93</td>
<td>28.01</td>
</tr>
<tr>
<td>45-60 Years</td>
<td>61</td>
<td>18.37</td>
</tr>
<tr>
<td>Above 60 Years</td>
<td>26</td>
<td>7.84</td>
</tr>
<tr>
<td>Total</td>
<td>332</td>
<td>100.00</td>
</tr>
</tbody>
</table>

It can be seen from the above exhibit that the highest number of respondents i.e. 150 (45.18%) belong to the age group of 25 to 34 years closely followed by 93 (28.01%) who belong to the age group between 35 and 44 years. Twenty six (7.84%) are aged over 60 years and 61 (18.37%) respondents belong to the age group below 45 to 60 years. Hence, it is inferred that majority of passenger car consumers belong to the age group between 25 and 44 years.

3. Education Composition

The following exhibit offers the education wise distribution of respondents, based on their educational qualification.

Exhibit 6.3

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inter</td>
<td>7</td>
<td>2.10</td>
</tr>
<tr>
<td>Graduation</td>
<td>196</td>
<td>59.03</td>
</tr>
<tr>
<td>Post-Graduation</td>
<td>129</td>
<td>38.87</td>
</tr>
<tr>
<td>Total</td>
<td>332</td>
<td>100.00</td>
</tr>
</tbody>
</table>
It can be seen from the above exhibit that out of 332 respondents 196 (59.03%) are graduates followed by 129 (38.87%) who are postgraduates and only 7 (2.10%) are inter pass. From this, it is inferred that passenger car consumers are fairly educated.

4. Annual Family Income

The following exhibit shows the annual family income of the sample respondents.

Exhibit 6.4

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Rs.10 Lacs pa</td>
<td>62</td>
<td>18.69</td>
</tr>
<tr>
<td>Rs.10-20 Lacs pa</td>
<td>183</td>
<td>55.12</td>
</tr>
<tr>
<td>Rs.20-35 Lacs pa</td>
<td>54</td>
<td>16.26</td>
</tr>
<tr>
<td>Above Rs.35 Lacs pa</td>
<td>33</td>
<td>9.93</td>
</tr>
<tr>
<td>Total</td>
<td>332</td>
<td>100.00</td>
</tr>
</tbody>
</table>

It can be seen from the above exhibit that out of 332 respondents 183 (55.12%) have family income of Rs10-20 Lacs per annum followed by 62 (16.89%) who have family income below Rs10 Lacs per annum. Fifty four (16.26%) respondents have annual family income of Rs.20-35 Lacs and the remaining thirty three respondents (9.93%) belong to the high income group having family income of Rs35 lacs and above per annum. Hence, it is inferred that majority of passenger car consumers belong to the family income group between Rs10 and 20 lacs per annum.

5. Occupation

The following exhibit shows the occupation of the sample respondents.
Exhibit 6.5

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>94</td>
<td>28.31</td>
</tr>
<tr>
<td>Service</td>
<td>86</td>
<td>25.90</td>
</tr>
<tr>
<td>Professionals</td>
<td>108</td>
<td>32.53</td>
</tr>
<tr>
<td>Others</td>
<td>44</td>
<td>13.26</td>
</tr>
<tr>
<td>Total</td>
<td>332</td>
<td>100.00</td>
</tr>
</tbody>
</table>

It can be seen from the above exhibit that out of 332 respondents 108 (32.53%) are professionals followed by 94 respondents (28.31%) who have their own business. 25.90% of the respondents belong to the service class and 13.26% belong to the other category of occupation.

6.2 ANALYSIS OF PRIMARY DATA

The primary data was collected with the help of questionnaire from 332 sample respondents. The questionnaire had questions covering all the aspects of the study. The analysis is as follows.
6.2.1 OWNERSHIP STATUS

The respondents were first enquired as to whether they owned cars or not. As depicted in the above exhibit, out of 332 respondents 91.57% (i.e. 304 respondents) owned cars whereas 8.43% (i.e. 28 respondents) did not have any car.
6.2.2 BRAND OWNERSHIP

The respondents were asked to list down the car models they own. With the help of the data obtained the researcher found out the number of respondents who owned brands like Maruti Suzuki, Hyundai, Fiat and Others.

Exhibit 6.7

From the above exhibit it a be seen that out of 304 respondents who owned cars, 49% (i.e. 148 respondents) owned brand Maruti Suzuki, 29% (i.e. 88 respondents) owned brand Hyundai, only 6% (i.e. 18 respondents) owned the brand Fiat and 16% (i.e. 50 respondents) owned brands other than these three brands.
6.2.3 NUMBER OF CARS OWNED

The respondents were asked the number of cars owned by them. The data obtained has been shown graphically in the following exhibit.

Exhibit 6.8

From the above exhibit it can be seen that out of 332 respondents, 8% (i.e. 28 respondents) did not own any car. 74% respondents owned single car, 16% respondents owned two cars and 2% respondents owned more than two cars.
6.2.4 USAGE PERCEPTION

When enquired about the brand of car that they thought were used by the majority of people in India from among the select list of three brands namely Maruti Suzuki, Hyundai and Fiat, 224 respondents (67.47%) chose Maruti Suzuki, 90 respondents (27.11%) chose Hyundai and 18 respondents (5.42%) chose Fiat.

Thus, the above exhibit reflects favorable perception towards Maruti Suzuki and Hyundai. Fiat has a poor performance in terms of usage perception i.e. only 5.42% of the respondents feel that Fiat is used by the majority of people in India. This may be attributed to the weak brand equity of Fiat in the Indian market.
6.2.5 BOXPLOTS

When asked about the car model possessed by the respondents the researcher could find out the price range of various cars owned by the respondents of different automobile brands present in the Indian market. The responses so obtained were analyzed using boxplot which helped in finding out the price range of passenger cars which is preferred by the consumers.

Box plots are used to show overall patterns of response for a group. They provide a useful way to visualize the range and other characteristics of responses for a large group. The boxplot represents five sample statistics - the minimum, the lower quartile, the median, the upper quartile and the maximum - in a visual display. The box of the plot is a rectangle which encloses the middle half of the sample, with an end at each quartile. The length of the box is thus the interquartile range of the sample. The other dimension of the box does not represent anything in particular. A line is drawn across the box at the sample median i.e. the mid-point of the data. Whiskers sprout from the two ends of the box until they reach the sample maximum and minimum. The crossbar at the far end of each whisker is optional and its length signifies nothing.

The exhibit below shows the boxplot of prices with outliers of the cars of three automobile brands i.e. Fiat, Hyundai Motors, Maruti Suzuki and the cars owned by the sample respondents.
In the above exhibit the y-axis represents the price of car models of various automobile brands and x-axis represents the three sample brands and brands owned by the sample respondents. This exhibit also shows the outliers. The outlier is identified as the largest value in the data set that is numerically distant from the rest of the data.

Hyundai’s premium cars such as Tucson and Santa Fe are priced at Rs 19 lacs and Rs 28.56 lacs respectively. These price are reflected by the outlier outside the whiskers of Hyundai’s boxplot. Fiat’s Abarth 595 is priced at Rs 29.85 lacs and does not belong to the rest of the data.
sat, hence depicted by outlier. Similarly, various luxury cars and premium cars of the respondents have been shown in the form of outliers.

However, for the purpose of effective analysis the researcher has ignored these outliers and focused on the respective boxplots.

**Boxplot without Outliers**

Exhibit 6.11
In the above exhibit the y-axis represents the price of car models of various automobile brands and x-axis represents the three sample brands and brands owned by the sample respondents.

- **Maruti** - From the boxplot of Maruti, it can be seen that the median price of its cars is around Rs 5.06 lacs as reflected in the above exhibit and the price range of cars offered by it is Rs 2.5 lacs to Rs 8.5 lacs.

- **Hyundai** - From the boxplot of Hyundai Motors, it can be seen that the median price of its cars is around Rs 8.87 lacs and the price range of cars offered by it is Rs 3 lacs to Rs 13 lacs.

- **Fiat** - From the boxplot of Fiat, it can be seen that the median price of its cars is around Rs 9.84 lacs and price range of cars offered by it is Rs 4.6 lacs to Rs 10.5 lacs.

- **Consumer** - The boxplot reflecting the prices of the cars owned by the respondents shows the median price around Rs 6.36 lacs and the price range between Rs 2.59 lacs to Rs 9.19 lacs.

The boxplot of Maruti matches closely with the boxplot of the respondents followed by Hyundai. This means that the cars offered by Maruti and Hyundai are within the price range that consumer demands. They are able to provide variety of cars at affordable rates. They have the largest range of small cars in the country and gives the consumer a wide variety to pick from. Both the brands consistently offer quality products to the consumers at competitive prices. Whereas the boxplot of Fiat lies considerably above the boxplot of consumers. The starting price of Fiat cars is Rs 4.6 lacs which is quite high compared to Maruti Suzuki and Hyundai Motors which are offering cars at Rs 2.5 lacs and Rs 3 lacs respectively.

Hence it can be said that Maruti Suzuki and Hyundai Motors are able to meet the needs of the people by providing them cars within their desirable price range. However the pricing of Fiat cars is neither competitive nor it is able to meet the consumer expectations. Fiat has not been able to offer cars in hatchback segments at reasonable prices. As a result, Fiat has not been able to attract consumers and make a place in their purchase consideration set.
6.2.6 BRAND SATISFACTION

Brand satisfaction measures how products or services supplied by a company meet or surpass a customer’s expectation. Analysis of brand satisfaction is important because it provides marketers and business owners with a metric that they can use to manage and improve their businesses. Brand satisfaction is an important indicator of brand equity. High brand satisfaction leads to strong brand equity and vice versa.

Therefore, the respondents were asked to rate the level of satisfaction with their present brand of car on a 5 point likert scale where 1 stands for highly dissatisfied and 5 stands for highly satisfied. The data obtained was analyzed using bar graph.

Exhibit 6.12
In the above exhibit the numbers written on the graph represents the number of respondents. The interpretation of the above exhibit is as follows:

- **Maruti Suzuki**- Out of 148 Maruti Suzuki owners, 26.35% (i.e. 39 owners) were highly satisfied with the brand. 50.67% (i.e. 75 owners) were somewhat satisfied with the brand. 21.62% owners were neutral towards the brand. Only 1.35% (i.e. 2 owners) were highly dissatisfied with the brand. Thus, majority i.e. 77% owners of Maruti Suzuki were satisfied with the brand.

- **Hyundai**- Out of 88 Hyundai owners, 29.54% (i.e. 26 owners) were highly satisfied with the brand. 43.18% (i.e. 38 owners) were somewhat satisfied with the brand. 20.45% owners were neutral towards the brand. Only 4.45% (i.e. 4 owners) were highly dissatisfied and 2.27% owners were somewhat dissatisfied with the brand. Satisfaction level of Hyundai is high with 73% satisfied owners of the brand.

- **Fiat**- Out of 18 Fiat owners, 16.67% (i.e. 3 owners) were highly satisfied with the brand. 38.88% (i.e. 7 owners) were somewhat satisfied with the brand. 33.33% owners were neutral towards the brand. However, 11.11% (i.e. 2 owners) were highly dissatisfied with the brand. Thus, the brand satisfaction level of Fiat is low with 44% owners being neutral or highly dissatisfied.
6.2.7 BRAND PREFERENCE

Exhibit 6.13

When asked about the brand of car they would like to purchase in future, 184 respondents (55.42%) out of the total 332 respondents preferred Maruti Suzuki, 125 respondents (37.65%) preferred Hyundai and only 23 respondents (6.93%) preferred Fiat. High brand preference for Maruti and Hyundai reflects strong brand equity and good brand image of the two brands. Fiat’s low brand preference is mainly due to unfavorable image in the minds of consumers.
6.2.8 BRAND RECOMMENDATION

In order to find out the brand which consumers would most likely recommend to others, the respondents were asked to rate the sample list of three brands i.e. Maruti Suzuki, Hyundai Motors and Fiat on a scale of 1-10 based on their perception of the same.

Based on the ratings so obtained the researcher tried to find out the Net Promoter Score (NPS). Net Promoter Score is a customer loyalty index that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

Respondents were grouped as follows:

- **Promoters** (score 9-10) are loyal enthusiasts who will keep buying the products of the same brand and recommend it to others, thereby fueling growth.
- **Passives** (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.
- **Detractors** (score 0-6) are unhappy customers who can damage the brand image and impede growth through negative word-of-mouth.

Subtracting the percentage of Detractors from the percentage of Promoters yields the Net Promoter Score, which can range from a low of -100 (if every customer is a Detractor) to a high of 100 (if every customer is a Promoter).
The following exhibit shows the NPS of three sample brands.

Exhibit 6.14

<table>
<thead>
<tr>
<th>BRANDS</th>
<th>NPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maruti Suzuki</td>
<td>17.17</td>
</tr>
<tr>
<td>Hyundai Motors</td>
<td>6.02</td>
</tr>
<tr>
<td>Fiat</td>
<td>-43.37</td>
</tr>
</tbody>
</table>

From the above exhibit it can be seen that the Net Promoter Score of Maruti Suzuki is the highest i.e. 17.17. It means that the consumers have a favorable perception about towards Maruti Suzuki and are more likely to recommend Maruti to their friends, relatives and colleagues. It also reflects strong consumer loyalty towards Maruti.

Hyundai Motors has the second highest NPS of 6.02 after Maruti. Hyundai’s NPS is also positive which is considered good but it needs to increase its number of promoters and reduce detractors to push up its NPS.

However, Fiat has a negative NPS of -43.37 which is very low compared to Maruti and Hyundai. This implies that the number of detractors for Fiat is more than the number of promoters. Detractors are unhappy customers. They account for more than 80 percent of negative word-of-mouth. Their criticisms and bad attitudes diminish a company’s reputation and discourage new customers. High number of detractors and weak customer loyalty is the main reason for Fiat’s negative NPS.
6.2.9 BRAND LOYALTY

Brand Loyalty is considered as an important contributor to build and maintain brand equity. Brand loyalty is the extent of consumer faithfulness towards a specific brand and this faithfulness is expressed through repeat purchases and other positive behaviors such as word of mouth advocacy, irrespective of the marketing pressures generated by the other competing brands. Brand loyalty may exist when a consumer is unwilling to switch from a brand that he or she is familiar with. As the brand’s percentage of loyal customers goes up, market share increases and the brand becomes more profitable.

The present study highlights the brand loyalty of the respondents towards the three brands i.e. Maruti Suzuki, Hyundai and Fiat. The data for brand loyalty has been derived from two responses i.e. present brand of car owned by respondent and the next car he/she would most likely purchase. Combining these two responses will help in identifying repeat purchases and detractions. Higher the number of repeat purchases for a particular brand, higher will be its brand loyalty. Higher the number of detractions for a brand, lower will be its brand loyalty.

Firstly, the number of respondents who own two or more cars of the same brand are highlighted.

Respondents having two cars of the same brand:

<table>
<thead>
<tr>
<th>Brand</th>
<th>No of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maruti</td>
<td>14</td>
</tr>
<tr>
<td>Hyundai</td>
<td>6</td>
</tr>
<tr>
<td>Fiat</td>
<td>0</td>
</tr>
</tbody>
</table>
From the above exhibit it can be seen that out of 52 respondents who own two cars, 14 own two cars of Maruti Suzuki and 6 own two cars of Hyundai. There is not a single respondent who own more than one car of Fiat.

For the purpose of analyzing brand loyalty, number of couplets will also be added to the number of respondents who will purchase the any one of the brand next.

Exhibit 6.16
Brand Loyalty

<table>
<thead>
<tr>
<th></th>
<th>Owners</th>
<th>Loyalty %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maruti</td>
<td>58</td>
<td>148</td>
</tr>
<tr>
<td>Hyundai</td>
<td>24</td>
<td>88</td>
</tr>
<tr>
<td>Fiat</td>
<td>0</td>
<td>18</td>
</tr>
</tbody>
</table>

When respondents were asked as to which brand of car they would purchase next, out of 148 Maruti owners, 44 owners said they would like to purchase Maruti Suzuki again. 14 respondents already have two Maruti (i.e. couplets). These are the owners who would be referred to as loyal customers of Maruti who are highly satisfied with the brand. The brand loyalty for Maruti is 39.18% which is quite high.

Out of 88 Hyundai owners, 18 owners said they would like to purchase Hyundai again. 6 respondents already have two Hyundai (i.e. couplets). So the total number of loyal customers would be 24 and loyalty is 27.27%. Hyundai also enjoys considerable loyalty among consumers.
However, in case of Fiat there is no one who would want to purchase a Fiat car again or who already has more than Fiat. Thus, the number of loyal customers for Fiat is zero leading to zero brand loyalty. This reflects Fiat’s poor performance and dissatisfaction among the people thereby eroding its brand equity.

Referring to exhibit 6.6, there are 28 respondents who do not own any car. These respondents are categorized into First time Buyers. They were asked to select any one of the three brands i.e. Maruti Suzuki, Hyundai and Fiat that they would like to purchase.

**First time buyers**

<table>
<thead>
<tr>
<th>First time buyers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maruti</td>
<td>16</td>
</tr>
<tr>
<td>Hyundai</td>
<td>11</td>
</tr>
<tr>
<td>Fiat</td>
<td>1</td>
</tr>
</tbody>
</table>

From the above exhibit it can be seen that out of 28 respondents who did not own any car, 15 respondents (57.14%) selected Maruti Suzuki as their first choice, 11 respondents (39.28%) chose Hyundai and only 1 respondent (3.57%) chose Fiat. Thus, Maruti Suzuki and Hyundai are very popular among the first time buyers.
6.2.10 PRE-PURCHASE FACTORS

When a consumer realizes the needs, he goes for an information search. He gathers the information about various factors so that he can make the right purchase decision. These factors are referred to as Pre-Purchase Factors. The study of Pre-Purchase Factors is important because it helps companies in understanding the consumer buying behavior and consumer mind set.

The respondents were asked to rate the factors on a scale of 1-10 in order of influence on the respondent’s purchase decision of car. These factors are Ads and Promotions, Dealer Network, Engine, finance, Mileage (Fuel Efficiency), Price, Safety, Space, Style (Interiors and Exteriors), and Technology.

The data so obtained have been represented graphically by using Radar Charts. A Radar Chart is a graphical method of displaying multivariate data in the form of a two-dimensional chart of three or more quantitative variables represented on axes starting from the same point.
In the above exhibit each of the 10 factors form individual axes which have been arranged radially around a point. On the basis of ratings obtained from the respondents the researcher could find out the key factors affecting their purchase decision.

The factors are listed below from the most important to the least important:

1. Price
2. Mileage
3. Maintenance
4. Style
5. Engine
6. Technology
7. Safety
8. Space
9. Dealers
10. Advertisements

Price has the highest influence on consumers purchase decision for car followed by Mileage i.e. Fuel Efficiency and Maintenance. Indian consumers are highly price conscious and want value for their money. Cheapest price not necessarily mean a winning product, instead affordable price would be the best. Customers would appreciate product with reasonable selling price, relative to the value of features and performance of the product. Companies should understand their target market and position the price within their acceptable range. Indian buyers also prefer fuel efficient cars because of ever increasing fuel prices. Fuel efficient cars help them save money. Maintenance is another factor which is very important because easy availability of service stations and spare parts provide them with hassle free repair and maintenance. Style is also equally important as consumers prefer stylish cars. However, advertisements have been rated the lowest. It is observed that incase of making a purchase decision for a car, the consumers are least influenced by the advertisements. But this does not advertisements and promotion are not important. They are highly important in creating Brand Awareness.

Thus, it can be seen that consumer purchase decision is a complex mix of various factors each playing a different role and holding different importance. Automobile Companies should strive to offer cars fulfilling all these factors in order to compete in the highly competitive market.

6.2.11 PRE-PURCHASE FACTORS AND BRANDS

The researcher also conducted brand wise study of factors influencing the consumer purchase decision. With the help of the ratings above and data obtained as to which brand the respondent would most likely purchase next, the researcher prepared Radar Chart showing why consumers prefer a particular brand.
The three brands i.e. Maruti, Hyundai and Fiat are ranked on each of the 10 parameters by respondents who chose the brand for their next purchase. The color coding for each brand helps to visually correlate and contrast the brands over its diverse aspects.

The radar chart of Maruti is represented by color Pink. Out of 332 respondents, 184 respondents selected Maruti for their next car purchase. The radar chart shows that consumers who are the most price and mileage conscious prefer Maruti to Hyundai and Fiat. Maintenance is
the third most important factor followed by Style when it comes to choosing Maruti. The consumers feel that Maruti Suzuki offers fuel efficient and stylish cars at reasonable prices.

The radar chart of Hyundai is represented by color Yellow. Out of 332 respondents, 125 respondents selected Hyundai for their next car purchase. It shows that the style i.e. aesthetics (interiors and exteriors) of the car is the most important factor for consumers for choosing the brand Hyundai. Consumers who want stylish cars prefer Hyundai to Maruti and Fiat. The other important factors that influence consumers to purchase Hyundai are price, mileage and technology. Hyundai cars are known to be reasonably priced catering to all segments of the society. It offers cars priced as low as Rs 3 lacs and as high as Rs 34 lacs. Further, Hyundai is popular for its renowned technology and has one of the most advanced research and development facility.

The radar chart of Fiat is represented by color Blue. Out of 332 respondents, 23 respondents selected Fiat for their next car purchase. It shows that consumers who want a powerful engine prefer Fiat to Maruti and Hyundai. Fiat is known for its powerful and strong engine. Second factor why people chose Fiat was Style. However Fiat scores quite low on other important factors like mileage, price, space and ads. It is ranked lowest on its Dealer network.

The reason why Maruti Suzuki is ruling the Indian market is that it possesses the top three factors which affect the purchase decision most i.e. Price, Fuel Efficiency, and Dealer Network. Hyundai is the second largest automobile player because it possesses factors like Space, Style, Technology, and Price.

Thus, from the exhibit 6.17 it can interpreted that Fiat is not the first choice of consumers who are looking for a price effective, fuel efficient and easy maintenance car. Price, mileage and maintenance conscious consumers choose Maruti whereas consumers who rate aesthetics high go for Hyundai. Consumers who consider engine as the most important factor choose Fiat.
6.2.12 PRE-PURCHASE FACTORS (FIAT SEGMENT)

If looked closely at Fiat’s chart, it can be seen that respondents interested in Fiat form a very different segment. They want powerful engine and a stylish car. In order to identify this segment further the researcher tried to study its demographics.

**Age**

*Exhibit 6.20*

<table>
<thead>
<tr>
<th>Age</th>
<th>No of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-34 years</td>
<td>18</td>
</tr>
<tr>
<td>35-44 years</td>
<td>4</td>
</tr>
<tr>
<td>45-60 years</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23</strong></td>
</tr>
</tbody>
</table>

From the above exhibit it can be seen that out of 23 respondents who preferred Fiat for their next purchase, 18 respondents belong to the age group of 25-34 years, 4 respondents belong to the age group 35-44 years and only 1 respondent belong to the age group of 45-60 years. Thus it can be inferred that the consumer segment for Fiat consists mostly young consumers with age between 25-34 years.

**Family Income**

*Exhibit 6.21*

<table>
<thead>
<tr>
<th>Family Income (in Rs lacs per annum)</th>
<th>No of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>10-20</td>
<td>2</td>
</tr>
<tr>
<td>20-35</td>
<td>15</td>
</tr>
<tr>
<td>Above 35</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23</strong></td>
</tr>
</tbody>
</table>
From the above exhibit it can be seen that out of 23 respondents who preferred Fiat for their next purchase, 15 respondents belong to the income group of 20-35 lacs. 6 respondents belong to the income group of above 35 lacs and only 2 respondents belong to the income group of 10-20 lacs. Thus it can be inferred that the consumer segment for Fiat consists consumers with high family income between 20-35 lacs.

**Gender**

All the 23 respondents who chose Fiat for their next purchase were Males.

**Occupation**

All the 23 respondents who chose Fiat for their next purchase were Professionals.

The above study of demographics of respondents who chose Fiat as their next purchase helped in identifying the segment on which Fiat should focus. For further analysis of this segment the researcher calculated the number of respondents who had the following demographics:

- Age-25-34 years
- Family Income- Rs 20-35 lacs per annum.
- Gender- Male
- Occupation- Professionals

The researcher plotted a radar chart for the above segment and did a comparative analysis with that of Fiat.
The radar chart is as follows:

Exhibit 6.22

In the above exhibit the radar chart for Fiat is reflected by color Pink and the radar chart for the Fiat segment i.e. the segment on which Fiat should focus, is reflected by color Blue.

On comparing the two charts, it can be seen that people for whom engine and style is important, choose Fiat. Other than engine and style the segment on which Fiat should focus has rated technology, style, safety and space also high. Presently Fiat is at par with the expectations of the segment in terms of engine and style but it’s lagging behind on other factors.

As it can be seen from the above exhibit, a wide gap exists between the two radar charts in terms of technology. This means that people for whom technology is very important choose brands other than Fiat. To reduce this gap and to attract technology oriented customers, Fiat
needs to focus on technological advancements in its products. Similarly, Fiat should work on providing more safety and space in its cars.

In this way Fiat will be able to attract other people from its potential target market in the short term. But in order to be a successful brand in the long run Fiat needs to focus on all the important factors affecting the consumer’s purchase decision.

6.2.13 MARUTI NEXA

People perceive Maruti cars as low cost and value for money and this perception is what the company wants to change. In order to sustain high brand equity, experimenting has to be done by any company, including the market leaders. For this purpose, the company has opened new showrooms under the Nexa nameplate to retail its premium set of wheels. These outlets provide a more luxurious buying experience for the customer who is interested in buying a premium product.

Being a market leader for over years, Maruti has not been able to foray into the premium car segment despite repeated attempts with products such as Kizashi and Vitara. This failure is attributed to reasons like Maruti being perceived as affordable, fuel efficient and great value providing car brand. Secondly, it has not been positioned as high-end brand, and hence people ask - Why should I pay such a high price for a Maruti Car?

However, lately, Maruti Suzuki has returned with a fresh attempt to enter the high-end car segment with the launch of first of its kind premium retail network - Nexa. Maruti needs to improve its market share in the premium car category to retain its dominance in the Indian market, where sales of sedans and SUVs have grown in step with prosperity and rising aspirations.
In order to study this brand equity strengthening practice of Maruti Suzuki, the respondents were asked to rate Maruti Nexa on a scale of 1-10 on factors such as Ads and Promotions, Dealer Network, Engine, finance, Mileage (Fuel Efficiency), Price, Safety, Space, Style (Interiors and Exteriors), and Technology. The data obtained was analyzed using Radar Charts. The researcher has done a comparative analysis of Maruti Suzuki and Maruti Nexa. The radar chart of Maruti Suzuki has been derived from Exhibit 6.19.

**Radar Chart of Maruti Suzuki vs. Maruti Nexa**

![Radar Chart of Maruti Suzuki vs. Maruti Nexa](image)

In the above exhibit there are two radar charts. The pink radar chart is for Maruti i.e. those respondents who would purchase Maruti next and the blue radar chart is for Maruti Nexa. On comparing the two, it can be seen that people who are price, mileage and maintenance conscious
choose Maruti. However, when respondents were enquired about Nexa, they rated cars under Nexa high on style, technology, and engine. This is so because Maruti has always positioned itself as an affordable, fuel efficient and value for money brand. It has never positioned itself as a premium brand. With Nexa, Maruti has tried to capture the segment of people who want premium, stylish and technologically advanced products. Thus, the overall perception about Nexa is premium and aesthetically pleasing.

The exhibit below shows the comparison between the radar charts of Maruti Nexa and overall (i.e. radar chart formed from the responses of the respondents as to factors influencing purchase decision).

**Radar Chart of Overall vs. Maruti Nexa**

Exhibit 6.24

In the above exhibit, the pink radar chart is for overall and blue radar chart is for Maruti Nexa. The overall radar chart shows that for people price, style, mileage, maintenance, engine
and technology are the most important factors which influence their purchase decision for a car. On comparing the two, it can be seen that Maruti Nexa is at par with the expectations of people in terms of mileage, safety and maintenance. On the price front it is slightly expensive but this is because it is launched to cater premium car segment. In terms of style, technology, space and engine it fares well and exceeds the expectations of people.

Maruti Nexa is giving tough competition to Hyundai. Hyundai’s i20 has got a strong competitor i.e. Nexa’s Baleno. The reason why people preferred Hyundai to Maruti was former having better style, technology and engine than the latter. However, Maruti Nexa has changed this consumer perception.

The exhibit below shows the comparison between the radar charts of Hyundai (derived earlier) and Maruti Nexa.

**Radar Chart of Hyundai vs. Maruti Nexa**

Exhibit 6.25
In the above exhibit, the pink radar chart is for Hyundai and Blue radar chart is for Maruti Nexa. The radar chart of Hyundai shows that people who rate style, technology, engine, price and mileage high choose Hyundai. On comparing the two charts, it can be seen that Nexa is at par with Hyundai on style, technology, engine, and mileage front. But in case of price, maintenance and safety it is giving stiff competition to Hyundai. With the launch of Nexa, Maruti has been able to attract that segment of people who used to prefer Hyundai.

6.2.14 POST-PURCHASE FACTORS

The respondents were asked to rate the post-purchase factors on a scale of 1-10 which influence their purchase decision for a car. These factors were Maintenance, Reliability, Resale Value, Service Station and Spare Parts.

The responses obtained have been presented in the form of radar chart.

Exhibit 6.26
Thus, in the above exhibit it can be seen that Reliability is the most important post purchase factor according to people followed by Maintenance. The third most important factor is the availability of service stations. Easy availability of service stations and spare parts act as a catalyst in attracting buyers. Resale value of the car has been rated as the least important factor while making a purchase decision for a car. However, it acts as a supporting factor.

6.2.15 BRAND ASSOCIATION

Brand association is anything which is deep seated in customer’s mind about the brand. Brand associations are the attributes of brand which come into consumers mind when the brand is talked about. It is related with the implicit and explicit meanings which a consumer relates/associates with a specific brand name. Positive brand associations help the companies in building strong brand equity and fight competition.

In order to understand what comes to consumers mind when they think of the sample brands, the respondents were asked to write down the word with which they associate the three brands i.e. Maruti Suzuki, Hyundai Motors and Fiat. It was an open ended question so that the researcher gets unbiased responses and respondents were free to write anything that comes to their mind when they hear the name of these brands.

The responses so obtained were analyzed using Word Cloud. Word clouds are visual representations of word frequency that gives greater prominence to words that appear more frequently in a source text. The more frequent the word is used, the larger and bolder it is displayed.

Word clouds of Maruti Suzuki, Hyundai Motors and Fiat are presented as follows:
The words ‘trust’ ‘price’ and ‘economy’ appear in huge letters, demonstrating their frequency in the responses, along with the words ‘swift’, ‘mileage’, ‘maintenance’, and ‘family’. Words like India and family reflect people’s feelings that they consider Maruti to be an Indian brand offering cars suitable for families. Word Swift was also mentioned by a lot of respondents indicating the popularity of its car Swift.

With the help of this word cloud it can be interpreted that people mostly associate brand Maruti Suzuki with these words. Overall it can be seen that all words associated with the brand are mostly positive thereby indicating brand’s good image and strong brand equity.
With the help of this word cloud, it can be interpreted that people mostly associate brand Hyundai with words like ‘fancy’, ‘grand’, ‘technology’, ‘stylish’, ‘modern’ and ‘shahrukh’. Interestingly, frequent response of the word shahrukh indicates that the advertisement which highlights celebrity Shahrukh Khan endorsing Hyundai has a good recall among people. Hyundai is also associated with positive words thereby implying that people have a good image in their minds and the brand enjoys high equity in the market.
The word cloud of Fiat shows that people mostly associate the brand with words like ‘*italy*’, ‘*fail*’, ‘*engine*’, ‘*loss*’, ‘*costly*’, ‘*speed*’ and ‘*sporty*’. Fiat cars are perceived to be expensive and sporty with powerful engine. However, the overall perception is not positive. People believe that the brand has been floundering for years in India. The frequent response of word ‘Italy’ reflects that people consider it to be a foreign brand and lack the emotional bond so shared with brand Maruti. Moreover, the brand is believed to be incurring losses and a failure in the Indian market. Such perception has adversely affected the brand image of Fiat, thereby weakening its brand equity.
In order to understand and analyze brand associations further, the respondents were asked to select any one or more of the ten brand associations for each of the three brands. These brand associations are: Better Service, Comfort, Economy, Prestige, Safety, Sporty, Stylish, Superior Quality, Trust and Value for money.

The data so obtained has been analyzed using bar graph in the following exhibit.

Exhibit 6.30

In the above exhibit y-axis shows the brand names and x-axis shows the brand associations. The number of responses were highest for Maruti Suzuki and lowest for Fiat.
From the above exhibit following can be interpreted:

- **Maruti Suzuki**- From the bar graph of Maruti it can be seen that out of 332 respondents, 91% (i.e. 302 respondents) associated the brand with Economy, 78% respondents associated it with Better service and 70% respondents associated it with trust. However, very few respondents believed the brand to be sporty and prestigious with just 2% and 9% respondents choosing it respectively.

- **Hyundai**- From the bar graph of Hyundai it can be seen that 81% respondents associated the brand with Stylish, 56% respondents consider the brand to be value for money and 44% respondents associated it with Superior quality. However, just like Maruti Suzuki Hyundai has also scored quite low on sporty and prestige with just 7% and 17% respondents choosing it respectively.

- **Fiat**- From the bar graph of Fiat it can be seen that 50% respondents associated the brand with Sporty, 40% respondents consider the brand to be Stylish and 31% respondents associated it with Comfort. Fiat has scored quite low on all other factors like economy. Trust, better service and superior quality.

As rightly stated by Marty Newmeier, The Brand Gap “**Your brand is not what you say it is, it’s what THEY say it is.**”

Analysis of brand associations is highly important because it helps the company in understanding the consumer’s perception and belief. This understanding acts as a guiding source for companies to improve their brand in areas where consumers think it is weak or lagging behind. Moreover companies can capitalize on favorable associations in promoting their brand.
6.2.16 ADVERTISEMENTS AND PROMOTIONS

The respondents were asked if they could recall any recent advertisements of the three brands i.e. Maruti Suzuki, Hyundai, and Fiat. The data obtained has been presented in the form of a bar graph below.

Advertisement Recall

In the above exhibit, it can be seen that out of 332 respondents, 75.90% respondents could recall and remember the advertisement of brand Maruti Suzuki. 66.57% respondents could recall the advertisement of brand Hyundai and only 3.31% respondents could recall and remember the advertisement of brand Fiat. This means that brand Maruti Suzuki and Hyundai have effective advertising strategy. These brands promote and advertise their products heavily due to which people could recall their advertisements. Moreover, both these brands use famous celebrities to
promote their brand like Actor Ranveer Singh promotes Maruti Ciaz and Shahrukh Khan promotes Hyundai i10. Celebrity endorsements also contribute to high advertisement recall. However, Fiat products are poorly advertised and promoted. The reach and frequency of Fiat advertisements is quite low. Fiat is not very active on advertisement front due to which very few people could recall its advertisement.

The respondents were asked as to which advertising media gets their attention the most. The responses so obtained were analyzed using pie chart as shown below.

**Advertising Media**

Exhibit 6.32

In the above exhibit it can be seen that, Print media is the most effective in getting people’s attention towards the advertisement with 35% respondents choosing it followed by TV (Television) with 34% respondents choosing it. Internet is another advertising medium which is gaining importance these days. Internet and Digital media is the upcoming channel which
companies should focus on. However, the least impactful media according to respondents were Billboard advertisements with only 2% respondents choosing it.

The respondents were asked if they buy products based solely on advertisements. They were asked to answer in terms of Always, Often, Rarely and Never. The responses obtained are presented below.

**Advertisement Impact**

![Pie chart showing the responses to the question: Do you buy products based solely on advertisements?](image)

In the above exhibit, out of 332 respondents 46% said that they rarely purchase products based solely on advertisements. 23% respondents said that they often purchase products based solely on advertisements. 21% respondents said that they never purchase products based solely on advertisements. And only 10% respondents said that they always purchase products based solely on advertisements.
Mostly consumers collect information about the product from other sources as well besides advertisements such as friends, word of mouth, reviews, online forums, etc. They consider various factors and information before making a purchase decision especially if the product to be purchased is a Car. Thus, advertisement is impactful and important for creating brand awareness and recognition but it should be supported by other important purchase factors in order to attract consumers.

6.2.17 BRAND PRESENCE ON SOCIAL PLATFORM

As rightly said by Scott Cook, ‘A brand is no longer what we tell the consumer it is – it is what consumers tell each other it is.’

Social media marketing is a form of internet marketing that implements various social media networks in order to achieve marketing communication and branding goals. It primarily covers activities involving social sharing of content, videos, and images for marketing purposes, as well as paid social media advertising. Social Media has become the best tool to interact with customers and business leaders. Social media posts can be used to drive targeted traffic, boosts business growth, increase brand recognition, improve brand loyalty, and customer relationship building. Therefore, it’s necessary for brands to have strong presence on social network mainly Twitter, Facebook and YouTube. The presence of brands Maruti, Hyundai and Fiat on social platforms is discussed below.

TWITTER

Twitter is a social platform to find out about what’s happening in the world right now. Every day, millions of people Tweet about brands. Each Tweet has the potential to give marketers new insights to better understand what customers, prospects, and influencers are saying, thinking, and feeling about their brand. Moreover, companies use Twitter to promote and spread awareness about their brand by posting tweets and photos.
### Exhibit 6.34

<table>
<thead>
<tr>
<th>Brand</th>
<th>Followers</th>
<th>Tweets</th>
<th>photos</th>
<th>Joined</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maruti</td>
<td>53,000</td>
<td>5,895</td>
<td>1,319</td>
<td>Nov-13</td>
</tr>
<tr>
<td>Hyundai</td>
<td>245,000</td>
<td>30,000</td>
<td>11,800</td>
<td>Sep-11</td>
</tr>
<tr>
<td>Fiat</td>
<td>17,800</td>
<td>3,439</td>
<td>822</td>
<td>Dec-08</td>
</tr>
</tbody>
</table>

*Source: Twitter page of above brands from their respective dates of joining till Feb 5, 2017.*

In the above exhibit it can be seen that Fiat joined Twitter in December 2008. Whereas Hyundai joined Twitter in September 2011 and Maruti joined recently in November 2013.

The above exhibit is represented graphically as follows.

#### Followers

### Exhibit 6.35

![Graph showing followers of Maruti, Hyundai, and Fiat](image-url)
In the above exhibit it can be seen that, Hyundai has the highest number of followers on Twitter with 245000 people following its page for news and updates. Maruti on the hand has 53000 people followers on Twitter. However, Fiat has the lowest number of followers with just 17800 people following its page on Twitter.

**Tweets & Photos**

Exhibit 6.36

In the above it can be seen that Hyundai has the highest number of tweets i.e. 30000 since it has joined Twitter. Maruti has 5895 tweets wince its joining and Fiat has only 3439 tweets since its joining.
FACEBOOK

Facebook is a popular free social networking website that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues. Moreover it is also used to create Pages which allows members to create and promote a public page built around a specific topic. Companies mostly create Facebook page in order to promote their brand.

Exhibit 6.37

<table>
<thead>
<tr>
<th>Brand</th>
<th>Fans</th>
<th>Posts/day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maruti</td>
<td>337,872</td>
<td>0.4</td>
</tr>
<tr>
<td>Hyundai</td>
<td>8,131,492</td>
<td>1</td>
</tr>
<tr>
<td>Fiat</td>
<td>991,613</td>
<td>0.2</td>
</tr>
</tbody>
</table>

*Source: Facebook page of above brands*

In the above exhibit it can be seen that average number of posts per day is highest for Hyundai followed by Maruti and then Fiat.
Hyundai comes as a clear winner when it comes to number of fans on Facebook. Hyundai has around 8 crore fans on its Facebook page since its joining. Fiat has around 9 lac fans on Facebook and Maruti has the lowest number of fans with just 3.3 lac people liking its Facebook page.

**YOUTUBE**

YouTube is the largest video sharing website. Companies can upload videos about their brand, products and offers in order to create brand awareness and knowledge among people. In order to be successful on YouTube the video must have the right content and appeal.
All the three brands joined YouTube in the same year i.e. 2011.

The above exhibit is presented graphically as follows:

**Subscribers**

From the above exhibit, it can be said that Hyundai has the highest number of subscribers i.e. 20387 people who have subscribed for Hyundai on YouTube. Fiat has 6417 subscribers and Maruti has the lowest number of subscribers with just 4281 people subscribing for its YouTube page.
From the above exhibit, it can be said that Hyundai has the highest number of uploads on YouTube i.e. 494 uploads thereby highlighting it as an active brand on YouTube. Maruti has 145 uploads and Fiat has the lowest number of uploads i.e. 86 uploads.
From the above exhibit, it can be said that Hyundai has the highest number of views for the videos posted by it with more than 500 million views. Fiat has around 50 million views for its videos on YouTube and Maruti has the lowest score with just 10 million views for its videos.

Thus after analyzing the three main social networks i.e. Twitter, Facebook and YouTube, it can be seen that Hyundai has the strongest presence on social platform. Hyundai is quite active in promoting its products on social media. It has the highest number of Twitter followers, Facebook fans and YouTube subscribers. These high numbers are mainly due to frequent activities undertaken by Hyundai on social media. People look forward to its posts, news and updates online. Fiat, though joined Twitter earliest among the three, has been able to do well on this platform. Number of tweets and followers are quite low. Even on Facebook and YouTube the numbers are not impressive. Overall the brand has a weak presence on social platform. The numbers of Maruti are quite surprising. Being a market leader in the automobile sector, Maruti has failed to make its presence on social networks. Maruti is still in the introductory phase online. Low number of photos, posts and uploads shows that Maruti is still not very active on social media.
REFERENCES
