CONTRIBUTION OF THE STUDY
CHAPTER VII
CONTRIBUTION OF THE STUDY

Segmenting, Targeting and Positioning

7.1 SEGMENT ANALYSIS

The segment analysis of the respondents showed that there exist four segments in the sample size taken for this research. 53.73 percentages of the respondents were in the fourth segment protagonist, 16.9 percentages of customers were in the third segment emotionalist, 15.8 percent of the respondents were in the second segment traditionalist and 14.18 percentages of the respondents were in the first segment utilitarian’s.

The major factor which decided the segmentation among the respondents were the variables sincere, imaginative, realistic, family oriented, independent, up-to-date, honest, young, confident, unique, original, secure, reliable, corporate and wholesome. Out of the 42 brand personality items these variables constituted 50 percentages.

Segment- A - Utilitarians

The demographic profile of this segment of customers indicated that members were mostly were in the age group of 31-40 years. This segment of customers was mostly school educated and they were self employed. The average income of this group respondents were less than 3 lakhs per annum. The personal and demographic variable that differentiated this customers from other segments were qualification and occupation. The members were mostly school educated.

The multiple regressions on the brand personality items shows the maximum contribution of 28.9 percentages explained by realistic, 25.7 percentage variation by original & 24.3 percentages by family oriented.

The multivariate test of significance on the personal factors of the customers, the age, occupation and annual income significantly influenced the brand personality dimensions. The dimension sincerity varied significantly according to the occupation of the customer. The parameters estimates on the multivariate analysis indentified the impact of personal factors on the brand personality dimensions. The sincerity was influenced by both age and occupation. The dimension ruggedness was influenced by the customer’s annual income.
The multiple regression of human personality item on the brand personality dimensions indicated that sincerity contributed 32.1 percentages with stubborn, disorganized & inventive contributing maximum to this brand personality dimension. 31.8 percentages is contributed by stubborn, withdrawn tense, orderly & competitive for the brand personality dimension excitement. 14.7 percentages is contributed by curious towards the brand personality dimension competence.

The multiple variant analysis discriminating human personality items in indentifying the brand personality dimensions showed that sincerity is well indicated by the human personality stubborn and withdrawn. The dimension excitement is pronounced by the human personality item orderly. Sympathetic and forgiving were the two human personality items which differentiated the competence dimension. The dimension sophistication is indicated by the human personality stubborn and the ruggedness dimension by withdrawn.

**Segment B - Tradionalist**

The demographic profile of this segment of customer indicated that the members were mostly male in the age group of 31-40 years and were mostly undergraduates and self employed. The annual income of this segment of customer was 2.1 to 3 lacs. The family members in the family of this segment of customers were five. The rational factor which differentiates this segment from the other segments is the tenor of usage of the car and the frequency of changing car.

The multiple regressions on the brand personality items show the maximum contribution of 41.2 percentages by corporate, imaginative, independent, oriented, unique and sincere. Honesty contributes 24.6 percentages with confident and family oriented. Family oriented contributes 19.1 percentages with honest and imaginative.

The multivariate test of signification the personal factors of the customers viz. age, occupation, gender, annual income, number of family members and qualification significantly influence the brand personality dimensions. The multivariate test on this segment of customers showed that dimension sincerity was significantly influenced by the customer’s gender, age and occupation. The personal factors occupation and annual income of the customers influenced the dimensions excitement and ruggedness. Also the dimension ruggedness was influenced by the number of family members.
The parameter estimates on this segment of customers showed that the occupation and number of family members had an impact on the dimension sincerity. The personal factor annual income of the customer in the group of 2.1-3 lacs, 3.1-4 lacs and 4.1 - 5 lacks had an impact on the excitement dimension. The customers with the annual income of 2.1 – 3 lacs and 4.1 to 5 lacs considered the brand personality dimension of Maruti Swift as rugged.

The multiple regression of human personality items on the brand personality dimension indicate that 38.7 percentages is contributed by competence and the human personality items that contribute are inventive, tense, fearful and calm. 20.4 percentages is contributed by sophistication with the human personality items sociable, organized and competitive. Sincerity contributes 18.6 percentages with sociable and orderly in the human personality items.

The multiple variant analysis of human personality items on brand personality dimensions indicated that sincerity is well denoted by orderly. Customers who are stubborn and silent attribute competence as the brand personality dimension. Respondents who are fearful attributed sophistication as the brand personality dimension.

**Segment –C- Emotionalists**

The demographic profile of this segment of customers indicated that the members are in the age group of 31-40 years. The customers in this segment were mostly under graduates and post graduates. The occupational profiles of these members were in organized sector. They were employed in private sector and in government sector. The demographic profile which differentiates this group from others is education and occupation. The rational factor that differentiates this segment from others is that these customers use Maruti products at least for 3 years.

The multiple regressions on the brand personality items indicate that honest contributes 32.3 percentages with imaginative, secure and unique. Realistic contributes 27.3 percentages with family oriented and wholesome. Unique contributes 26.8 percentages with honest, sincere and up-to-date.

The multivariate test of significance on the personal factors of the customers the age, has a significant influence on the brand personality dimension excitement, sophistication and ruggedness of Maruti Swift. The parameter estimate of this segment of customer showed that the personal factor age significantly influenced the
personality dimension excitement of Maruti Swift. Customers in the age group of 21-30, 31-40 and 41-50 attributed to excitement dimensions. The customers in the age of 21-30 and 31-40 years attributed sophistication dimensions to Maruti Swift. The dimension ruggedness was contributed to Maruti Swift by customers in the age of 41-50 years.

The multiple regression of human personality on the brand personality dimensions show that sincerity is represented by practical, withdrawn, energetic and sympathetic as human personality items. The brand personality dimension competence is contributed by sympathetic and forgiving items to maximum variation of 24.2 percentages. The dimension ruggedness contributes 17.8 percentages with silent and withdrawn. The brand personality dimension excitement contributes 12.6 percentages with conventional as human personality item.

The multivariate analysis of human personality on the brand personality dimensions for this segment shows that customers who are calm attribute to the excitement dimensions. The brand personality dimension sophistication is denoted by practical and disorganized human personality items. The forgiving human personality contributes to the brand personality dimension ruggedness.

**Segment D- Protagonists**

The demographic profiles of this segment of customers are mostly male in the age group of 31-40 years. The educational profile of this segment is under graduation and post graduation. The occupational profile is self-employed and professionals with an average annual income of 3 lakhs to 5 lakhs.

The members in the family were 5-6 persons. The demographic profile that differentiates this segment from the others is education and occupation. The customers were undergraduates with self employment and entrepreneurship. The rational profile that differentiates this segment from the others is there customers use Maruti for more than 3 years and the frequency of change within 1 year is almost negligible and very less compared to the other segments.

The multiple regressions show that wholesome contributes 29.4 percentages with original, realistic, young and family oriented. The variation of reliable by 28.7 percentages is contributed by up-to-date, sincere, corporate and realistic. The variation of realistic by 27.2 percentages is contributed by wholesome, reliable, secure and honest.
The multivariate test of significance explains the impact of personal factors on the brand personality dimension. The personal factors age, annual income and occupation had significant influence on the brand personality dimension sincerity, competence and sophistication. The parameters estimates on this segment of customers showed that the brand personality dimension sincerity of Maruti Swift was influenced by the factor annual income. Customers with an annual income of 2.1-3 lacs attributed to sincerity the customers in the age group of 31-40 and 41-50 years and with an annual income of five lakhs and above contributed to the brand personality competence. Customers who were self employed in this segment attributed that Maruti Swift is an sophisticated brand.

The multiple regression of human personality; items on the brand personality dimensions show that brand personality dimension excitement contributes 29.4 percentages by silent, sympathetic, competitive, energetic and inventive.

The brand personality dimension competence contributes 25.6 percentages variance with maximum contribution of sympathetic, inventive, disorderly, silent and withdrawn. The dimension sincerity contributes 24.8 percentages variance with contribution of sympathetic, organized, sociable, silent and disorderly. The dimension ruggedness is 19.3 percentages variant with silent, curious, sociable, orderly and self confident.

The multi variant analysis of human personality on brand personality dimensions show that the best human personality items, that denoted sincerity were sympathetic, calm and organized. Excitement was well indicated by competitive, silent, withdrawn, curious and tense. The dimension competence was well indicated by the human personality items sympathetic, orderly and curious. The items sociable, energetic predicted sophistication. Ruggedness was well denoted by sociable energetic, silent, self confident and curious.

**Summary for all segments**

The demographic profile education, occupation, and number of family members influence the dependent brand personality dimensions. Customers who were school educated were using Maruti Swift for less than a year and their frequency of change of brand were also once in 2 years. Customers using Maruti Swift for three years were undergraduates and post graduates working in organized sector like private and government sectors. The demographic profile of the customers contributed to the
brand personality dimensions of Maruti Swift in their preference for usage. Customers who felt Maruti Swift as a car which can live up to its promises and provide a car which can be of good utility were in the demographic profile of school education and self employment. Customers who were undergraduates and self employed felt the Maruti Swift is a brand manufactured by a reputed company and it’s a market leader. The customers who were working in the organized sector felt Maruti Swift to be a brand which gives mental satisfaction. The demographic profile of undergraduates and post graduates and employed in the organized sector gave more preferences to intangible benefits than the functional benefits.

The multivariate test of significance for all the four segments explains the impact of personal factors on the brand personality dimensions of sincerity, competence, excitement, sophistication and ruggedness. The factors age, qualification and annual income contributed significantly to the brand personality dimension of Maruti Swift.

The personal factor age significantly influenced the brand personality dimension competence and sophistication. The factor qualification influenced the brand personality dimension sincerity, excitement, competence, sophistication and ruggedness of Maruti Swift. The personal factor annual income contributed to the brand personality dimension sincerity.

The parameter estimate of the summary of all segments show that the brand personality dimension of Maruti Swift was significantly influenced by the customers personal factor age, annual income and number of family members. Customers in the age group of 21-30, 31-40 and 41-50 with an annual income of 2.1 – 3 lacks and with family three members attributed sincerity as the brand personality dimension of Maruti Swift. Customers in the age group of 21-30, attributed excitement as the brand personality dimension. Customers in the age group of 21-30, 31-40 and 41-50 attributed Maruti Swift with competence brand personality dimension. The brand personality dimension of Maruti Swift was influenced by customers in the age group of 31-40years and who were working in private and government sector.

The rational factor of using a car for more than 3 years contributed to a segment of customers who felt Maruti Swift as a very trusted brand which is safe to use, with features and benefits charged at a fair price. This profile of customers felt Maruti Swift as a hard working brand which is user friendly with attractive colors and
advanced technical features. This group of customers also felt that Maruti Swift can be used for all purposes and its family oriented.

The multiple regression of human personality on brand personality dimensions show that the maximum contribution of 52.3 percentages in sincerity is explained by sociable, stubborn, competitive, practical, self confident, forgiving and orderly. 48.7 percentages variations in competence are explained by stubborn, silent, forgiving, inventive, sympathetic, practical and orderly. The dimensions excitement has 44.6 percentages variance contributed by sympathetic, forgiving, energetic, withdrawn self confident, silent, disorderly, inventive and stubborn.

The multiple discriminate analyses on the human personality items on brand personality dimensions identified the discriminating factors. The customers who were sympathetic, practical calm, self confident, orderly and disorderly attributed the brand to be sincere.

Customers who attribute that Maruti Swift is an exciting brand are those who are competitive, energetic, stubborn, silent, forgiving withdrawn, curious and fearful. The dimension competence is attributed by the customers who are competitive, stubborn, silent, inventive, sympathetic organized, curious, fearful and disorderly. The dimension sophistication is attributed by those who are fearful, self-confident, practical, withdrawn, stubborn, energetic and sociable. Ruggedness is attributed by human personality items sociable energetic stubborn, silent, forgiving, withdrawn, self confident curious and fearful.

7.2 Profiling the segment – Brand “Maruti”-- customer’s perspective.

Recommendation of suitable strategies

MARUTI SWIFT - BRAND
Utilitarian – Segment A
Analysis

The customers in this segment belong to the age group of 31-40 with school education and were self employed. These customers were using Maruti for short period of time compared to other segment of customers. The customers of this segment felt that Maruti as brand is popular and hence its products Maruti Swift will
be a good car and will live up to its promise of efficiency. These segment customers were more focused on the utility of the automobile; hence they are grouped and called as Utilitarian’s.

**Multiple regression analysis of Brand Personality**

The cause and effect relationship of brand personality items for Utilitarian’s shows that these customers believe Maruti Swift is a realistic brand which is original in its offer and products and is independent from other brands while offering the brand to its customers. These customers also believe that Maruti Swift as a sincere brand which lives up to its promise to deliver the benefits in a original, independent, sincere and in a realistic manner with an eye towards family orientation.

**Manova**

The personal factors of the customers who own Maruti Swift influenced the brand personality dimension of the brand Maruti Swift. These customers are middle age and self employed felt, Maruti Swift as an sincere brand. Customers who were in the income group of 3 lacs felt that Maruti Swift as an rugged brand. They felt that this brand can be used for all purposes and for all uses such as an a rugged terrain and unevenly laid roads.

**Multiple discriminate analyses – Utilitarian’s**

The customers who attribute Maruti Swift to be a exciting brand, in this segment are those who are stubborn, withdrawn and orderly i.e. those customers who do not back down in arguments and enjoy sitting back at home and read. The customers who attribute Maruti Swift to be a competent brand are those who are sympathetic and forgiving, i.e. these customers lend their ears to others and forgive. In these segment customers who are stubborn also attribute sophistication to Maruti Swift and those who are withdrawn attribute brand personality dimension as ruggedness.

**Multiple regression analysis of human personality on Brand personality**

“Utilitarian’s who are inventive, stubborn and disorganized believe that Maruti Swift is a sincere brand. Customers in this segment who are competitive, orderly, tense, withdrawn believe Maruti Swift to be an exciting brand. Customers
who are curious and want new way of doing things believe Maruti Swift to be a competent brand. Customers who are organized i.e. who want things to be neat and tidy believe Maruti Swift as a sophisticated brand.

**Traditionalists – Segment B**

**Analysis**

The customers in this segment attribute Maruti and Maruti Swift as a strong leader in the automobile industry. These customers feel that Maruti as a brand which had been in the market for a long period of time and it comes out with good features i.e. both interiors and exteriors. These customers attributed to advertisements of Maruti to be trendy and also living up to contemporary requirements like safety with ABS and airbags. This segment of customers has a traditional approach to the product and hence they are grouped and called Traditionalist.

**Multiple Regression Analysis of Brand Personality**

The cause and effect relationship of brand personality items for traditionalist shows that these customers believe Maruti Swift as a corporate brand. The customers believe that this product is from a reputed manufacturer who has been in the market for more than thirty years. The customers feel Maruti Swift to be independent, imaginative in advertisement and in its product which is family oriented and unique. Traditionalist attribute Maruti Swift to be an honest brand since its safe for them to drive i.e. it gives confidence while using the car. The traditionalists believe the car to be family oriented as Maruti Swift is honest in its delivery and it’s imaginative and unique in its offering.

**Manova**

The personal factors age, annual income occupation and number of family members influenced the brand personality dimensions of sincerity, excitement and ruggedness of Maruti Swift. The customers in this segment who were professional with a small family felt Maruti Swift as a sincere brand. The customers who were in the annual income group of 3 lakhs felt that Maruti Swift as an exciting brand. These customers feel that the brand comes in attractive color and they feel energetic while driving the car Marutiswift.
The customer with an annual income of 5 lakhs and small family felt Maruti Swift as a rugged brand. These customers feel Maruti Swift could be used for long travel on vacation, hill resorts and other rugged terrain.

**Multiple Discriminate Analyses - Traditionalists**

The customers in this segment who attribute Maruti Swift to be a sincere brand are those who are stubborn. Customers who are silent i.e. who listen to others attribute Maruti Swift to be competent brand. Customers who are cautious and fearful attribute Maruti Swift as a sophisticated brand.

**Multiple regression analysis of human personality on brand personality**

“Traditional” customers who attribute Maruti Swift as a competent brand are those who are inventive, tense, fearful and calm. Maruti Swift is a sophisticated brands for customers who are sociable, organized and competitive also the same human personality items inferred the brand personality dimension sincerity among this segment of customers. Customers who were curious with new ideas attributed Maruti Swift as exciting brand.

**Emotionalist – Segment – C**

**Analysis**

The customers in this segment were mostly post graduates and undergraduates employed in organized sector like bank, government institution, college, public sector undertakings - PSU’s. These customers felt Maruti Swift as a safe car while driving which provided all the benefits at a fair price. They attributed that the quality of Maruti has been consistent over the years with imaginative and wholesome products. This segment of customers was looking for more mental satisfaction rather than functional aspects and hence they are grouped and termed “Emotionalists”.

**Multiple Regression Analysis of Brand Personality**

The cause and effect relationship of brand personality items for emotionalist shows that these customers believe Maruti Swift as a honest brand. Since this brand is imaginative in its advertisements promotions and unique in its product with a built in safety as a main attribute. The customers attributed this brand to be realistic when the offer was wholesome and family oriented. Emotionalists felt that Maruti Swift is
unique brand with an honest and sincere approach in its product, delivery, packaging and services. Also they felt that the product Maruti Swift is up-to-date and has all the features required by the contemporary customer.

**Manova**

The personal factor age and occupation influenced the brand personality dimensions excitement, sophistication and ruggedness. Customers in the middle age feel Marti Swift to be a exciting brand. These customers attribute Maruti Swift as an energetic brand with lively colors, good dealerships and elegant delivery system. The customers with an annual income of three lakhs felt Maruti Swift to be a sophisticated brand. These customers felt the car to be upper class with smooth drive which is being appreciated by their friends and close relatives. The customers in the middle age also felt that Maruti Swift as an rugged brand. These customers felt that this car can be used in all terrains and roads.

**Multiple Discriminate Analyses – Emotionalists.**

The customers who attribute Maruti Swift to be an exciting and rugged brand are forgiving and tend to avoid confrontations with others. Customers who were practical and disorganized attribute Maruti Swift to be sophisticated brand. Customers who tend to avoid confrontations i.e. Who are forgiving attribute Maruti Swift to be a rugged brand.

**Multiple regression Analysis of Human Personality on Brand Personality**

“Emotionalists” who are practical, energetic i.e. playing noisy games, and sympathetic in listening to others believe Maruti Swift to be a sincere brand. Those Customers who were sympathetic & forgiving attributed Maruti Swift as a competent brand. Customers who were more of listeners’ and enjoy reading books sitting at home is silent and withdrawn attributed Maruti Swift as a rugged brand. Customers who were conventional with using tried and tested methods are attributed Maruti Swift to be a exciting brand.
**Protagonist – Segment D**

**Analysis**

The customers in this segment feel that Maruti Swift is a safe and reliable car which is available in the market for a long period of time. The customers attribute Maruti Swift as a whole some car which provides benefits and features at a fair price. These customers feel the brand as young and family oriented. Customers in this segment attribute Maruti Swift as a Unique and sincere brand which offers its product not based on other manufactures, but it’s original and unique. The customers also feel that the colors, delivery, service and after service-post sales are honest and sincere. These segments of customers not only derive mental satisfaction from the product, but are also satisfied with the physical attributes of the product Maruti Swift and they enjoy the product in whole. Hence these customers are grouped and called as ‘Protagonist’.

**Multiple Regression Analysis of Brand Personality**

The cause and effect relationship of brand personality items for Protagonist shows that these customers believe Maruti Swift as a wholesome brand since it is original in its offer and product, realistic in keeping up its promises, young and family oriented. Customers feel that the Maruti Swift is up-to-date, sincere towards its customers, corporate in its attributes and it’s a reliable brand. Customers who feel that Maruti Swift is wholesome, reliable, secure and honest attribute it as a realistic brand.

**Manova**

The personal factors age, annual income and number of family significantly contributed to the brand personality dimensions sincerity, competence and sophistication. The customers in the income group of three lacs feel that Maruti Swift as an sincere brand. They feel that Maruti offers its promises and it comes out in elegant colors. The customers in their middle age and with five lacs annual income feel that Maruti Swift is an competent brand. These customers feel the quality of Maruti cars is consistent and it’s products which are available in the market for a long period of time. The customers who were self employed in this segment feel Maruti Swift as a sophisticated brand which is admired by their friends and relatives.
Multiple Discriminate Analyses -Protagonist

The customers who attribute Maruti Swift to be a sincere brand are those who are sympathetic, calm, and organized. Customers who are competitive, silent, withdrawn, curious and tense attribute Maruti Swift as an exciting brand. Customers who are sympathetic, orderly and curious attribute Maruti Swift as a competent brand. Customers who attribute Maruti Swift as a sophisticated brand are sociable and energetic, customer who is high on sociable, energetic, silent, self confident and curious attribute Maruti Swift as a rugged brand.

Multiple Regression Analysis of Human Personality on Brand Personality

“Protagonist” who are extroverts i.e. who are sociable, competitive, practical, self confident and also stubborn, withdrawn, fearful attribute Maruti Swift as a sincere brand. Customers who are by nature sympathetic, fearful, insensitive, silent, forgiving, practical and orderly feel that Maruti Swift is a competent brand. Maruti Swift is an exciting brand for those who are forgiving, sympathetic, energetic, withdrawn self confident, fearful, stubborn, tense and inventive. Customers who attribute Maruti swift as rugged brand are sociable, orderly, self confident, organized and fearful, stubborn tense and inventive. Customers who are social, self confident, organized, forgiving, withdrawn and fearful attribute Maruti Swift as a sophisticated brand.

Summary of Manova of all the four segments

The brand personality dimensions sincerity, excitement, competence, sophistication and ruggedness is significantly influenced by the personal demographic profile of the customers. The customers age, gender, annual income, number of family members, occupation and qualification plays a great role on the brand personality dimensions.

The customers in their middle age feel Maruti Swift to be a sincere brand. The customers feel that Maruti Swift lives up to its promises and their communication in advertisement is clear and correct. The customers in the age group of 30 years feel Maruti Swift to be an exciting brand which is full of life and energy. They also admire the colors of Maruti Swift. Those customers in middle age feel that Maruti Swift is a competent brand. These customers feel that Maruti Swift is manufactured by a
reputed company, which has been in the market for a long period of time. They also feel the product quality to be consistent in all these years. Customers in the middle age and self employed feel Maruti Swift to be a sophisticated brand. They feel that this car is admired by their friends and relatives.

7.3 Regressive Model by AMOS graphics

The respondent customers in Madurai City using Maruti swift felt that the brand personality dimension of Maruti Swift is Ruggedness. The other brand personality dimensions that influenced the customers are sophistication and excitement. The brand personality items masculine, outdoorsy, western, tough and rugged are relevant for rugged dimension. The customers most of them are male and they feel the car Maruti Swift can be used for all terrains and it is a tough car. The customers also feel that his brand is westernized and it is not used only at home but for all purposes. Maruti Swift is also considered as a sophisticated car for its smooth drive and good physical attributes. Customer feel Maruti Swift is admired by their friends and relatives and also liked by women. Excitement is another dimension the customer’s attributes to Maruti Swift. The customer feel Maruti Swift is unique, up-to-date, imaginative and independent. The customer feel that the product offered is unique and it has got features which are up-to-date and independent, from the competitors. The customers feel that Maruti Swift comes out with good colors and the car is aesthetically designed with great imagination.

The main dimension of human personality of Maruti Swift customers is extroversion. The other human personality dimension of Maruti Swift customer is conscientiousness and agreeableness. The human personality items sociable, energetic, silent and withdrawn forms the human personality dimension extraversion. The terms sociable and energetic are apt for the customers as they love socializing and to be competitive.

The Maruti Swift customers like things to be neat and tidy i.e. organized and they follow a daily routine i.e. orderly. This personality of the customers makes them to like Maruti Swift for its color, appearance, interiors and upholstery. Customers also like the brand since the human personality is organized and orderly. Customers feel Maruti is very organized right from the stage of booking through post sales and delivery.
The dimension agreeableness is more relevant for the customers of Maruti Swift since they are competitive. Also they avoid confrontation and listen to other people problem.

7.4 Contribution of the Study to the Organisation

Brand personality of Maruti Swift

Maruti can project the Maruti swift brand as a tough and rugged car. The customers attribute Maruti Swift as a tough car that can be used for tough situations. They also feel that this car is not only used at home but also when the roads are irregular and not so well laid. The other dimensions attributed by the customers to this brand are sophistication and excitement. The customers are proud owners as their car is charming and admired by others. The good looks and smooth drive add to the sophistication dimension. The customers are excited about Maruti Swift for its unique offer with up-to-date and contemporary features like air bags, ABS system. Customers also attribute Maruti swift as a creative brand which is independent in its offer i.e. not based on others. Hence Maruti Swift can be projected in advertisement as a tough car with great looks and unique attributes.

Human Personality

Extraversion is the main human personality dimension of Maruti Swift customers. These customers are highly sociable and like talking to people at social gathering. Also they are energetic and like to play noisy games. Maruti Swift customers are organized and they like to do things in an order. The customers are competitive and stubborn. Hence Maruti Swift can be projected to customers who like to party and are energetic. The customers were mostly male and hence the macho image can be projected with a flair for neatness and routine. The customers were also seen to be more competitive and stubborn. Hence the advertisement and promotion can be on similar lines, because human personality impacts the brand personality of Maruti Swift.
Utilitarian’s

The customers in this segment are mostly school educated and self employed. These customers highly attribute to the brand personality dimension sincerity and excitement. But they feel that this brand is a bit low on sophistication and competence.

The promotion and advertisement to this segment could project Maruti Swift as a good looking car with great features and it can give a smooth ride. The Maruti Swift can also be projected as an upper class car with unique attributes and it’s a safe and secure car. This segment customer feels a bit low that the car is not sincere and it is not fairly priced and it does not keep up its promises. These items of sincere and realistic could be projected in the advertisement and promotion. Also this car should be projected to these customers as a family oriented car. The promotion and advertisement to this segment can feature on physical attributes, good looking, safety and security which is – fairly priced and lives up to its promises. With this promotion and activities the percentage of customers under the segment utilitarian can be significantly increased.

Traditionalist

The customers in this segment were under graduates and self employed. The “Traditionalist” attributes Maruti Swift to be a competent and sophisticated brand. But they feel that Maruti Swift is a bit low on sincerity, excitement and ruggedness. The promotions and advertisement to this segment of customers could feature Maruti Swift as a sincere, exciting and rugged brand. To improve on these dimensions Maruti could feature Maruti Swift as a car which fairly priced for the featured offered. It can feature the physical and mental satisfaction derived by driving Maruti Swift. The customers could be informed that Maruti Swift lives up to its promises since it is from a leading car manufacture and has been the Indian Market for nearly three decades. Maruti Swift could be featured to this segment as a unique brand which can help them feel young by driving this car. Also it could be featured as a car which is modern and contemporary. To feature this car as a rugged brand to this segment Maruti can feature, Maruti Swift as a car that can be used on all terrains and it is fun riding this car on tough roads. With these promotion and advertisement the percentage of customers using Maruti Swift in this segment can be increased.


**Emotionalist**

The customers in this segment were mostly undergraduates and post graduates who were employed in organized sector. The customers in this segment own Maruti Swift for emotional benefits rather than functional benefits. The customers in this segment attribute Maruti Swift to be a sincere and competent brand. But they feel a bit low on the ruggedness and excitement dimensions.

The promotions and advertisement to this segment could feature ruggedness and excitement dimension of Maruti Swift. Customers who are silent and withdrawn and conventional feel that the brand is not excited and rugged. The promotions and advertisement could feature Maruti Swift as a unique brand which is reliable and has been consistently successful in the market. Also Maruti Swift could be featured as a car which is reliable and safe to use with advanced technical features like ABS, dual air bags and anti corrosive paints. The promotion and advertisement can feature Maruti Swift as a tough car which can be used on all terrain and it has got a western looks. This segment of customers could also be offered more test drives in the irregular roads to prove that Maruti Swift is a rugged car.

**Protagonist**

This segment of Maruti Swift customers are loyal and hardcore users of Maruti products. The customers in this segment have been using Maruti or Maruti Swift for more than three years.

The customers in this segment attribute excitement, competence, sincerity, ruggedness and sophistication as the brand personality dimension. The promotion and advertisement to this segment of Maruti Swift customers could future the product preferred by all walks of people both rural and urban. Maruti could future this brand as a pioneer in the market that provides mental and physical satisfaction. They can future Maruti Swift as a young brand which has its origin from a super bike. This will attract more youngsters to graduate from a bike to car. Maruti swift could be featured as a contemporary brand which is independent from other manufacture in its offer of product and service.

The brand Maruti Swift could be featured as a safe and reliable car which can service a car across the length and breadth of the country. Maruti could show case
it’s prowess of service network, its Maruti finance, Maruti Insurance to this segment of customer so that it can retain them as loyal customers.

Maruti Swift could be featured as an upper class car used by the rich and famous for its glamourous looks and smooth drive. The interiors are a great asset to this brand Maruti Swift, which could be featured to this segment of customers to make it more sophisticated. Maruti Swift could definitely feature its product as a rugged car which can travel on all terrains. The suspension, boost assist system and new generation ABS could be featured to add authenticity to the rugged brand image.

7.5 Contribution of the research to Maruti Dealers in Madurai city.

The researcher was able to study the brand personality dimensions of Maruti Swift. The customers attributed Maruti Swift brand personality as rugged, sophisticated and excitement.

The brand personality items relevant to rugged dimension for Maruti Swift are outdoorsy, masculine, tough and rugged. The brand personality items relevant to sophistication dimension for Maruti Swift are corporate, reliable, secure, and confident. The brand personality items relevant to excitement dimension are young, unique, up-to-date, imaginative and independent. The research was able to study the human personality dimensions of the Maruti Swift owners. The major dimensions of human personality were extraversion, conscientiousness and agreeableness. The human personality items which were relevant for the dimension extraversion were sociable and energetic. The human personality items organized and orderly were relevant on the dimension conscientiousness. The human personality dimension agreeableness was relevant with the human personality item competitive, stubborn, sympathetic & forgiving.

The researcher was able to confirm with this study that human personality affects the brand personality dimensions of the product. The researcher was able to identify that when human personality changes brand personality is impacted by that change.
The reality: At the Maruti Suzuki Dealerships in Madurai City:

In Madurai city there are three dealers and usually they release advertisements and execute promotions both jointly and individually.

The 85% of sales promotion is done through paper advertisements. The dealers either individually or jointly issue advertisements in the English newspaper The Hindu, Times of India and in Tamil newspapers Dinamalar, Daily Thanthi and The Hindu Tamil edition. Apart from the print media the advertisements are seldom done through televisions, radio or other digital media. The major part of advertisement is print media.

The cost of advertisements in the print media is as***

Madurai City edition of newspaper: Rs.18,000 per advertisement X 4 advertisement per month is Rs. 72,000 per month per dealer

For three dealers the amount spent is Rs.2,16,000 per month.

For three dealers the amount spent is Rs.25,92,000 per annum.

Exhibit 12: Advertisement in The Hindu dated March 7th 2014
Exhibit 13: Advertisement in Dinamalar dated March 12th 2014

The exhibit of the two advertisements clearly highlights the **financial** advantage of buying a Maruti Suzuki car. It **does not highlight any other aspect** of the product or service. Competition between brands gulps a huge amount of resource in the race to win customers but if the resources are not well spent what has been a successful brand may not fare well in Madurai, that is already clogged with too many offerings.

The confusion in decision making could be minimized and help the customers to scale it down by the research finding done in Madurai by pitching in the product as a rugged personality as figured. Media should be utilised to instill ruggedness in every form and shape in the young minds and today’s Indian youth are aligned for a Macho, Masculine and Rugged Personality trait.

The three dealerships are in prime location of the city with minimum of 3500 sq. ft of showroom space (alone) and a grand façade. The number of foot falls in each dealership is 10 per day approximately**. To cater to these customers each dealer has a new vehicle sale force of 25-30 executives supported by a team of back office executives and telecallers.
The number of test drives given in a month in each dealership is 650 approximately, for all brands of Maruti cars, of which 100 test drives are for Maruti Swift. The feedback and the data are collected for each test drive and stored.

There is no exclusive “club” or a “forum” of customers for any of the 17 brands of Maruti among these 3 dealerships. Apart from inviting the customers for an exchange mela the data of customers are not utilised in any other form like an annual meet of Maruti Swift owners or to wish the customers a happy anniversary of ownership. The customers are contacted only when there is a financial transaction involved, that is when there is an Motor vehicle insurance renewal or for the periodic service or for any other reason like Maruti genuine accessories sales (MGA). The dealerships focus only on their “Bottom line” at the “cost of the customers”

The dealership does not track the customers for more than period of time, there are dealership which are as old as Maruti that is to say they are 30 years old, they are sitting on a gold mine of raw data which is not converted for any useful marketing purpose.

**The Facts: From the findings of the researcher.**

The respondent customers in Madurai City using Maruti swift felt that the brand personality dimension of Maruti Swift is Ruggedness. The other brand personality dimensions that influenced the customers are sophistication and excitement. The customers most of them are male and they feel the car Maruti Swift can be used for all terrains and it is a tough car. The customers also feel that his brand is westernized and it is not used only at home but for all purposes. Maruti Swift is also considered as a sophisticated car for its smooth drive and good physical attributes. Customer feel Maruti Swift is admired by their friends and relatives and also liked by women. Excitement is another dimension the customer’s attributes to Maruti Swift. The customer feel Maruti Swift is unique, up-to-date, imaginative and independent. The customer feel that the product offered is unique and it has got features which are up-to-date and independent, from the competitors. The customers feel that Maruti Swift comes out with good colors and the car is aesthetically designed with great imagination.

***Details as collected from the Maruti Suzuki Dealership executives.***
The main dimension of human personality of Maruti Swift customers is extroversion. The other human personality dimension of Maruti Swift customer is conscientiousness and agreeableness. The human personality items sociable, energetic, silent and withdrawn forms the human personality dimension extraversion. The terms sociable and energetic are apt for the customers as they love socializing and to be competitive.

**The rift: between the reality and the fact**

The research outcome based on the segment Utilitarians, Traditionalist, emotionalist and Protagonist has highlighted various positioning gaps which could be addressed by all the 3 Maruti dealers in Madurai to win over the competition.

The advertisments released by the dealers either highlight the brand personality or the human personality.

There is no conversion of data into any marketing programme (apart from exchange melas) which the Maruti dealers have. By virtue of being the market leader they should be able to cross sell products. They have nearly 17 brands with 150 variants. The percentage of cross selling is not calculated even if it happens.

Show rooms are not promoted in their sales promotion. There is no scientific method employed to track and calculate the footfalls in the showroom. With such huge showrooms they are able to attract only 10 customers per day.

The customer feel Maruti Swift is unique, up-to-date, imaginative and independent. The customer feel that the product offered is unique and it has got features which are up-to-date and independent, from the competitors. The customers feel that Maruti Swift comes out with good colors and the car is aesthetically designed with great imagination. None of these attributes are highlighted in their advertisments.

The demographic profiles of the customers in this research are mostly educated and in the age group of 31-40 years, but the dealerships do not prefer to opt for any digital media like face book or twitter.

**Crafting a strategy: with Brand personality to position Maruti Swift in Madurai city**

The study has highlighted that the dealers could position Maruti Swift on the basis of geographical positioing.

The study has highlighted that the profile and segment of the potential buyers on the basis of human personality traits – extraversion and agreeableness.
The Maruti dealers in Madurai city could focus on referral program since most people associate themselves with like minded personality groups. The human personality trait studied has also, revealed that people like to socialize and involve in competitive activities.

The Maruti dealers would start an exclusive “Swift Zone” or “Swift Club” where the owners could invited for a rally or treasure hunt since the brand personality is rugged, macho and outdoorsy.

More programmes could be conducted in accordance with the human personality socializing, in the showrooms to increase the footfalls, like every month they could have an exclusive anniversary programme by inviting the customers who have purchased a Maruti Swift in the corresponding month of the previous year. Showrooms are well maintained by the dealers, this could also help in customer identifying his/her personality trait of being organized.

The rich upper class looks of both the showroom and the Maruti Swift could be highlighted in the promotions. Customers could be invited to join a exclusive group of Maruti Swift owners on the face book, the more likes will enhance the sophistication dimensions of the brand.

The promotions could be contemprory, trendy, arousing the interest of the customers with creativity could enhance their excitement dimension. Most of the customers are in the age group of 31-40 years so the promotions could be targeted towards them with unique, up to date elements with full of life.

With exciting marketing campaigns the target could be more focussed and unnecessary spending could be reduced. The dealers are nearly spending Rs.2.5 million for paper advertisement; even if they could allocate a part of this resource for other marketing campaigns they could have more loyal customers. It is less expensive to retain a customer than to acquire a new customer. By referral programmes they could improve their new customer base with their existing customers.

The Maruti dealers could recruit and train the marketing personnel so that they can approach the right customer with the insights from this research.

The data base could be used more effectively to study the “lost customer” analysis when brand switching happens.

Danglers, merchandisers, posters, banners, paper advertisement and other media and commercials could be designed with the human personality traits of
extraversion and agreeableness and brand personality dimensions ruggedness and sophistication in focus.

7.6 Contribution of the research

The researcher was able to study the brand personality dimensions of Maruti Swift owners. The customers attributed Maruti Swift brand personality dimensions as rugged, sophisticated and excitement.

The brand personality items relevant to rugged dimension for Maruti Swift are outdoorsy, masculine, tough and rugged. The brand personality items relevant to sophistication dimension for Maruti Swift are corporate, reliable, secure, and confident. The brand personality items relevant to excitement dimension are young, unique, up-to-date, imaginative and independent.

The researcher was able to study the human personality dimensions of the Maruti Swift owners. The major dimensions of human personality were extraversion, conscientiousness and agreeableness. The human personality items which were relevant for the dimension extraversion were sociable, silent, withdrawn and energetic. The human personality items organized, orderly and disorderly were relevant or the dimension conscientiousness. The human personality dimension agreeableness was relevant with the human personality item stubborn, sympathetic & forgiving.

The researcher was able to confirm with this study that human personality affects the brand personality dimensions of the product. The researcher was also able to identify that when human personality changes brand personality is impacted by that change.

The marketing managers and advertisers can make use of this insight to increase the brand personality score for a brand. It is a well established fact that Maruti Suzuki India Ltd., is company with strong product line. The company is catering to the needs of customers at various levels, either in the utility segment or under luxury segment. Maruti Swift is an international brand from the stables of Maruti, this brand of cars are sold in Asia and Europe under the same brand name that is, as Maruti Swift. Hence the marketing managers at Maruti could study the brand personality dimensions and human personality dimensions to craft a winning strategy.
The most important part of the research and the sole purpose of its existence is in assessing the impact of human personality on brand personality of Maruti Swift cars and to profile the product in line with the profile of customers – To achieve this “A structural Equation Model” – SEM propounded by Hackman and Oldham (1976) is used to bring out a meaningful contribution to the Philosophy of Business Administration.

Structural Equation modeling (SEM) is “a technique to specify, estimate, and evaluate models of linear relationships among a set of observed variables in terms of generally smaller number of unobserved variables” – Shah and Goldstein, 2006, is widely used in Operations and Manufacturing Management (OM) research to empirically define and validate constructs, and study causal relationships among them. There are two parts to SEM. First is a “Measurement Model”, where one tests the relationship of an unobserved variable – a “latent variable” or a “construct”, with a set of observed variables – “indicators” or “measured variables”. The second part consists of a “Structural Model” or a “Path Model” – where causal relationships among latent variables and or measured variables are tested.

SEM has become one of the techniques of choice for researchers across disciplines and increasingly is a ‘must’ for researchers in the social sciences. However the issue of how the model that best represents the data reflects underlying theory, known as model fit is by no means agreed. With the abundance of fit indices available to the researcher and the wide disparity in agreement on not only which indices to report but also what the cut-offs for various indices actually are, it is possible that researchers can become overwhelmed by the conflicting information available. It is essential that researchers using the technique are comfortable with the area since assessing whether a specified model ‘fits’ the data is one of the most important steps in structural equation modeling (Yuan, 2005). This has spurred decades of intense debate and research dedicated to this pertinent area. Indeed, ever since structural equation modeling was first developed, statisticians have sought and developed new and improved indices that reflect some facet of model fit previously not accounted for.
7.7 Contribution of the research to the Automobile Industry

There is another important theory that is brought out from this research finding, that is the theory of Engel’s curve which states - there lies ensuring relationship effect which illustrates the consumer demand and household income. The psychological imperative drive that fuels Engel’s theory is in relation to “Motives” and “Lifestyle” as two states of mind “Current” and “Desired”.

The relationship between current and desired, Motive and lifestyle could be either direct or inverse but the most common phenomenon is that of direct relationship.

*Engel’s Curve*

It is a common phenomenon that an individual’s demand for products would be on the rise in relation to his income. Even Maslow’s need hierarchy theory is fed by the current and desired motives and lifestyle triggered by income levels. These theories are powered only by the rising income levels in actual scenario.
**Current Motive to Desired Motives:**

An individual whose thinking is limited to specific groups of product categories that would help him move with the sphere of life explains the current motives in relation to consumer behavior. The Desired motives is a mental reflection on what would keep an individual more comfortable, a motive that is aspired for, it could be attributed to any variable in relation to an individual’s personality.

Lifestyle could be a proposition that could relatively imbue the Motives. The way in which a person lives his life could be a deciding factor in the whole drama of consumer behavior. Some people trigger into a lifestyle that could be adopted from someone, usually the peers that exerts a huge amount of pressure in emphasizing a specific lifestyle approach.

The ever increasing Indian population coupled with faster urbanization has provided a great opportunity and challenge to the automobile industry. With more number of consumers becoming mobile due to the expansion of villages to cities to megacities, the need for a passenger car has become a dire necessity than a luxury. Urbanization breeds more nuclear and extended families than the traditional Indian joint families. This in turns creates a major demand for small and fuel efficient cars which can navigate the narrow, crowded city lanes efficiently.

Indian consuming class population of 450million whose need is convenience and status is said to be a major factor propelling the demand. While individuals’ motives and lifestyles – Current and desired levels play a vital role in the consumers’ response to buying – Impact of human personality on the brand personality of Maruti Swift cars must be pitched in a fashion that is in accordance with the research outcome, of ruggedness as a brand personality factor that is dominant as the deciding trigger in the purchase of Maruti Swift brand of cars in Madurai city.

**Conclusion**

This chapter provided the most important contribution to the automobile industry as a whole and in particular to Maruti as a company and with greater emphasis on Maruti dealers in Madurai city. Based on the insights and outcome of this research the marketing strategies could be evolved to maximise sales and to retain the leadership position in the coming years.