1 INTRODUCTION

1.1 Automobile and Auto Component Industry

Automotive Industry is the largest among the manufacturing sector industries in most of the countries contributing very appreciably to GDP of the respective countries. Its growth numbers are economic indicators of any country.

In the evolution of industries, Automotive Industry was the very first industry which introduced standardized mass manufacture. It has contributed immensely in the development of various techniques and today’s imperatives like Just-In-Time Supply (JIT), Supply Chain Management (SCM), Value Chain, Value Stream Mapping, Quality Management Systems, 5S, Kaizen, Six Sigma, TPM, Manufacturing Methods, Product Development Methods and Lean Management.

Auto Component Industry is the feeder network and back-bone of the Automotive Industry. The survival is mutual. Auto Component Industry can manage upheavals and uncertainties in the market place provided it supplies to domestic industry as well as to export market.

India has achieved GDP growth of CAGR 8.6%, export growth of CAGR 25% and Auto Component export growth of CAGR 30.3 % over the period 2004 to 2008.

Exports of auto components have risen from USD 330 million in 1997-98 to USD 3615 million in 2007-08. The sector played an important role in shaping India as a globally competitive manufacturing destination and is one of the country’s flagship industries next to IT.

ACMA-McKinsey Report (2005) finds that India-based automotive components manufacturing has the potential to grow 500 per cent from its current level to revenues of USD 33-40 billion by 2015, including USD 20-25 billion in exports and USD 13-15 billion in domestic consumption and indirect exports. In the global automotive industry, sourcing of automotive components from Low Cost
Countries or Leading Competitive Countries (LCCs) such as Brazil, China, India and Thailand is likely to accelerate because of the increasing cost pressures on OEMs in developed countries, such as those in North America and Western Europe.

The world is experiencing recession from later part of year 2008 and this may be a long drawn one.

The Auto-Component Industry is deeply concerned about its immediate future growth prospects as it faces the onslaught of deep slowdown.

In the domestic market, the crippling liquidity crunch has slowed down vehicle demand, especially in the commercial vehicle industry.

On the export front, global outsourcing to large traditional markets like US has seen a reduction of up to 30-40% in many cases. The SMEs are the worst affected as they cannot withstand such severe shocks. The overall exports growth of the auto-component industry has slumped to a meager 5.5% during the year 2008-09 as compared to a 31.6% CAGR over the last 5 years.

1.2 Need for the Study

1. The global auto component industry is estimated to be USD 1.2 trillion in value and is likely to increase to USD 1.7 trillion by 2015. Sourcing from low cost countries is likely to increase from USD 65 billion in 2002 to USD 375 billion by 2015. Although India’s exports are still small (USD 3.6 Billion in 2007-08), it has opportunity to leverage this trend by expanding its supply base to build dominant position amongst auto component low cost countries by 2015. A position in the top two would enable India to achieve export of USD 20-25 billion by 2015.

2. India is not the only low-cost country supplying to the global auto parts industry. After adjusting for labor productivity, the labor costs of Mexico, Brazil, Poland, Czechoslovakia, China, Thailand and Vietnam are
comparable to India. Thus there is tough competition for Indian Auto Component Industry from many countries.

3. It has become imperative for the Indian Auto Component Industry to go for carefully laid-out Overseas Marketing Strategies in order to improve their share of the world market substantially and also to remain competitive, these two being among the prime factors of automotive business.

1.3 Chapter Scheme

The Thesis consists of Six Chapters.

The First Chapter – ‘Introduction’ covers Current Status and Outlook of Indian Auto Component Industry, SWOT Analysis and Need for the Study.


The Third Chapter – ‘Literature Review’ presents the very extensive scanning done on earlier research. Five broad areas have been identified to present the body of knowledge pertaining to the research topic namely Marketing Strategies, Overseas Marketing Strategies, Marketing Strategies of Auto Component Industry, Overseas Marketing Strategies of Auto Component Industry and Overseas Marketing Strategies of Indian Auto Component Industry. Research Gap is also enumerated.

The Fifth Chapter – ‘Data Analysis and Discussion’ explains Statistical analyses conducted through Factor Analysis and ANOVA. This is followed by Discussion on the results with reference to the Hypotheses set.

The Sixth and Last Chapter – ‘Summary and Conclusions’ presents Summary of the Study, Conclusions and Recommendations. Significant Contributions have been indicated. Also Directions for the Future Research have been discussed.

2. PROFILE OF GLOBAL AUTOMOTIVE INDUSTRY AND INDIAN AUTO COMPONENT INDUSTRY

2.1 Global Automobile Industry

United States, Japan, China, Germany and South Korea are the top five automobile manufacturing nations throughout the world. The United States of America is the world's largest producer and consumer of motor vehicles and represents nearly 10% of the USD10 trillion US economy.

The worldwide automobile industry is largely dominated by five leading automobile manufacturing corporations namely Toyota, General Motors, Ford Motor Company, Volkswagen AG, and Daimler Chrysler. These corporations have their presence in almost every country and they continue to invest into production facilities in emerging markets namely Latin America, Middle East, Eastern Europe, China, Malaysia, India and other markets in Southeast Asia with the main aim of reducing their production costs.

The severe liquidity crunch in the U.S market during second half of 2008-09 has forced many of the car buyers to cut upgrades to bigger cars and many are pushed back from buying new cars.

As one aspect of the crisis, the mix of global car sales has changed: The small car segment continued to grow worldwide even in 2008 (6%), while luxury cars (-19%) and SUVs (-11%) lost ground dramatically. This downshift is having a
significant impact on market shares of the OEMs: while almost all companies with a strong focus on the luxury and SUV segments lost market share, other OEMs, more specialized in small cars, even managed to grow sales – Skoda or Suzuki, for example, by around 10%.

Even commercial vehicle sales are currently collapsing worldwide. Once attractive "niche" segments, like trucks or construction vehicles are also under unprecedented pressure.

2.2 Indian Auto Component Industry

The Indian Auto Component Industry began in a very small way in the 1940s. It had three phases of evolution.

1. Period prior to the entry of Maruti Udyog (1940s to 1984).


The period prior to the entry of Maruti Udyog was characterized by low technology and assured business for most of the auto-component manufacturers who used to supply to a handful of players in the Indian automobile market like Hindustan Motors, Premier Automobiles, Telco, Bajaj and Mahindra and Mahindra.

With the entry of Maruti in the 1980s, the auto ancillary industry in the country showed a spurt in growth. This period witnessed the emergence of a new generation of auto ancillary manufacturers who were required to meet the stringent quality standards of Maruti’s collaborator Suzuki of Japan. The good performance of Maruti resulted in an upswing for the domestic auto ancillary
industry. It was also during this period that auto components from India began to be exported.

With the liberalization of the Indian economy in 1991 and coming of many foreign automobile manufacturers like Hyundai and Daewoo, the auto ancillary industry witnessed huge capacity expansions and modernization initiatives in this period. This also led to a tough competitive scenario, which saw a lot of consolidation, technological collaborations and equity partnerships within the industry and with leading global players abroad.

From 1991, Indian Auto Component Industry has come a long way. Global customers have exacting requirements of QCD (Quality, Cost and Delivery) which every exporting Auto Component Manufacturer has to meet.

The Indian Auto Component industry is one of India's sunrise industries with tremendous growth prospects. From a low-key supplier providing components to the domestic market alone, the industry has emerged as one of the key auto components centres in Asia and is today seen as a significant player in the global automotive supply chain. India is now a supplier of a range of high-value and critical automobile components to leading global auto makers such as General Motors, Toyota, Ford, and Volkswagen amongst others.

ACMA (Automotive Component Manufacturers Association of India) is an apex body of the Indian Auto Component Industry

It has 558 companies forming majority of the auto component output in the organized sector. Most of the Members of Indian Auto Component Industry have implemented majority of the Quality Management Systems namely ISO 9000 (551), ISO 14001 (180), TS 16949 (382) and OHSAS 18001 (59). 11 companies have received Deming Award and 4 companies have received TPM Excellence award.
Many of the member companies are embracing modern shop-floor practices namely 5-S, 7-W, Kaizen, TQM, TPM, 6-Sigma and Lean Manufacturing.

Continent-wide exports by Indian Auto Component Industry are:
1) Europe 38.7%, 2) North America 26.9%, 3) Asia 12.4%, 4) Africa 10.8%, 5) Middle East 7.1%, 6) South America 2.8%, 7) Oceania 1.2% and 8) Others 0.1%.

Composition of Auto Component exports from India has undergone total transformation over the years. In 1990s, Aftermarket Export was 65% and OEM/TIER1 Export was 35% whereas, in the year 2007, Aftermarket Export and OEM/TIER 1 Export became 25% and 75% respectively. This clearly indicates that though customers world-wide procured non-critical Aftermarket parts mainly initially, going by the consistent quality improvements implemented by Indian Auto Component Industry, they graduated to procuring critical OEM/TIER 1 parts.

Most of the global automobile majors like General Motors, Ford, Fiat, Mercedes – Benz, Renault, BMW, Volkswagen, and even the Japanese companies like Toyota and Nissan procure Auto Components from India for their global manufacturing.

Tier 1 companies like Bosch, Valeo, Magna, Delphi, Arvin Meritor, Getrag, Visteon and even Japanese company Denso procure Auto Components from India for their global operations.

3 LITERATURE REVIEW

3.1 Literature Review Study

Five broad areas as shown below have been identified to present the body of knowledge pertaining to the research topic.

1. Marketing Strategies
2. Overseas Marketing Strategies
3. Marketing strategies of Auto Component Industry
4. Overseas Marketing Strategies of Auto Component Industry
5. Overseas Marketing Strategies of Indian Auto Component Industry

Some of the concepts like Market Orientation and Contingency Paradigm have evolved over a long period and they have contributed amply to the formulation of overseas marketing strategies. Literature published from very early times to the latest have been consulted.

Literature review of Marketing Strategies has encompassed various concepts, principles and forms of marketing strategies namely marketing-mix, customer value management, product support, technologies, quality, core competency, pricing, acquisitions, contingency approach, resource-based view, customer orientation, competitor orientation, market orientation, strategic fit and innovation.

The extant literature on Overseas Marketing Strategies have been reviewed in terms of many strategic approaches. They have shown reasons for export behavior of various sizes of firms like Small, Medium and Large. The following are the main points of review.

1. Global Market is a single market. Competitive pressure in Domestic Market helps compete successfully in Global Market.

2. Management commitment in terms of time and money help export.


4. Export experience and sales volumes are related. Many firms use export experience and export information to their advantage. Personnel element is related to export success.

5. Automation motivates export adaption. Productivity of a firm is related to acceleration of exports.

7. Many firms follow customer–centric supply chain model.

Also many studies on strategic innovation, technology companies, export performance scale, resource based view (RBV), determinants of export performance, framework of export marketing strategy and performance relationship, low price strategies, differentiation strategies, channel development, export barriers, propensity to export, market concentration and expansion, lean competitors, value chain, strategic international alliance and quality have been reviewed.

We find that very little work has been done by previous researchers on Overseas Marketing Strategies of Indian Auto Component Industry.

3.2 Research Gap

1. There is extant literature on Marketing Strategies. We find continuity of various concepts over a period. Many models have been studied by different authors.

2. Many authors have studied very extensively on Overseas Marketing Strategies.

   a) There is literature available on export behavior of Small, Medium and Large firms, export agencies, study on effect of size of firms, customer-centric supply chain and innovation.

   b) Some author has studied on a framework of export marketing strategies and performance. Yet another author has worked on determinants of export performance.

   c) Many studies are available on overseas pricing, technology, market entry and market spreading.

3. Few authors have worked on Marketing Strategies of Auto Component Industry.
4. Very few authors have worked on Overseas Marketing Strategies of Auto Component Industry.

5. Very little study has been done on Overseas Marketing Strategies of Indian Auto Component Industry.

a) One author has proposed that Indian Auto Component Industry should invest in R&D and use drivers of innovation and technology development. He indicated that India should use co-existence of Auto and IT to its advantage.

b) Another author discusses about small Auto Component companies going global.

c) Yet another author has worked on operational inefficiencies of Indian Auto Component industry.

As very little study has been made on Overseas Marketing Strategies of Indian Auto Component Industry, there is research gap entailing detailed study on the topic.

4 RESEARCH METHODOLOGY

4.1 Problem Statement

The problem statement provides a perspective of the research.

The research problem is to identify Overseas Marketing Strategies of Indian Auto Component Industry and evaluate them on the basis of size of the firms and frequency of usage of the Strategies.

4.2 Scope of Study

1. The study covers the Overseas Marketing Strategies adopted by the Indian Auto Component Industry.
2. The study has been conducted during the period July 2004 to July 2008. During this period, Indian GDP was growing at CAGR of 8.6%, Indian Foreign Trade (Export) was growing at CAGR of 25%, and Indian Auto Component Industry export was growing at CAGR of 30.3%. Indian Auto Component Industry’s export growth during the year 2008-09 is only 5.5% due to the slowdown in economy.

3. The study has been made on ACMA - listed companies which are 377 membership companies in the Auto Component export trade. They have been classified as Small, Medium and Large depending on their annual export turn-over. Any Auto Component export company which is not listed with ACMA is out of the scope of study.

4. Out of 151 companies from whom valid survey responses have been received, 137 of them (91%) have export experience of more than 5 years. Balance 14 companies have export experience of 2 to 4 years.

4.3 Research Objectives

The current study has been undertaken to examine the Research Problem with the following objectives.

1. To understand the nature of global auto component and automobile industry.

2. To find out the various requirements of the Overseas Automotive Industry.

3. To study the Overseas Marketing Strategies of Indian Auto Component Industry.

4. To find out and examine the competitive environment factors, facilitators of export and manufacturing practices of Indian Auto Component Industry which help formulate overseas marketing strategies.

5. To examine the variation in usage of Overseas Marketing Strategies of Indian Auto Component Industry in terms of size of the companies. Also to examine significant-level usage of Overseas Marketing Strategies.
6. To make recommendations to the Indian Auto Component Industry on improving their Overseas Marketing Strategies.

4.4 Research Design

We have selected 'Conclusive - descriptive - single cross-sectional - research design'.

4.5 Questionnaire Design and Pilot Study

While during the literature survey, it was found that in a study of American Organizations, Allen and Helms (2001) had developed and tested an appropriate scale based on research work of Porter, and Parker and Helms. In this study, 25 questions regarding various strategic practices were used to operationalize Porter's Generic Strategies for an American sample.


Our survey instrument is based upon on these two studies, Literature Survey and interactions at various times with industry leaders, scholars and academicians.

In the study, a structured non-disguised questionnaire has been used. The list of questions is in a prearranged order and the object of enquiry was revealed to the respondents.

After formulating the Questionnaire, it was pretested by personal interview with 20 respondents, drawn from industry as well as academics, in order to observe respondent's reactions and attitudes. Their suggestions and changes were considered for making the final draft of Questionnaire and another pre-testing was carried out with the same respondents; this time the Questionnaire was mailed/couriered to the respondents.
The responses obtained from second pre-testing were coded and analyzed. The analysis proved the adequacy of the problem definition and also of the data and analysis required to obtain the necessary information.

Section A of the Questionnaire has 46 questions of specific Strategies. There is also one more question (question number 47) where the respondent is asked to inform about any other strategies being followed by his company other than specifically mentioned. The Survey Instrument of Section A has been designed as a Semantic Differential Scale. It is a 7 point rating scale with endpoints associated with bipolar labels that have semantic meaning. The respondents were asked to rate the strategies bounded at each end by one of two bipolar adjectives, “Never” and “Always”.

Section B of the Questionnaire consists of statements formulated in the form of Likert Scale.

Likert Scale is a widely used Rating Scale that requires the respondents to indicate a degree of agreement or disagreement with each of a series of statements about the stimulus objects.

For Section B statements, the respondent is asked to respond in terms of five degrees of agreement or disagreement from “Strongly Disagree” to “Strongly Agree” with a “Neutral” degree in between.

While doing the analysis, response indicating the least favorable degree is given the least score (1) and the most favourable is given the highest score (5).

Section C of the Questionnaire is divided into three sub-sections.

Sub-section 1: This consists of nine questions designated as C1 to C9 in the form of a Likert Scale. Here the respondent is asked to respond in terms of five degrees of agreement or disagreement from “Not Important” to “Absolutely Critical” with an “Important” degree in between.
Sub-section 2: This consists of seven questions designated as C101 to C107. Here again the scale is of Likert with five degrees of agreement or disagreement from “Not Important” to “Absolutely Critical” with an “Important” degree in between. There is also C108 wherein the respondent can mention any other practice of his company and rate it.

Sub-section 3: This consists of one question designated as C11 wherein the respondent is given his own choice of formulating the question and rate it.

Section D consists of six questions about the profile of the company; the respondent is requested to give information about their organization, annual turnover, number of years company has been engaged in export activity, number of employees and major countries to which the company exports.

4.6 Sources of Data

Primary data was collected from Indian Auto Component Manufacturers. Questionnaire was sent to senior executives of all the 377 exporting companies listed with ACMA by courier and post. Telephone and email was used for follow-up. Many of the companies were visited personally and senior functionaries were met to get the survey response. This was necessitated as the initial response was poor; senior functionaries of the companies were under the opinion that research topic like this seeking responses for strategies used is very sensitive from the company perspective.

After repeated follow-up by telephone, e-mail and personal visits only, the response could be got which took many months.

4.7 Hypotheses

The main hypotheses are enumerated below.
### Table 1: Hypothesis Formulation

<table>
<thead>
<tr>
<th>SL No</th>
<th>Null hypothesis ($H_0$)</th>
<th>Alternate hypothesis ($H_1$-$H_{14}$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$H_1$</td>
<td>There is no difference between Overseas Marketing Strategies of Small, Medium and Large Indian Auto Component Companies.</td>
<td>There is difference between Overseas Marketing Strategies of Small, Medium and Large Indian Auto Component Companies.</td>
</tr>
<tr>
<td>$H_2$-$H_5$</td>
<td>There is no difference between Product, Price, Promotion and Place Overseas Marketing Strategies of Small, Medium and Large Indian Auto Component Companies.</td>
<td>There is difference between Product, Price, Promotion and Place Overseas Marketing Strategies of Small, Medium and Large Indian Auto Component Companies.</td>
</tr>
<tr>
<td>$H_6$-$H_{10}$</td>
<td>There is no difference between Technical Advantage, International Customer Orientation, Low Price, High-end Marketing and Quality Overseas Marketing Strategies of Small, Medium and Large Indian Auto Component Companies.</td>
<td>There is difference between Technical Advantage, International Customer Orientation, Low Price, High-end Marketing and Quality Overseas Marketing Strategies of Small, Medium and Large Indian Auto Component Companies.</td>
</tr>
<tr>
<td>$H_{14}$</td>
<td></td>
<td>Small size companies will be significantly less likely to use Overseas Marketing Strategies than Medium and Large size companies.</td>
</tr>
</tbody>
</table>

### 4.8 Limitations of the Study

1. The entire study was conducted when both Automotive and Auto Component markets were at the peak of their performance, much before the global recession started during second half of the year 2008-09. The period of study is July 2004 to July 2008. Effect of Global slowdown which has started from October 2008 has not been reflected in our findings.
2. The study has been made on ACMA – listed 377 exporting companies of Indian Auto Component Industry. The survey response has been received from 151 companies out of 377 companies which represents 40% of the ACMA membership. The study is not applicable to exporting companies not registered with ACMA.

3. Auto Component firms have been classified by size into Small, Medium and Large based on annual export turn-over. If size is on any other basis, findings may be different.

4. Indian Auto Component Industry has totally 558 players in the organized sector (export as well as domestic supply companies); it has more than 5,000 companies in the un-organized sector. Though exact number of exporting companies in the un-organized sector is not known, it will be a sizable number. The current study has been carried out for the organized sector only. It will not be applicable to un-organized sector.

5. Findings are in Indian settings. They may not be same for Auto Component Industry of other countries.

5 DATA ANALYSIS

157 filled-up questionnaires were received out of which 4 were incomplete and 2 were having multiple answers. Rejecting these 6 responses, 151 responses were accepted for analysis.

In the research, Factor Analysis and ANOVA have been very extensively for statistically analyzing the survey data and deriving the conclusions of the research.

Factor Analysis is by far the most often used multivariate technique of research studies. It is a technique applicable when there is systematic interdependence among a set of observed or manifest variables and the researcher is interested in
finding out something more fundamental or latent which creates this commonality.

In Factor Analysis, relationships among the interrelated variables are examined and represented in terms of few underlying factors.

Thus Factor Analysis is primarily used for data reduction and summarization.

Analysis of variance (ANOVA) is used as a test of means for two or more populations.

One-way ANOVA requires one dependent-categorical variable and one or more independent variables. Dependent variable must be metric and independent variable must be non-metric.

6 SUMMARY AND CONCLUSIONS

6.1 Conclusions

1. Small, Medium and Large companies follow the Product Differentiation, Focus Product Differentiation, Focus Cost Leadership and Cost Leadership Strategies differently.

2. Small, Medium and Large companies follow the Product, Price, Promotion and Place Strategies differently.


4. Small, Medium and Large companies follow the Environment Parameters, Facilitators of Export and Manufacturing and Shop-Floor Practices differently.
5. Significant Level usages of Small, Medium and Large companies are not same.

6. Small firms do not use Product Differentiation and Focus Product Differentiation at all. They use Focus Cost Leadership significantly. Medium size companies follow Product Differentiation and Focus Cost Leadership significantly. Large size firms use Product Differentiation, Focus Cost Leadership and Cost Leadership in a significant manner.

7. Promotional and Distribution strategies are not followed significantly by all the three class of firms. Small companies do not use 4P strategies at all.

   Medium size companies follow Product and Price strategies in significant manner. Large size companies follow Product and Price strategies in very significant manner.


   Both Medium and Large companies follow Technical Advantage strategies in a very significant manner.

   Both Medium and Large companies follow International Customer Orientation strategy in a significant manner.

   Both Medium and Large companies follow Low Price strategy in a very significant manner.

   All the three class of companies do not follow High-end Marketing strategy significantly.

   All the three class of companies follow Quality strategy in a significant manner.
9. It is found that the ‘Four-factor Overseas Marketing Strategies’, a result of our research, are similar to ‘Generic strategies’ of Porter. This clearly indicates that Indian Auto Component Industry follows well-proven global strategies for marketing their products.

10. It has been found that the research results cannot be directly related to previous research studies as no studies have been carried out earlier on the Overseas Marketing Strategies of Indian Auto Component Industry.

However the following studies done on Marketing Strategies and Overseas Marketing Strategies (for any industry) can be related.

i) Many authors have found 4Ps encompassing marketing strategies fully. (e.g., Cavusgil and Zou, 1994):

Our study has found this to be different for Indian Auto Component Industry. Small companies do not follow 4P strategies at all. Promotional and Distribution strategies are not followed in a significant manner by all the three class of firms.

ii) Aaby and Slater (1989) propose differences in the size of firms as a significant variable affecting directly or indirectly export behavior and performance – This has been proved in our research also but with reference to export behavior only as we have not tested export performance factor in our study.

iii) Moen (1999) finds that small exporting firms have a stronger competitive advantage in terms of products and technology than larger exporting firms – This has not come out strongly in our research with reference to Indian Auto Component Industry.
6.2 Recommendations

Small, Medium and Large companies do not follow all the Overseas Marketing Strategies in the same manner

In order to follow some of the strategies, Medium and Small firms may have resource constraints. The following are the recommendations for different classes of companies to use certain Overseas Marketing Strategies which will help enhance their business prospects. We also have a recommendation for Industry Associations.

1. Pricing Strategy is very important to get export business. Small size companies do not follow this strategy at all. Resource may be a constraint. Small firms must try to solve this problem and have good Pricing Strategy in place.

2. Product Differentiation Strategy, if properly implemented, will give extremely good results. It is found that small firms do not use Product Differentiation Strategy at all. It only requires attention in detail, top management’s involvement and select investments which small firms should try to implement.

3. Focus Product Differentiation Strategy is a niche strategy which is not followed by small, medium as well as large firms. Our study found that customers do support suppliers with resources for products coming under this as their close cooperation is warranted for this type of products. All the three class of firms should apply this strategy which will benefit them in the long run with better products and superior customers.

4. The firms can get good prices for technically superior products. For this, ‘Technical Advantage Strategy’ should be followed. Small companies do not follow this strategy at all. Here again the small firms should work with the customers.
5. The firms should approach customers to get knowledge about their expectations of Product, Quality, Cost and Delivery before offering them the price.

6. Following ‘High-end Marketing’ Strategies, will provide an edge over other companies. Medium and Large companies also do not follow these strategies in addition to small companies. If they follow, they can get better prices from the customers.

7. Less Productivity, Low investment in R & D, poor knowledge of Product Liability and unwillingness on System Integration have been found by the study as major impediments for Small and Medium companies. They should work on improving these Overseas Strategic Elements for their growth.

8. Institutions like ACMA, SIAM and CII should educate the firms on Overseas Marketing Strategies and Facilitators of Export. They should also conduct periodic refresher programmes on this subject.

6.3 Significant Contributions

The Research presents the following findings:

1. Indian Auto Component Industry follows Overseas Marketing Strategies in terms of (i) 4 Factors namely Product Differentiation, Focus Product Differentiation, Focus Cost Leadership and Cost Leadership (ii) 4Ps namely Product, Price, Promotion and Place, and also (iii) Constructs – Technical Advantage, International Customer Orientation, Low Price, High-end Marketing and Quality. Due to application of these strategies, the industry has been able to achieve good growth over the past many years.

2. The Automobile customers require Quality, Cost and Delivery, popularly known as QCD parameters to be met by the Auto Component Industry all the time. It is found that Indian Auto Component Industry takes care of QCD requirements through Overseas Marketing strategies.
3. Usage of Overseas Marketing Strategies vary in intensity and depth depending on size and customers.

4. Results can be used in the changed economic scenario with amendments.

6.4 Directions for Further Research

1. Overseas Marketing Strategies of Auto Component Industry in few more countries can be studied. Particularly, that of one of the BRIC countries and one of an European country can be studied and compared with the current study results.

2. The current study has been carried out with all companies located throughout India. The same study can be repeated region-wise for knowing the variations.

3. The effect of economy slowing down on Overseas Marketing Strategies can be studied.

4. Our research is on Indian Auto Component Industry which is an OEM (Original Equipment Manufacturer) business. The results of the current research can be applied to other OEM businesses but with modifications. A separate study can be carried out on these businesses.