ANNEXURES
ANNEXURE - I

Questionnaire for Consumer Survey

City code- JAM/ ALG/CHE/ GUR/ PUN

Dir. code ___M / ___T / ___H

Cs# _____

RESPONDENT DETAILS

1. Occupation – Serving in

2a. Is this your first car (Yes/ No)
2b. If No which car brand(s) do you own ______

3. Please tell us the model you want to purchase?

4. When do you want to purchase this car?
   1. in 1 month   2. 1 - 3 months   3. 3 - 6 months   4. > 6 months

5. From which source(s) did you collect information before deciding to purchase the car?

6a. Given below are certain parameters. Please rank the three parameters in the order of your importance, in selecting the brand of car.
   1. ___________________   2. ___________________   3. ___________________

6b. Rank each of the following parameters towards importance they have in selection of a car.
   (1: Most Important, 2: Indecisive 3: Least important)

   1. Easy maneuverability in traffic conditions (   )
   2. Spacious cabin (   )
   3. Luggage space (   )
   4. Driving comfort (   )
   5. Durability (   )
   6. Commercial purpose (   )
   7. Serviceability (   )
   8. Superior technology (   )
   9. Image of manufacturing company (   )
   10. Fuel Efficiency (   )
   11. Safety (   )
   12. Environment friendly (   )
7. Please rate these cars on a five point scale on the following parameters
   (5: Very Good, 4: Good, 3: Neither Good nor Bad, 4: Poor and 5: Very Poor)

<table>
<thead>
<tr>
<th>Statements</th>
<th>Maruti Wagon R</th>
<th>Santro Xing</th>
<th>Tata Indica</th>
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<tbody>
<tr>
<td>Easy to drive</td>
<td></td>
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<tr>
<td>Easy to maintain</td>
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<tr>
<td>Sophisticated</td>
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<td>Attractive styling</td>
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<td>Very popular</td>
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<td>Having more internal space</td>
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<td>Fuel efficient</td>
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<td>Value for money</td>
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<td>Environment friendly</td>
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<tr>
<td>Fun/ sporty car</td>
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<td>High technology</td>
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</tbody>
</table>

8. Which of the following was the source of finance for this car?
   1. Personal savings 2. Bank/ Car company finance option 3. Financed by employing company
   4. Gift from a relative 5. Any other

9. Please give your responses to the following statements, on a five point scale, towards your car purchase decision.
   Parameters are (5: Strongly Agree, 4: Agree, 3: Neither Agree nor Disagree, 2: Disagree and 1: Strongly Disagree)

1. The customer has a choice of variants to select from
2. The image of the car created by promotion is perfect
3. The List Price of the car is just right
4. The test drive and information provided were satisfactory
5. The car is very comfortable to drive
6. The free insurance and registration facility provided are customer friendly
7. The discount and free accessories offered makes it easy to own the car
8. The car is technologically advanced
9. The latest safety features makes the car safe to travel in
10. The financing option offered makes the car affordable
11. The after-sales services facility provided are satisfactory
12. Service provided at site and in multi cities across India addresses customer concern
13. Minimum waiting time between car booking and receiving delivery
14. Sales experience at the showroom was good
Appendix- II

General Information
Company Name __________________________
Location __________________________

Respondent Related
Name: __________________________
Designation: __________________________
Department: __________________________
Car industry experience __________________________

1. Dominant Economic Features of Indian Car Industry

R Q1: What are the Small Car market’s dominant economic features?

The Indian Car Industry differs significantly in its basic characteristics and structure. The Small Car segment’s, industry and competitive market analysis begins with an overview of the car industry’s dominant economic features. It has several items. Some of them will be found through document study and the rest shall be found through interviews.

Interview Questions:
1. To what extent have car companies evolved by learning through competition, customer and exports?
2. To what extent have competing car companies integrated backwards (component manufacturing) and/or integrated forward i.e., (sales, service and marketing)?
3. What socio economic changes in the Indian customers are leveraging demand?
4. Are the benefits of vendor integration, indigenization and technology more than the cost incurred in their practices and R&D?

5. Driving Forces of Small Car segment in Indian Car Industry

R Q2: What are the major driving forces of the Small Car segment in the Indian Car Industry?

All industries are characterized by trends and new developments that gradually or suddenly produce changes important enough to require a strategic response from competing firms. The most dominant factors which cause fundamental structure and competitive adjustments are called driving forces. While many forces of change may be at work in a given industry, no more than three or four are likely to qualify as driving forces in the sense that they will act as the major determinants of why and how the industry is changing.

Interview Questions:
1. What changes in the following areas may consider as a driving force:
   1. Economy
   2. Technology
   3. Infrastructure
   4. Social
   5. Political
2. Please choose the 4 most influential Driving forces. Assume that you are able to look into future, a decade from now, what are the information would you like to seek? What are the most important unknowns?
1. 2. 3. 4.

6. Critical Success Factors of Small Car segment in Indian Car Industry

R Q3: What are the Critical Success Factors of Small Car segment in the Indian Car Industry?

R Q2: What performance measures can be used for evaluating the results of the Small Car manufacturing company?

*An industry’s Critical Success Factors (CSFs) are those factors that affect industry member’s ability to prosper in the marketplace - the particular strategy elements. Product design, style and brand attributes, pricing strategies, promotion strategies, place strategies, resources, competencies, competitive capabilities and business outcomes that spell the difference between profit and loss and ultimately, between competitive success and failure. CSFs by their very nature are so important that all firms in the industry must pay close attention to them - they are the prerequisites for industry success or, to put it another way CSFs are the rule that shape whether a company shall be financially and competitively successful.*

**Interview Questions:**
1. Based on previously stated information which CSF’s related to each of the following aspects are important in Small Car segment of Indian Car Industry? What factors determine the winners from losers in your market?
   1. Technology
   2. Manufacturing
   3. Distribution
   4. Marketing
   5. Research & Development
   6. Human Resource Productivity
   7. Suppliers
   8. Others___________

2. Please choose 5 CSF’s which are most essential:
   1. ____________ 2. ____________ 3. ____________ 4. ____________ 5. ____________

3. Which financial and non financial measures can be applied in order to find out whether a Small Car manufacturing company is successful company to it’s competitor or not?

7. Generic Strategies for Small Car segment in Indian Car Industry

R Q7: What are the strategies which work well in the Indian Small Car segment?
R Q8: What opportunities are available for integrating the marketing value chain?

Although a strategy is unique for its owner and there are as many strategies as companies. Some generic strategies can be identified according to the characteristics of the industry.

Interview Questions:
1. Which of the following strategies would be more effective in small car segment of Indian Car Industry?
   a. Overall low cost differentiation strategy
   b. Broad Differentiation strategy
   c. Focused low-cost strategy
   d. Focused differentiation strategy

2. Based on your answer to the first question, which of the following strategies can be applied towards integrating marketing value chain and how?
   a. Backward integration
   b. Forward integration
   c. Outsourcing
   d. Mergers and Acquisition
   e. Strategic Alliances

8. Marketing Mix Strategies of Indian Car Industry

R Q1: What are the different Marketing Mix strategies of Indian Small Car segment?

R Q6: What is the relative position of the company due to Marketing Mix strategies against its competitors?

The Indian Car Industry’s competitiveness depends upon the market share and the mindshare of its brands. Since the market is segmented for a specific customer base with a specified need and requirement criteria, each major small car manufacturer, targets this customer segment with products and services customized as per the consumer segment’s needs. Its right mix of product strategy, pricing strategy, promotion strategy and place strategy tries to offer value for money keeping the customer satisfied and delighted. It tries to differentiate itself on both cost leadership and differentiation with the objective of winning in the market place.

Interview Questions:
1. What Product strategies are followed for B segment of Small Car?
2. What Pricing strategies are followed for B segment of Small Car?
3. What are the Place strategies followed for Small Car segment?
4. What are the Promotion mix strategies followed for B segment of Small Car?
5. Which competing brand is the nearest competitor and what are the marketing mix strategies it follows.
Appendix- III
List of Interviewee

Maruti Suzuki (earlier Maruti Udyog Ltd.) @ Gurgaon

1. Mr. Naka Nishi  
   Managing Director, Maruti Udyog Ltd.
2. Mr. Alok Parikh  
   All India Sales Head Maruti Udyog Ltd.
3. Mr. Pankaj Narula  
   All India Service Head Maruti Udyog Ltd.
4. Mr. Capt. A Choudhary  
   Service Zone Head Maruti Udyog Ltd.
5. Mr. B.B. Parekh  
   Production Head Maruti Udyog Ltd.

Tata Motors (earlier TELCO (Tata Engineering and Locomotive Company)@ Jamshedpur, Pune and Kolkata

6. Dr. V. Sumantran  
   Executive Director, PCBU Unit & ERC Jsr
7. Mr. R. Pisharody  
   President, PCBU, Tata Centre, Kolkata
8. Mr. S.B. Borwankar  
   Head, PCBU, Jamshedpur Plant
9. Mr. Vikram Sinha  
   Head, PCBU, Pune Plant
10. Mr. S.N. Ambadekar  
    Head Manufacturing Operations, PCBU, Pune

Hyundai Motors India Ltd. @ Chennai

11. Mr. Han Woo Park  
    Managing Director and CEO
12. Mr. Arvind Saxena  
    Director, Sales & Marketing
13. Mr. R. Srinivasan  
    General Manager, Production
14. Mr. S. Krishnan  
    Vice President, Commercial
Annexure-IV: Car production in progress at Tata Motors, Pune
Annexure-V: Car production in progress at Hyundai Motors India Ltd., Pune
Annexure-VI: Car production in progress at body assembly of Santro Xing: Hyundai Motors India Ltd., Pune