



# **MARKETING STRATEGY OF MAHINDRA AUTOMOBILE**

## **BACHELOR OF BUSINESS ADMINISTRATION**

**Submitted by:-**

**KUMAR SUNNY  
20GSOB1010067**

**MARKETING**

**SCHOOL OF BUSINESS**

**UNDER THE SUPERVISION OF :-**

**MISS NIHARIKA SINGH  
Assistant professor**

### **INTRODUCTION**

**AUTOMOBILE INDUSTRY IN INDIA**

In the fast moving world with the biggest countries with huge economies India has managed to be the eleventh in the world for annual production of 2 million units approximately. This sector in India is growing at a very fast rate and it has crossed China in terms of selling the Units.

In the matter of population India is the second largest country in the world with a population of 1.1 billion. In this respect it is just next to China. But it has a very small land mass as compared to China. India has become an attraction for car manufacturers around the Globe as a graph of its ownership of car i.e. 7 per 1000 people.

Automobile industry in India comprises of 13 million direct and indirect employees. It contributes 3.1% of India's GDP (nominal) and the valuation of the industry is about US\$ 34 billion.

India's motorcycle market with an annual sale of 5 million units is the second largest around the globe. India has Fourth largest commercial vehicle market, Eleventh largest passenger car market, fifth largest bus & truck market (by volume) around the globe.

With this growing pace India by 2016 is expected to be the seventh largest automobile market and by 2030 world's 3rd largest behind US & China.

Late 1890's is the time when Automobile was introduced in India but it came into existence only after the independence in 1947. Until 1980's Hindustan Motors and some small manufacturers Premier Automobiles, Tata Motors, Bajaj Auto, Ashok and Standard Motors held an oligopoly till the time when Maruti Udyog Suzuki came into existence after the death of the great Indian politician Sanjay Gandhi who championed the need for a "people's car".

It quickly gained over 50% of the market share. The Maruti 800 became popular because of its low price, high fuel efficiency, reliability and modern features relative to its competition at the time.

From the decades in the Indian automotive industry there were only few vehicle models but then also there is a good lead time to get a car after the booking. So with changing economy, competition, and urge to grow big we are here with more than 100 Models and every month with a new model to offer.

Keeping in mind the comfort of the people and their choice the models are prepared. Performance of vehicle is increasing day by day, its fuel efficiency and reliability has no match with others around the globe.

In spite of having manufacturing of major foreign automakers based in India our Indian Domestic Automobile Companies are leading in the Market.

Tata Motors is the largest commercial vehicle company, Maruti Suzuki is the largest passenger vehicle company & Hero Honda is the largest motorcycle company in India. Mahindra & Mahindra, Ashok Leyland and Bajaj Auto are some more leading automobile manufacturers.

Maruti Udyog Ltd, the biggest car maker of the country, selling 2,93,536 vehicles as against 2,43,211 in the corresponding year last year. Having a growth rate of about 20.7 per cent during April-August, 2009

Mahindra & Mahindra Ltd's (M&M) cumulative sales with exports were 1,06,094 units compared to 78,144 units in the corresponding period last fiscal during the April-September having a growth rate of about 35.8 per cent

Honda SIEL Cars India limited (HSCI) leading manufacturer of premium cars in India, selling 41,638 units against 35,853 units. It is having a growth of 16.1 % in cumulative sales for the period January to August, 2014.

DaimlerChrysler sold 1,681 units in India from January to August, growth of over 22 per cent from a year ago.

Car-maker General Motors India (GM), totally owned subsidiary of General Motors Corporation, reported a 114 % increase in domestic sales during August at 5,817 units against 2,720 units in the same month last year.

Chennai is home to around 35-40% of India's total automobile industry and for this reason it is known

as the Detroit of Asia. It is on the way to becoming the world's largest Auto hub by 2016 with a capacity of over 3 million cars annually.

The automotive industry in India is one of the largest automotive markets in the world. It was previously one of the fastest growing markets globally, but it is currently experiencing flat or negative growth rates.

In 2009, India emerged as Asia's fourth largest exporter of passenger cars, behind Japan, South Korea, and Thailand overtaking Thailand to become third in 2010. As of 2010, India was home to 40 million passenger vehicles. More than 3.7 million automotive vehicles were produced in India in 2010 (an increase of 33.9%), making India the second fastest growing

automobile market in the world (after China).

India's passenger car and commercial vehicle manufacturing industry recently overtook Brazil to become the sixth largest in the world, with an annual production of more than 3.9 million units in 2011. From 2011 to 2012, the industry grew 16-18%, selling around three million units. According to the Society of Indian Automobile Manufacturers, annual vehiclesales are projected to increase to 4 million by 2015, not 5 million as previously projected.

In 2011, there were 3,695 factories producing automotive parts in all of India. The average firm made US\$6 million in annual revenue with profits close to US\$400 thousand.

## HISTORY

The Hindustan Ambassador dominated India's automotive market from the 1960s until the mid-80s.

In 1897, the first car ran on an Indian road. Through the 1930s, cars were only imported, and in very small numbers. An embryonic automotive industry emerged in India in the 1940s.

Hindustan was launched in 1942, long-time competitor Premier in 1944, building GM and Fiat products respectively. Mahindra & Mahindra was established by two brothers in 1945, and began assembly of Jeep CJ-3A utility vehicles. Following independence in 1947, the Government of India and the private sector launched efforts to create an automotive- component manufacturing industry to supply to the automobile industry. In 1953, an import substitution programme was launched, and the import of fully built-up cars began to be restricted.

Restrictions under the license raj

However, growth was relatively slow in the 1950s and 1960s, due to nationalisation and the license raj, which hampered the Indian private sector. After 1970, with restrictions on the import of vehicles set, the automotive industry started to grow; but the growth was mainly driven by tractors, commercial vehicles and scooters.

Cars were still a major luxury item. In the 1970s, price controls were finally lifted, inserting a competitive element into the automobile market. However, by the 1980s, the automobile market was still dominated by

Hindustan and Premier, who sold superannuated products in fairly limited numbers. During the eighties, a few competitors began to arrive on the scene.

In 1986, to promote the auto industry, the government established the Delhi Auto Expo. The 1986 Expo was a showcase for how the Indian automotive industry was absorbing new technologies, promoting indigenous research and development, and adapting these technologies for the rugged conditions of India. The nine-day show was attended by then Prime Minister Rajiv Gandhi.

### Liberalisation

Eventually multinational automakers, such as, Suzuki and Toyota of Japan and Hyundai of South Korea, were allowed to invest in the Indian market, furthering the establishment of an automotive industry in India. Maruti Suzuki was the first, and the most successful of these new entries, and in part the result of government policies to promote the automotive industry beginning in the 1980s.

As India began to liberalise its automobile market in 1991, a number of foreign firms also initiated joint ventures with existing Indian companies. The variety of options available to the consumer began to multiply in the nineties, whereas before there had usually only been one option in each price class. By 2000, there were 12 large automotive companies in the Indian market, most of them offshoots of global companies.

### Vehicles manufactured or assembled in India

Manufactured only in Chennai, India, the i10 is one of Hyundai's best selling globally exported cars.

BMW India: 1 Series, 3 Series, 3 Series GT, 5 Series, 7 Series, X1, X3, X5. Audi India: A3, A4, A6, Q3, Q5, Q7.

Fiat India. Grande Punto, Linea.

Ford India: Figo, Fiesta Classic, Fiesta, Ecosport, Endeavour.

General Motors India (Chevrolet): Spark, Beat, Aveo U-VA, Sail, Aveo, Optra, Cruze, Tavera.

Honda Cars India Limited: Brio, Jazz, Amaze, City, Civic, CR-V, Accord. Hyundai Motor India: Eon, Santro, i10, i20, Accent, Verna, Elantra, Sonata. Isuzu: MU-7, V-Cross.

Jaguar (Subsidiary of Tata Motors): Jaguar XF. Land Rover (Subsidiary of Tata Motors): Freelander.

Mercedes-Benz India: C-Class, E-Class, M-Class, GL-Class, S-Class. MINI: Countryman.

Mitsubishi (in collaboration with Hindustan Motors): Lancer, Lancer Cedia, Pajero. Nissan Motor India: Micra, Sunny, Evalia, Dacia Duster.

Datsun: Datsun Go

Renault India: Pulse, Duster, Scala, Fluence, Koleos. Škoda Auto India: Fabia, Rapid, Laura, Yeti, Superb.

Toyota Kirloskar: Etios Liva, Etios, Corolla Altis, Innova, Fortuner, Camry. Volkswagen India: Polo, CrossPolo, Vento, Jetta, Passat

Opel was present in India until 2006. As of 2013, Opel only provides spare parts and vehicle servicing to existing Opel vehicle owners.

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Mahindra & Mahindra Limited

Mahindra Rise

Type: Public

Traded as

BSE: 500520

BSE SENSEX Constituent

Industry: Automotive

Founded: 1945 (Ludhiana)

Headquarters: Mumbai,

Maharashtra, India

Area served: Worldwide

Key people: Anand Mahindra (MD)

Product: Automobiles, commercial

vehicles, two-wheelers

Revenue: 691 billion (US\$11

billion) (2012)[1]

Net income

41 billion (US\$640 million)

Total assets

712 billion (US\$11 billion) (2012)[1]

Number of employees 34,612

(Mar-2013)

Parent: Mahindra Group

Subsidiaries

Mahindra Two Wheelers limited

SsangYong Motor Company

Peugeot Motorcycles (51%)



## HISTORY

Mahindra & Mahindra's Kandivali Unit, Auto Sector Main gate overlooking Western Express Highway, Mumbai.

Mahindra & Mahindra was set up as a steel trading company in 1945 in Ludhiana as Mahindra & Mohammed by brothers K.C. Mahindra and J.C. Mahindra and Malik Ghulam Mohammed

After India gained independence and Pakistan was formed, Mohammed emigrated to Pakistan. The company changed its name to Mahindra & Mahindra in 1948. It eventually saw business opportunity in expanding into manufacturing and selling larger MUVs, starting with assembly under licence of the Willys Jeep in India. Soon established as the Jeep manufacturers of India, the company later commenced manufacturing light commercial vehicles (LCVs) and agricultural tractors. Today, Mahindra & Mahindra is a key player in the utility vehicle manufacturing and branding sectors in the Indian automobile industry with its flagship UV Scorpio and uses India's growing global market presence in both the automotive and farming industries to push its products in other countries.

Over the past few years, the company has taken interest in new industries and in foreign markets. They entered the two-wheeler industry by taking over Kinetic Motors in India. M&M also has controlling stake in REVA Electric Car Company and acquired South Korea's SsangYong Motor Company in 2011. In the 2010-11 M&M entered in micro drip irrigation with the takeover of EPC Industry' Lt.

Mahindra & Mahindra, branded on its products usually as 'Mahindra', produces SUVs, saloon cars, pickups, commercial vehicles, and two wheeled motorcycles and tractors. It owns assembly plants in India, Mainland China (PRC), the United Kingdom, and has three assembly plants in the United States. Mahindra maintains business relations with foreign companies like Renault SA, France.

M&M has a global presence and its products are exported to several countries. Its global subsidiaries include Mahindra Europe S.r.l. based in Italy, Mahindra USA Inc., Mahindra South Africa and Mahindra (China) Tractor Co. Ltd.

Mahindra started making passenger vehicles firstly with the Logan in April 2007 under the Mahindra Renault joint venture. M&M will make its maiden entry into the heavy trucks segment with the Mahindra Truck and Bus Division, the joint venture with International Truck, USA.

Mahindra produces a wide range of vehicles including MUVs, LCVs and three wheelers. It manufactures over 20 models of cars including larger, multi-utility vehicles like the Scorpio and the Bolero. It formerly had a joint venture with Ford called Ford India Private Limited to build passenger cars.

At the 2008 Delhi Auto Show, Mahindra executives said the company is pursuing an aggressive product expansion program that would see the launch of several new platforms and vehicles over the next three years, including an entry-level SUV designed to seat five passengers and powered by a small turbo diesel engine. True to their word, Mahindra & Mahindra launched the Mahindra Xylo in

January 2009, and as of June 2009, the Xylo has sold over 15000 units.

Also in early 2008, Mahindra commenced its first overseas CKD operations with the launch of the Mahindra Scorpio in Egypt, in partnership with the Bavarian Auto Group. This was soon followed by assembly facilities in Brazil. Vehicles assembled at the plant in Bramont, Manaus, include Scorpio Pick Ups in single and double cab pick-up body styles as well as SUVs.

Mahindra planned to sell the diesel SUVs and pickup trucks starting in late 2010 in North America through an independent distributor, Global Vehicles USA, based in Alpharetta, Georgia. Mahindra announced it will import pickup trucks from India in knockdown kit (CKD) form to circumvent the Chicken tax. CKDs are complete vehicles that will be assembled in the U.S. from kits of parts shipped in crates. On 18 October 2010, however, it was reported that Mahindra had indefinitely delayed the launch of vehicles into the North American market, citing legal issues between it and Global Vehicles after Mahindra retracted its contract with Global Vehicles earlier in 2010, due to a decision to sell the vehicles directly to consumers instead of through Global Vehicles. However, a November 2010 report quoted John Perez, the CEO of Global Vehicles USA, as estimating that he expects Mahindra's small diesel pickups to go on sale in the U.S. by spring 2011, although legal complications remain, and Perez, while hopeful, admits that arbitration could take more than a year. Later reports suggest that the delays may be due to Mahindra scrapping the original model of the truck and replacing it with an upgraded one before selling them to Americans. In June 2012, a mass tort lawsuit was filed against Mahindra by its American dealers, alleging the company of conspiracy and fraud.

Mahindra & Mahindra has a controlling stake in Mahindra Reva Electric Vehicles. In 2011, it also gained a controlling stake in South Korea's SsangYong Motor Company.

Mahindra has launched its relatively heavily publicised SUV, XUV 500, code named as W201 in September 2011. The new SUV by Mahindra has been designed in-house and it is developed on the first global SUV platform that could be used for developing more SUVs. In India, the new Mahindra XUV 500 comes in a price range between Rs 11.40 lakh to Rs 15 lakh. The company is expected to launch 3 products in CY'15 (2 SUVs and 1 CV) and an XUV 500 hybrid. M&M's two wheeler segment will launch a new scooter in Q1FY'15.

Besides India, the company also targets Europe, Africa, Australia and Latin America for this model. Mahindra President Mr Pawan Goenka stated that the company plans to launch six new models this fiscal. The company launched CNG version of its mini truck Maxximo on 29 June 2012. A new version of Verito in diesel and petrol options was launched by the company on 26 July 2012 to compete with Maruti's Dzire and Toyota Kirloskar Motor's Etios.

COMPANY DEALS IN:

## Military Defence

The company has built and assembled military vehicles, commencing in 1947 with the importation of the Willys Jeep that had been widely used in World War II. Its line of military vehicles includes the Axe. It also maintains a joint venture with BAE Systems, Defence LandSystems India.

## Energy

Mahindra & Mahindra entered the energy sector in 2002, in response to growing demands for increased electric power in India.

Since then, more than 150,000 Mahindra Powerol engines and diesel generator sets (genets) have been installed in India, offering standard proper quality power, as do larger companies, in areas with arguably less reliable grid electricity. The inverters, batteries, and gensets are manufactured at three facilities in Pune (Maharashtra), Chennai(Tamil Nadu), and Delhi; and 160 service points across India offer 24-7 support to most key markets. Powered is present in countries across Latin America, Africa, the Middle East, and Southeast Asia and expanding into the United Arab Emirates, Bangladesh, and Nepal. Mahindra Powerol's energy services consist mostly of power leasing and telecom infrastructure management. In 2006, it became a major market leader in the telecom segment (and in 2011, its market share passed 45 percent). In 2007, it won the Frost and Sullivan "Voice of the Customer" award for best practices in telecom.

Mahindra Clean tech Ltd focuses in eco-friendly, or 'green' power. In response to growing acceptance of Solar Power, it formed a subsidiary, Mahindra Solar, in 2010 to offer a range of solar solutions, both off grid and on grid, alongside Engineering, Procurement, and Construction (EPC).

Mahindra EPC is the Engineering Procurement & Construction arm of the Mahindra group. A portfolio company under the clean tech arm of Mahindra Partners, they offer solar solutions spanning On-Grid solutions, EPC (Engineering, Procurement and Construction) and Off-Grid Product solutions. The company commenced its operations in the year 2011 and has successfully commissioned over 60 MW worth of Solar PV projects.

Meanwhile, its off-grid products include power packs and rooftop setups for business organisations and public institutions alongside rural electrification through lanterns and home and street lighting systems. The company works closely with Mahindra's farm equipment division to offer lighting products to some of the more rural areas in India. It also works with Mahindra Powered to offer solar power backup to telecom sites in India. In 2011, Mahindra Solar received a CRISIL rating of SP1A in 2011, the highest rating for any solar photovoltaic off-grid company.

## Farm equipment

### Mahindra Tractors

Mahindra began manufacturing tractors for the Indian market during the early '60s. It is the top tractor company in the world (by volume) with annual sales totaling more than 200,000 tractors. Since its

inception, the company has sold over 2.1 million tractors. Mahindra & Mahindra's farm equipment division (Mahindra Tractors) has over 1,000 dealers servicing approx. 1.45 million customers.

Mahindra tractors are available in 40 countries, including India, the United States, China, Australia, New Zealand, Africa (Nigeria, Mali, Chad, Gambia, Angola, Sudan, Ghana, and Morocco), Latin America (Chile, Argentina, Brazil, Venezuela, Central America, and the Caribbean), South Asia (Sri Lanka, Bangladesh, and Nepal), the Middle East (Iran and Syria) and Eastern Europe (Serbia, Turkey, and Macedonia. Mahindra Tractors manufactures its products at four plants in India, two in Mainland China, three in the United States, and one in Australia. It has three major subsidiaries: Mahindra USA, Mahindra (China) Tractor Company, and Mahindra Yueda (Yancheng) Tractor Company (a joint venture with the Jiangsu Yueda Group).

In 2003, the Farm Equipment Sector of Mahindra & Mahindra won the Deming Application Prize and in 2007 it received the Japan Quality Medal for implementing Total Quality Management in its entire business operations. The company has garnered the highest customer satisfaction index (CSI) in the industry at 88 percent. It earned a 2008 Golden Peacock Award in the Innovative Product/Services category for its in-house development of a load car. In its 2009 survey of Asia's 200 most admired and innovative companies, the Wall Street Journal named Mahindra & Mahindra one of the 10 most innovative Indian companies.

In addition to tractors, Mahindra sells other farm equipment. It has expanded its product-line to include farm-support services via Mahindra AppliTrac (farm mechanisation products), Mahindra Shubh Labh (seeds, crop protection, and market linkages and distribution), and the Samriddhi Initiative.

## AUTOMOBILES

### Mahindra Bolero

|                              |                               |
|------------------------------|-------------------------------|
| Overview:                    |                               |
| Manufacturer                 | Mahindra and Mahindra Limited |
| Also called<br>America)      | Mahindra Cimarrón (South      |
| Production                   | 2001-present                  |
| Assembly                     | Nashik, Maharashtra, India    |
| Haridwar, Uttarakhand, India | Body and                      |
| chassis:                     |                               |
| Class                        | SUV                           |
| Body style                   | Five-door                     |
| Related                      | Mahindra Maxx                 |

Power train:

Engine

2.5 L MDI turbocharged Diesel

Transmission

Five-speed manual

Dimensions:

Wheelbase

2,680 mm (105.5 in)

Length 4,107 mm (161.7 in)

Width 1,745 mm (68.7 in)

Height 1,885 mm (74.2 in)

Chronology:

Predecessor Mahindra Armada

Successor Mahindra Scorpio

The Mahindra Bolero is a four-wheel drive off-road vehicle produced by India's largest growing automotive company Mahindra & Mahindra.

Design

The basic design is based on the Mahindra Armada Grand. The first-generation Bolero was equipped with a Peugeot 2.5 L (150 in<sup>3</sup>) IDI engine which produced 75 bhp (56 kW). The second generation was released with slightly modified exteriors and the major change was the engine, a 2.5 L (150 in<sup>3</sup>) in-house mill from Mahindra. It is powered by a 72 bhp (54 kW) 2,523 cc (154.0 cu in) turbo-charged direct injection diesel engine.

Interior

Specification

- Default tyres are 235/75 R15 Goodyear Wrangler radials.
- Mileage is 12.2 km/L (8.2 L/100 km; 29 mpg-US) fuel economy.
- Mileage 14 km/L (7.1 L/100 km; 33 mpg-US) fuel economy on highway at around 80 to 100 km.
- Drive: Manual with four-wheel

drive option, power steering in SLX and DI variants.

### Driving impressions

The Mahindra Bolero is a basic utility vehicle that is well-suited to Indian conditions. Eventhough it is based on a decades-old platform, its high ground clearance makes it easier to

drive on rural Indian roads. Equipped with a 2523 cc diesel engine, it has become the vehicle of choice for rural populace.

### Models and trims

The Bolero is offered in the Indian domestic market in the following trims:

1. EX – The "no frills" base model includes vinyl seats, basic digital instrument and engine immobilization but lacks even the most rudimentary of modern conveniences such as power steering or air conditioning.
2. SLE – This trim replaces vinyl with a fabric/vinyl mix, and adds power steering, air conditioning, a heater, a second row center armrest, a remote fuel lid opener, and a spare wheel cover
3. SLX – Adds CD and MP3 capability, body colour ORVM, a body colour spare wheel cover insert, wood finish on the central console, power windows, central locking, keyless entry, and a 12-volt port.
4. ZLX – the top of the line ZLX trim adds the Mahindra Micro Hybrid System (similar to start/stop), a more advanced driver info system, exterior graphics, a rear windshield wiper, and VMS. The DI is similar to the EX trim but is available with the rugged DI engine. The EX, SLE, SLX and ZLX meanwhile are available with the M2DiCR Low Cost Common Rail Engine.
5. An ambulance model is also available.

## MODELS AND FEATURES

### BOLERO VARIANTS

#### Bolero ZLX

The new Mahindra Bolero ZLX isn't just an SUV. It's a feature-rich, adrenaline-pumping driving experience. An experience that not only keeps you firmly in command throughout, but also way ahead of the rest. Combining advancements like the new m2DiCR engine, Micro Hybrid Technology & Voice Messaging System along with masculine exteriors, comfortable & contemporary interiors including an advanced digital display, the Bolero ZLX has everything you need to take on anything the country has to offer.

#### Specifications

Engine 2523 cc m2DiCR Engine

|  |                    |                           |
|--|--------------------|---------------------------|
| @ 3200 rpm                                     | Maximum Power      | 46.3 kW                   |
| 1400-2200 rpm                                  | Maximum Torque     | 195 NM @                  |
| all synchromesh with overdrive in 5th          | Gear Box           | NGT 520, 5 speed,<br>gear |
| Independent with Coil Spring and Anti Roll Bar | Suspension         | Front -                   |
| Rear - Ellipitical Leaf Springs                |                    |                           |
|  | Tyres              | 215/75 R 15               |
|  | Turning Radius     | 5.8 m                     |
| 1745 x 1880 mm                                 | Dimensions (lxbxh) | 4107 x                    |
|  | Wheelbase          | 2680 mm                   |
| Front – Disc    Rear – Drum                    | Brake Clutch       |                           |

### Bolero SLX

The Bolero SLX has that distinctive Bolero look with its rough and rugged exteriors and is powered by the mighty m2DiCR Engine. Experience superior comfort with the all new wood-finish central console, central locking system and an advanced digital display.

### Features and Specification

Make: Mahindra

Mode: Bolero

Variant: SLX

Body Type: SUV

No. of Doors :5



Fuel Efficiency:

|                 |           |
|-----------------|-----------|
| City Mileage    | 9.4 kmpl  |
| Highway Mileage | 12.4 kmpl |
| Fuel Capacity   | 60 liters |
| Fuel Type       | Diesel    |
| Fuel Grade      | -         |

Engine Parameters:

|                        |                   |
|------------------------|-------------------|
| Displacement           | 2523cc            |
| Bore                   | -                 |
| Stroke                 | -                 |
| Cylinder Configuration | 4 inline          |
| Valve Gear Operation   | -                 |
| Compression Ratio      | -                 |
| No. of Valves          | 8                 |
| Aspiration             | Turbo Charged     |
| Fuel System            | DI                |
| Horse Power            | 63.12@3200 ps@rpm |
| Torque                 | 180@1440 Nm@rpm   |

Steering and Suspension

|                            |                        |
|----------------------------|------------------------|
| Steering Type<br>assist    | Rack and pinion, power |
| Power Steering             | Yes                    |
| Front Suspension<br>spring | Independent with coil  |
| Rear Suspension            | Leaf spring            |

Dimensions:

|                 |                          |
|-----------------|--------------------------|
| Length          | 4056 mm                  |
| Height          | 1880 mm                  |
| Width           | 1660 mm                  |
| Wheel Base      | 2680 mm                  |
| Clearance       | 200 mm                   |
| Boot            | -                        |
| Front Head Room | Min: 60mm Max: 60mm      |
| Front Leg Room  | • -                      |
| Rear Head Room  | Min: 60mm Max: 60mm      |
| Rear Leg Room   | Min: 74mm Max: 94mm      |
| Krebs Weight    | Min: 1615kg Max: 1615 kg |
| Gross Weight    |                          |

Drive Train

|            |        |
|------------|--------|
| Type       | Manual |
| Gears      | 5      |
| Drive Line | RWD    |

Comforts Features

|               |         |
|---------------|---------|
| AM / FM Radio | Present |
|---------------|---------|

Except AM / FM radio there is no other comfort is provided.

Safety: There is no safety feature included in Bolero SLX including antitheft system etc.

BOLERO SLE

The Bolero SLE has that distinctive Bolero look with its rough and rugged exteriors and is powered by the mighty m2DiCR Engine. With tough and rugged exteriors and comfortable interiors including an advanced digital display, the SLE combines extraordinary power with efficient mileage for an effortless driving experience.

#### Feature and Specification

|                 |          |
|-----------------|----------|
| Make            | Mahindra |
| Model           | Bolero   |
| Variant         | SLE      |
| Body Type       | SUV      |
| Number of Doors | 5        |

#### Fuel Efficiency:

|                 |           |
|-----------------|-----------|
| City Mileage    | 9.5 kmpl  |
| Highway Mileage | 13.2 kmpl |
| Fuel Capacity   | 60 liters |
| Fuel Type       | Diesel    |
| Fuel Grade      | -         |

#### Engine Parameters:

|                        |               |
|------------------------|---------------|
| Displacement           | 2523cc        |
| Bore                   | -             |
| Stroke                 | -             |
| Cylinder Configuration | 4 inline      |
| Valve Gear Operation   | -             |
| Compression Ratio      | -             |
| No. of Valves          | 8             |
| Aspiration             | Turbo Charged |
| Fuel System            | DI            |

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|             |                   |
|-------------|-------------------|
| Horse Power | 63.12@3200 ps@rpm |
| Torque      | 180@1440 Nm@rpm   |

#### Steering and Suspension

|                            |                        |
|----------------------------|------------------------|
| Steering Type<br>assist    | Rack and pinion, power |
| Power Steering             | Yes                    |
| Front Suspension<br>spring | Independent with coil  |
| Rear Suspension            | Parabolic Leaf spring  |

#### Dimensions

|                 |                          |
|-----------------|--------------------------|
| Length          | 4056 mm                  |
| Height          | 1880 mm                  |
| Width           | 1660 mm                  |
| Wheel Base      | 2680 mm                  |
| Clearance       | 180 mm                   |
| Boot            | -                        |
| Front Head Room | -                        |
| Front Leg Room  | -                        |
| Rear Head Room  | -                        |
| Rear Leg Room   | -                        |
| Krebs weight    | Min: 1615kg Max: 1615 kg |
| Gross weight    | -                        |

#### Drive Train

|      |        |
|------|--------|
| Type | Manual |
|------|--------|

---

|            |     |
|------------|-----|
| Gears      | 5   |
| Drive Line | RWD |

#### Comfort Features

|                  |     |
|------------------|-----|
| Air-Conditioning | Yes |
|------------------|-----|

Except Air conditioning, no other comfort features are present in the Bolero SLE.

Same as SLX no safety features are present in the Bolero SLE.

#### Mahindra Scorpio

##### Overview

##### Manufacturer

Mahindra and Mahindra Limited

##### Also called

Mahindra Goa (in Europe)

##### Production

2002–present

##### Assembly

Nasik, Maharashtra, India 6th of October City, Egypt(BAG) Montevideo, Uruguay

##### Body and chassis

##### Class

Sport utility vehicle

##### Body style

Full-size SUV

##### Related

Mahindra Scorpio Getaway

##### Power train

##### Engine

2.1L Petrol I4 116

2.6L Turbo

2.2L M-Hawk

Transmission

5 speed manual / optional extras 4-wheel drive

Dimensions

Wheelbase

105.5 inch (2,680 mm)

Length

176.9 inch (4,493 mm)

Width

71.5 inch (1,816 mm)

Height

77.8 inch (1,976 mm)

The Mahindra Scorpio is a four-wheel drive compact SUV manufactured by Mahindra & Mahindra Limited (M&M), the flagship company of the Indian Mahindra Group. It was the first SUV from the company built for a global market.

The Scorpio has been successfully accepted in international markets across the globe, and will shortly be launched in the United States.

The Scorpio was conceptualized and designed by the in-house integrated design and manufacturing team of M&M.

The car has been the recipient of three prestigious Indian awards: the "Car of the Year" award from Business Standard Motoring as well as the "Best SUV of the Year" and the "Best Car of the Year" awards, both from BBC World Wheels.

## DEVELOPMENT

Prior to the mid-1990s, Mahindra & Mahindra was an automobile assembly company. The company manufactured Willys Jeeps and its minor modified versions, with modifications

carried out in India. In 1996, the company planned to enter the SUV segment with a new product which could compete globally. Since M&M did not have the technical knowhow to handle such an ambitious product, they devised an entirely new concept among Indian auto companies. Roping in new executives who had worked in the auto industry in western countries, such as Pawan Goenka and Alan Durante, the company broke the rule that says automakers must design, engineer and test their own vehicles while spending millions of dollars in the process.

The new Mahindra Scorpio SUV had all of its major systems designed directly by suppliers, with the only inputs from Mahindra being design, performance specifications and program cost. The design and engineering of the systems were carried out by suppliers, as well as testing, validation and materials selection. Sourcing and engineering locations were also chosen by suppliers. The parts were later assembled in a Mahindra plant under the Mahindra badge, being a well-known brand in India. Using this method, the company was able to build from scratch a new vehicle with virtually 100 percent supplier involvement from concept to reality, at a cost of Rs 600 crore (\$120 million), including improvements to the plant. The project took five years to move from concept to final product. The cost was estimated in 2002 to be Rs 550 crore.

## FIRST GENERATION

Mahindra Scorpio first generation

Mahindra Scorpio second generation

The Mahindra Scorpio was launched in India in 2002. Soon after the success of the Scorpio, Mahindra launched an upgraded Scorpio with plush seats and rear centre arm rest, dual tone exterior colour and various minor changes.

## SECOND GENERATION

In April 2006, the company launched an upgraded Scorpio, dubbing it the 'All-New' Scorpio.

At the Auto Expo 2006 in Delhi, Mahindra also showcased their future plans on the Scorpio model by showcasing a hybrid Scorpio with CRDe engine and a Scorpio based on a pickup truck . The hybrid, the first such vehicle developed in India, was developed by Arun Jaura, a former employee of Ford. His senior, Pawan Goenka, a former engineer at GM, heads

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Mahindra's automotive division and oversees the Scorpio project.

In June 2007, Mahindra launched a pick-up version in India known as the Scorpio Getaway.

On September 21, 2008, Mahindra launched their latest Scorpio with a 6-speed automatic transmission gearbox.

#### Safety

Mahindra Scorpio 2014 is the third generation model

The upgraded Mahindra Scorpio Getaway, launched in Australia in mid-2009, received additional safety features to the Indian model such as ABS brakes and airbags in an attempt to raise its rating to a minimum of 3 stars from the current 2 star ANCAP rating. The 2012 model scored 6.6 points out of a possible 16, giving it a 3-star ANCAP rating.

#### Hybrid version

On April 14, 2008, Mahindra revealed a concept of a diesel-electric hybrid version of their Scorpio SUV at the 2008 SAE World Congress.

#### Facelift 2014

A face lifted version of the Scorpio was launched on 26th September, 2014 with redesigned front and rear fascias and a new dashboard. A revised automatic variant of the SUV is expected in 2015.

#### hawk

The m Hawk Diesel engine holds a capacity of 2.2 L with 4 cylinders that delivers 120hp. The m Hawk employs a top-mounted intercooler to improve turbocharger efficiency. The engine is based on the Bosch Common Rail system with solenoid injectors and fuel spray design that improves fuel efficiency.

The m Hawk is equipped with a two chain drive stage system and hydraulic lash adjusters.



Western Europe

In Western Europe, so as not to confuse the vehicle with the Ford Scorpio executive car, it is called the Mahindra Goa.

United States

Mahindra has for a while had plans on exporting to the United States, possibly with a diesel-electric hybrid. In 2006, it entered into an agreement with Global Vehicles USA to import and distribute Mahindra vehicles.

It originally planned to release a modified pick-up version of the Scorpio, named Appalachia, in the United States by the end of 2009, but legal problems have pushed back its entry into the U.S. market. This vehicle is projected to cost in the low \$20,000s

#### SPECIFICATIONS

Intercooled, mHawk CRDe, 4 Stroke, Turbo charged, DI

kW) @ 4000 rpm

(lbf•ft) @ 1800-2800 rpm

speed automatic

Tubeless

Engine: Top mounted intercooler,

Cubic Capacity: 2179cc

Max. Gross power: 120 bhp (89

Max. Gross torque: 290 NM (210

Gear Box: 5 speed manual and 6

Tyres: P235/70 R16, Radial

Front Brakes: Disc & Caliper type,  
Twin pod & Tandem booster (with anti-lock braking system)

Rear Brakes: Drum Type

Fuel Tank Capacity: 60 l (13 imp

gal; 16 US gal)

for 2WD

Fuel Type:  
Diesel

Turning circle  
radius: 5.6 m  
(18 ft)

## MODELS

Mahindra Scorpio S2: This is the base variant powered by a 2.5l M2diCR engine producing 75bhp.

Mahindra Scorpio S4: This is the base model with many advanced features such as mHawkengine, digital immobilizer, collapsible steering column, crash protection crumple zone, illuminated spoiler, sporty bonnet scoop and tubeless tyres. In November 2011, a 4WD version was introduced in the S2 trim

Mahindra Scorpio Getaway: This variant is powered by the 2.6L, 2609cc, and diesel engine. It satisfies only BS III emission norms, so it is not available in metro cities. Also it does not get the new generation Scorpio looks.

Mahindra Scorpio S6: This is an upgraded version with additional features like ABS, air dams and mud flaps, front fog lamps, voice assist system, electrically operated ORVMs and middle row sliding seats, 2din entertainment system.

Mahindra Scorpio S6+: It is the same as the S6 variant but with advanced safety features.

Mahindra Scorpio S10 : This is an upgraded version with additional features like sporty decals, alloy wheels, anti pinch smart windows, cruise control and audio controls on the steering wheel, dual airbags, micro hybrid technology, 6" touch screen infotainment system, tyre , tronics, and LED Projector Headlamps with Eyebrows

Mahindra Scorpio S10 4WD: Same as the S10 it contains 4WD and an additional 100kg of weight.

Mahindra

Nashik, Maharashtra, India MAHINDRA XUV 500

Manufacture: Mahindra &

Production: 2011–present Assembly:

Chakan, Maharashtra, India

Body and chassis

Class: Sport utility vehicle Body style: 4-door SUV

## Powertrain

Engine: 2.2 litre mHawk140, direct injection diesel, 5th generation Variable Geometry Turbocharger (VGT)

Transmission: 6 Speed Manual

## Dimensions

Wheelbase: 2,700 mm (106 in)

Length: 4,585 mm (181 in)

Width: 1,890 mm (74 in)

Height: 1,785 mm (70 in)

Kerb weight: 1,785 kg (3,935 lb)

The Mahindra XUV500 is a mid-size SUV produced by the Indian automobile company Mahindra & Mahindra.

The XUV500 was designed and developed at Mahindra's design and vehicle build centre in Nasik and Chennai, and is manufactured in Mahindra's Chaka & Nasik plant, India. During its development, the car was code named 'W201'.

The company claims that the design is inspired by fastest land animal, the cheetah. It is the first monologue chassis based vehicle the company has produced.

The XUV 500 was launched in September 2011, and by June 2012 it was available in 19 cities in India. Carefully managed hype surrounding the launch translated into 35,000 XUV500s being sold in the first year, with another 14,000 buyers on a waiting list. To meet the growing demand for the XUV 500, M & M planned to increase the monthly production to 5000 units by Sept-Oct 2012.

Despite being highly popular in India, it is less well known in other countries than is the Mahindra Scorpio. But the XUV500 was relatively popular in the South African market with sales exceeding 1200 units by February 2013.

Mahindra's XUV 500 secured first place in the 2010 Desert Storm Rally - one of India's toughest tests for both man and machine. The car also clocked the fastest time in three sections of the rally.

## Models

The XUV500 is powered by a 2.2 litre (2179 cc) "mHawk" turbo diesel engine similar to the one in the Mahindra Scorpio. It develops 140 bhp (104 kW; 142 PS) @ 3750 rpm and torque of 330 NM (243 abaft) @1600-2800 rpm and is mated to a new 6-speed manual gearbox developed by Ricardo.

The XUV500 was launched in two versions sharing the same engine; the W6 in two-wheel drive only and the W8 which can be specified in two- or four-wheel drive.

The W6 includes a 6-inch monochrome infotainment display, two airbags, ABS with electronic brake-force distribution (EBD), and disc brakes on all wheels.

The W8 adds GPS navigation, six airbags, a touch screen, electronic stability program (ESP) with rollover mitigation, Hill Hold and Hill Descent control, alloy wheels, and leather upholstery.

In August 2012, Dalit Calabria, Mumbai-based automobile designer of DC Designs came out with the lounge version of Mahindra XUV 500.

### Exports

Mahindra XUV500 is also designed for international markets. The company has announced that the SUV will be exported to South Africa, Australia, Chile and Italy under the name CBU. The review intimated that the price of the SUV in foreign countries would be different from the Indian version.

### Performance

The XUV500 can accelerate 0-60 km/h in 5.4 seconds and 0-100 km/h in 12.5 seconds and reach a top speed of 200 km/h. Its fuel economy is 15.1 km per litre (as per ARAI test), and 13.8 km per litre in city and has a 70 litre fuel tank.

### Awards

Mahindra XUV500 received „Total Customer Satisfaction Award“ from TNS Automotive. The flagship vehicle from Mahindra received the award for being top ranked in the SUV segment in the largest syndicated automotive study in India conducted by TNS Automotive.

### Mahindra Verito

The Indian multinational automobile manufacturers, the Mahindra & Mahindra, have been widening its territory of the customer base by releasing new models into new categories of the market.

Its successful attempt is the Mahindra Verito that is offered in seven chic colours. To start with its performance, it has been integrated with an advanced braking mechanism that further has the anti lock braking system with electronic brake force distribution. The safety section is addressed just as in most of the recent vehicles by an advanced anti theft function known as an engine immobilizer. It has been built into this vehicle to put all the theft related worries of any unauthorized access put to bay. And the protection of the driver from any impact, by hitting the steering wheel or to the windows out of a collision is avoided by providing an airbag. Additionally, the side impact mouldings that are in body colour gives a great look to

the side profile of the car, but the actual purpose that they serve is to protect the vehicle from all the possible minor scratches and damages that might take place during heavy traffic and reduce their impact on the car.

It squeezes an impressive mileage of 20.03 KMPL, which is quite good for daily commuters. There is a driver information system that has a display capacity of multiple instrument notifications. It is being sold with a powerful 1.5 litre dCi CRDi motor and the buyers must be prepared for some serious acceleration and pickup as well. The cabin is integrated with elegant new upholstery that looks, so fine that you don't want to mess it, but once you get onto them, it is too cozy to get out ever.

Furthermore, in complimenting the style in the inside cabin, the grab handles have been given a new design and also in has a fine finish to it. The outside rear view mirrors that can be electrically adjustable have their control switches sitting in great style on the right side of the dashboard.

It has an immense boot space that can accommodate massive 510 litres. On the frontage, there can be seen a pair of fog lamps on either side that are in a new design covering to it in black, which look like eyelids of the lamps.

This stylish body of sedan has been tailored with expertise and the one such feature that has been stitched onto it are the roof rails that lie in style and adding to it there are the A, B and C pillars that are in black.

The view from the rear side is enhanced altogether by the rear appliqué in chrome that holds the name of model. It has been fitted with classy new alloy wheels that lift the entire body of Verito in great style. Additionally, the eyebrow headlights improve the entire front fascia picture. Furthermore, the sculpted new boot lid adds style to the rear and the clear lens tail lamps on the front enhance the light quality. Additionally, the chrome plated front grille cannot be unnoticed.

#### SPECIFICATION

Diesel

1.5 Diesel

ENGINE Type

4 cylinders, 8 valve Displacement (cc):1461

Max. Power (hp/rpm): 65/4000 Max. Torque (nm/rpm): 160/2000 Gross Weight (kg): 1630

Kerb Weight (kg): 1140 DIMENSIONS

Boot space (litres): 510 Overall length (mm): 4277 Overall width (mm): 1740 Height (mm): 1540

Wheel base (mm): 2630 Ground clearance (mm): 172 Fuel tank capacity (litters): 50 Turning radius (meter): 5.25 Tyres: 185/70 R14 tubeless SUSPENSION

Front: Macpherson-type with wishbone link

Rear: H-Section torsion beam with programmed deflection-coil spring

## VERITO VBIBE

Engine and Transmission Engine Displacement: 1461 cc Fuel Type: Diesel

Power: 65 PS

Torque: 160 Nm No of Cylinders: 4

Transmission: Manual No of Gears: 5

Drive Type: FWD Paddle Shift: N

Kerb Weight: 1155 Kg Performance and Fuel Economy Overall (Km/l): 20.8

Top Speed (Km/h): 160

Brakes Steering Suspension and Tyres

Suspension Front: Macpherson-Type With Wishdon Link

Suspension Rear: H-Section Torsion Beam With Programmed Deflection-Coil Spring Brakes

Front: Disc

Brakes Rear: Drum

Steering Type: Hydraulic Power Steering Minimum Turning Radius: 5.25 Meters Tyre Size: 185 /

70 R14

Wheel Size: 14 Tubeless tyres: Yes Interior Dimensions Seating Capacity: 5

Doors: 4

No of Seating Rows: 2 Boot Space: 330 Litres Fuel Capacity: 50 Litres Exterior Dimensions

Length Width Height: 3991\*1740\*1540 Wheelbase: 2630 mm

Ground Clearance: 172 mm Interior

Seat Upholstery ( Leather/ Fabric): Fabric Front and Rear Head Restraint: Both Leather-wrapped

Gear Knob: N

Exterior / Exterior Appearance

Wheels Type (Pressed Steel/ Alloy): Alloy Body Colour Bumpers: Y

Outside Rear View Mirror: Electrically Adjustable Body colour ORVMs: Y

Turn indicators on ORVM: N

Body Colored Outside Door Handles: Y Side Mouldings: Y

Clear lens Head Lamp: Y Clear lens Tail Lamp: Y Cornering Headlights: N Projector Headlights:

N LED tail lamps: N

Trunk Light: Y Rear Spoiler: N

Antenna: Y Roof Rails: Y

Comfort and Convenience AC: Manual

Rear AC Ducts: N Heater: Y

Power Steering: Y

Adjustable Steering (Tilt/Rake): N Power Windows ( Front / Rear ): Both Adjustable Driver Seat:

Manually

Adjustable Front Passenger Seat: Manually Low Fuel Warning Lamp: Y

Distance to empty: Y Average Speed Display: Y

Average Fuel Consumption: Y Safety and Security

Airbags: 1 (Driver Only)

Anti-lock Braking System (ABS): Y Electronic Brake force Distribution (EBD): Y Anti Theft

System (Immobilizer): Y



## SsangYong Rexton by Mahindra Overview

Manufacturer: SsangYong Motor

Also called: Micro Rexton (Sri Lanka), Huanghai Aurora (China), Derways Aurora (Russia)

Production: 2001–present

Assembly: (since 2009) Chakan, India (Mahindra & Mahindra[1]) Designer: Italdesign Giugiaro

Body and chassis Class: Mid-size SUV

Body style: 5-door wagon

Related: Mercedes-Benz M-Class W163 Dimensions

Wheelbase: 2,820 mm (111.0 in)

Length: 4,720 mm (186 in)

Width: 1,870 mm (74 in)

Height: 1,830 mm (72 in)

It is based on the Mercedes-Benz M-Class W163 platform. This vehicle offers standard appointments such as quiet on-road performance, car-like handling, and off-road capability, and can be configured to seat seven people or as a five-seater.

The car's design was also styled by Giugiaro's Italdesign studio.

In 2006, the model received style changes, along with more comfort and convenience and was then renamed the Rexton II.

First Generation ( Y200 2001-20060)

The SsangYong Rexton first generation was produced from 2001 to 2006. The car was available only with four-wheel drive and one of three engines: a 2.7 litre 121 kW (162 hp) / 342 NM (252 abaft) common rail diesel, a 2.9 litre diesel and a 3.2 litre 162 kW (217 hp) / 310 NM (229 abaft) petrol engine, all manufactured under license from Mercedes-Benz.

In the summer of 2003, the Rexton was introduced in Europe. Technically, it is based on a slightly extended chassis of the SsangYong Musso.

Initially, it was only available with a choice of two engines: a 2.9-liter five-cylinder diesel with 120 hp (89 kW) and 3.2-liter gasoline engine with 220 hp (164 kW). Both engines were borrowed from the Musso which were licensed from Mercedes-Benz.

The transmission options for the diesel model were originally either a five-speed manual with a gearbox from the American company Tremec or a four-speed automatic with a gearbox from the Australian company BTR Automotive.

The petrol model was only offered with the automatic transmission. In 2004 with the introduction of the 2.7 litre motor, a 5 speed Tiptronic gearbox (provided by Mercedes-Benz) became an optional extra with that engine.

Second Generation (Y300 2006-2012)

The Rexton second generation was released in 2006 as a replacement for the original Rexton. In Malaysia, the Rexton II is assembled by the sole importer and distributor of SsangYong vehicles in Malaysia.

Rexton in India

India's largest SUV maker Mahindra and Mahindra had first introduced the SsangYong Rexton model in the country in 2012. It was first introduced in a total of two variants namely RX5 and RX7, which are powered by the same 2.7-litre diesel engine. This engine in top end trim can unleash a maximum power of 184bhp along with a peak torque of 402mm.

However, in the base version, it can churn out 162bhp of power along with 340Nm of torque. Recently, the automaker has also rolled out a brand new RX6 trim in its series, which increases the total number of variants to three. The car maker is offering the top end variant with automatic transmission option, which sends out torque to all four wheels in AWD layout. While the remaining variants are available with five speed manual transmission gearbox that works with intelligent 4x4 torque-on-demand system, which enables the driver to switch between 2WD and 4WD. This model series is bestowed with several advanced comfort features including fully automatic climate control system, audible rear parking sensors, and navigation system with pre-loaded maps, which certainly makes the journey comfortable. The car maker is offering the base variant with 8-way manually adjustable driver's seat while the remaining two trims are bestowed with electrically adjustable seat. On the other hand, its top end RX7 trim is equipped with a leather wrapped steering wheel, which is decorated with additional metal-grain accents. The

interiors of this SUV are extremely spacious that can accommodate total of seven passengers. The company used high quality scratch resistant material, which gives a luxuriant look to the cabin. In addition to these, there are a lot of chrome inserts given inside the cabin, which adds to its elegance. This SUV has a classy external appearance with neatly sculptured cosmetics on all the facts.

However, the most attractive aspect of its exteriors is its radiant eagle-eye shaped headlight cluster with 'Rexton' emblem. The automaker is offering all the variants in this series with a set of stylish 10-spoke

design alloy wheels, which further emphasizes its classy appeal. This vehicle is built with triple layer construction using ultra-rigid steel frame, which can reduce the risk of injuries in case of any accident. There are several sophisticated features like dual front airbags, 3-point ELR seatbelts, engine immobilizer and ABS. While the mid and top end trims are also incorporated with aspects like ESP with off switch, active roll over protection and anti slip regulation, which keeps the vehicle stable irrespective of road conditions. At present, it is placed in the luxury SUV segment where it is competing with the likes of Honda CRV, Toyota Fortuner, Ford Endeavour and Skoda Yeti. The automaker is currently offering this vehicle with an attractive warranty of 3 years or 100000 kilometers (whichever is earlier).

Mahindra Thar

Overview

Manufacturer: Mahindra & Mahindra Limited

Production: 2010–present

Assembly: Nasik, Maharashtra, India

Body and chassis

Class: Compact SUV, Mid-size SUV, Convertible

Body style: Jeep

Layout: Front engine, rear-wheel drive /four-wheel drive

The Mahindra Thar is a compact and mid-size four-wheel drive off-road and sport utility vehicle (SUV), manufactured by Indian automaker Mahindra & Mahindra Limited. The vehicle was launched in the Indian market on October 4, 2010 to fill the void left by its predecessor the Mahindra MM540. The Thar has been voted one of the top 10 SUVs available in the Indian market. Three variants - DI 2WD, DI 4WD and CRDe, with available on soft top version.

The Thar also comes with a 7 seater option, though it can be converted in to a two seater.

Mahindra XyloOverview

Manufacturer:

Mahindra & Mahindra

Production: 2009-present

Assembly: Nasik, Maharashtra, India Body and chassis

Body style: 5-door crossover MUV

Related: Mahindra Scorpio Mahindra, Quanto, Mahindra Genio Powertrain

Engine: 2.2L M-Hawk Turbo Diesel, 2.5 L amid CRDe Turbo Diesel Transmission: 5-speed manual transmission

Dimensions

Wheelbase: 2,760 mm (109 in)

Length: 4,520 mm (178 in)

Width: 1,850 mm (73 in)

Height: 1,895 mm (75 in)

The Mahindra Xylo is a MUV (multi utility vehicle), designed and manufactured by Mahindra & Mahindra. The Xylo was launched on 13 January 2009 at Nasik. Five variants, D2, D4, H6, H8 and H9 are currently available [as of Jan 2015]. More than 3,000 units of Xylo were sold in its first full month of sales, after launch in March 2009.[1]

History

The project, which initially had the codename of Ingenio, was announced by the company in 2006 and was designed to compete in the Indian market with both the Toyota Innova and the Chevrolet Tavera. The project cost Mahindra around Rs 550 crore. Production started in the Nashik plant in December 2008.

Launched in India in early 2009, the Xylo started off well with an initial flurry of sales. However, since then sales have slowly declined, and it is widely believed that sales have not lived up to Mahindra's expectations. The Xylo was loosely based on the Mahindra Scorpio's ladder frame chassis. This chassis was modified to take account of the Xylo's longer wheelbase and higher refinement requirements. The Xylo was launched with a number of seating configurations, including two up front, and two benches [8 seats], or two up front, middle row captain seats and a rear bench [7 seats].

Initially 4×4 variants of the Xylo were also planned, and various test mules had been spotted undergoing trials. However, to date Mahindra has not launched any 4×4 variants of the Xylo. This is perhaps due to the company fearing cannibalisation of its Scorpio's sales, as well as reluctance to INVEST further in development costs of an underperforming model.

In 2012 the Xylo was comprehensively updated. New gearboxes and the modern M-Hawk turbo diesel 2.2L engine were introduced to higher variants. Other changes included revised suspension tuning, a restyled front end, smoked rear lights, blacked out B-, C- and D-pillars, and leather interiors for the top spec H9 model.

These changes greatly improved the Xylo, both in terms of refinement, handling, and looks, all of which had been criticized in the press and by owners alike. Xylo sales crossed the 100,000 mark in June 2012.

In late 2013 minor [and some would say unsightly] cosmetic revisions were again made to the domestic Indian version of the Xylo, including side body decals and a bonnet chrome strip.

The crash safety performance of the Mahindra Xylo is unknown, as it has not been subjected to any crash tests by a safety advocacy organisation, such as Global NCAP.

Certain variants of the Xylo do come equipped with dual front airbags and ABS with EBD. It is unclear whether the Xylo is equipped with other features such as seat belt pre-tensioners and side door impact beams.

The Xylo also lacks 3 point seat belts for the centre rear passenger seats, and Electronic Stability Control [ESC] is not offered on any variants. It is hoped that a later revision of the Xylo will include these vital modern safety aids.

The Xylo is sold in select international markets, including South Africa, Colombia, and certain South Asian and North African countries.

### Mahindra Quanto

The Mahindra Quanto was launched in September 2012 as a shortened version of the Xylo. It shares the Xylo's front end, doors and wheelbase. However, the rear overhang is dramatically shortened to bring the total length under 4m, which has certain retail tax benefits in the domestic Indian market. The Quanto seats five in-cabin, with two extra jump seats in the rear. It is powered by a three-cylinder engine for the Indian domestic market. The Quanto is sold in various

international markets, including South Africa, with the 4 cylinder 2.2L M-Hawk diesel engine.

## MARKETING STRATEGY

Marketing strategy is the fundamental goal of increasing sales and achieving a sustainable competitive advantage.[1] Marketing strategy includes all basic, short-term, and long-term activities in the field of marketing that deal with the analysis of the strategic initial situation of a company and the formulation, evaluation and selection of market-oriented strategies and therefore contribute to the goals of the company and its marketing objectives.[2]

### Developing a marketing strategy

Marketing strategies serve as the fundamental underpinning of marketing plans designed to fill market needs and reach marketing objectives.[3] Plans and objectives are generally tested for measurable results with a goal of finding the most meaningful and actionable data that will help optimize success rates and help establish and maintain competitive advantages. Commonly, marketing strategies are developed as multi-year plans, with a tactical plan detailing specific actions to be accomplished in the current year. Time horizons covered by the marketing plan vary by company, by industry, and by nation, however, time horizons are becoming shorter as the speed of change in the environment increases.[4] Marketing strategies are dynamic and interactive. They are partially planned and partially unplanned. See strategy dynamics. Marketing strategy needs to take a long-term view, and tools such as customer lifetime value models can be very powerful in helping to simulate the effects of strategy on acquisition, revenue per customer and churn rate.

Marketing strategy involves careful and precise scanning of the internal and external environments.[5] Internal environmental factors include the marketing mix and marketing mix modeling, plus performance analysis and strategic constraints.[6] External environmental factors include customer analysis, competitor analysis, target market analysis, as well as evaluation of any elements of the technological, economic, cultural or political/legal environment likely to impact success.[4] A key component of marketing strategy is often to keep marketing in line with a company's overarching mission statement.[7]

Once a thorough environmental scan is complete, a strategic plan can be constructed to identify business alternatives, establish challenging goals, determine the optimal marketing mix to attain these goals, and detail implementation.[4] A final step in developing a marketing strategy is to

create a plan to monitor progress and a set of contingencies if problems arise in the implementation of the plan.

Marketing Mix Modeling is often used to help determine the optimal marketing budget and how to allocate across the marketing mix to achieve these strategic goals. Moreover, such models can help allocate spend across a portfolio of brands and manage brands to create value.

#### Diversity of Strategies

Marketing strategies may differ depending on the unique situation of the individual business. However, there are a number of ways of categorizing some generic strategies. A brief description of the most common categorizing schemes is presented below:

Strategies based on market dominance - In this scheme, firms are classified based on their market share or dominance of an industry. Typically there are four types of market dominance strategies:

Leader

Challenger

Follower

Nicher

According to Shaw, Eric (2012). "Marketing Strategy: From the Origin of the Concept to the Development of a Conceptual Framework". Journal of Historical Research in Marketing., there is a framework for marketing strategies.

#### Market introduction strategies

"At introduction, the marketing strategist has two principle strategies to choose from: penetration or niche" (47).

#### Market growth strategies

"In the early growth stage, the marketing manager may choose from two additional strategic alternatives: segment expansion (Smith, Ansoff) or brand expansion (Borden, Ansoff, Kerin and Peterson, 1978)" (48).

#### Market maturity strategies

"In maturity, sales growth stage, the marketing manager may choose from two additional strategic alternatives: segment expansion (Smith, Ansoff) or brand expansion (Borden, Ansoff, Kerin and Peterson, 1978)" (48).

#### Market maturity strategies

### Market decline strategies

At some point the decline in sales approaches and then begins to exceed costs. And not just accounting costs, there are hidden costs as well; as Kotler (1965, p. 109) observed: 'No financial accounting can adequately convey all the hidden costs.' At some point, with declining sales and rising costs, a harvesting strategy becomes unprofitable and a divesting strategy necessary" (49).

### Early marketing strategy concepts

#### Borden's "marketing mix"

"In his classic Harvard Business Review (HBR) article of the marketing mix, Borden (1964) credits James Culliton in 1948 with describing the marketing executive as a 'decider' and a 'mixer of ingredients.' This led Borden, in the early 1950s, to the insight that what this mixer of ingredients was deciding upon was a 'marketing mix'" (34).

#### Smith's "differentiation and segmentation strategies"

"In product differentiation, according to Smith (1956, p. 5), a firm tries 'bending the will of demand to the will of supply.' That is, distinguishing or differentiating some aspect(s) of its marketing mix from those of competitors, in a mass market or large segment, where customer preferences are relatively homogeneous (or heterogeneity is ignored, Hunt, 2011, p. 80), in an attempt to shift its aggregate demand curve to the left (greater quantity sold for a given price) and make it more inelastic (less amenable to substitutes). With segmentation, a firm recognizes that it faces multiple demand curves, because customer preferences are heterogeneous, and focuses on serving one or more specific target segments within the overall market" (35).

#### Dean's "skimming and penetration strategies"

"With skimming, a firm introduces a product with a high price and after milking the least price sensitive segment, gradually reduces price, in a stepwise fashion, tapping effective demand at each price level. With penetration pricing a firm continues its initial low price from introduction to rapidly capture sales and market share, but with lower profit margins than skimming" (37).

#### Forrester's "product life cycle (PLC)"



"The PLC does not offer marketing strategies, per se; rather it provides an overarching framework from which to choose among various strategic alternatives" (38).

Corporate strategy concepts Andrews "SWOT analysis"

"Although widely used in marketing strategy, SWOT (also known as TOWS) Analysis originated in corporate strategy. The SWOT concept, if not the acronym, is the work of Kenneth R. Andrews who is credited with writing the text portion of the classic: Business Policy: Text and Cases (Learned et al., 1965)" (41).

Ansoff's "growth strategies"

"The most well-known, and least often attributed, aspect of Igor Ansoff's Growth Strategies in the marketing literature is the term 'product-market.' The product-market concept results from Ansoff juxtaposing new and existing products with new and existing markets in a two by two matrix" (41-42).

Porter's "generic strategies"

Porter generic strategies – strategy on the dimensions of strategic scope and strategic strength. Strategic scope refers to the market penetration while strategic strength refers to the firm's sustainable competitive advantage. The generic strategy framework (porter 1984) comprises two alternatives each with two alternative scopes. These are Differentiation and low-cost leadership each with a dimension of Focus-broad or narrow.

Product differentiation Cost leadership Market segmentation Innovation strategies

Innovation strategies deal with the firm's rate of the new product development and business model innovation. It asks whether the company is on the cutting edge of technology and business innovation. There are three types:

Pioneers

Close followers Late followers Growth strategies

In this scheme we ask the question, "How should the firm grow?". There are a number of different ways of answering that question, but the most common gives four answers:

Horizontal integration Vertical integration Diversification Intensification

These ways of growth are termed as organic growth. Horizontal growth is whereby a firm grows towards acquiring other businesses that are in the same line of business for example a clothing retail outlet acquiring a food outlet. The two are in the retail establishments and their integration lead to expansion. Vertical integration can be forward or backward. Forward integration is whereby a firm grows towards its customers for example a food manufacturing firm acquiring a food outlet. Backward integration is whereby a firm grows towards its source of supply for example a food outlet acquiring a food manufacturing outlet.

#### Raymond Miles' Strategy Categories

In 2003, Raymond Miles proposed a more detailed scheme using the categories: Miles, Raymond (2003). *Organizational Strategy, Structure, and Process*. Stanford: Stanford University Press. ISBN 0-8047-4840-3.

Prospector

Analyzer

Defender

Reactor

Marketing warfare strategies – This scheme draws parallels between marketing strategies and military strategies.

BCG's "growth-share portfolio matrix" "Based on his work with experience curves (that also provides the rationale for Porter's low cost leadership strategy), the growth-share matrix was originally created by Bruce D. Henderson, CEO of the Boston Consulting Group (BCG) in 1968 (according to BCG history). Throughout the 1970s, Henderson expanded upon the concept in a series of short (one to three page) articles in the BCG newsletter titled Perspectives (Henderson, 1970, 1972, 1973, 1976a, b). Tremendously popular among large multi-product firms, the BCG portfolio matrix was popularized in the marketing literature by Day (1977)" (45).

#### Strategic models

There are many companies, especially those in the consumer package goods (CPG) market, that adopt the theory of running their business centered around consumer, shopper and retailer needs. Their marketing departments spend quality time looking for "growth opportunities" in their categories by identifying relevant insights (both mindsets and behaviors) on their target consumers, shoppers and retail partners. These growth opportunities emerge from changes in market trends, segment dynamics changing and also internal brand or operational business challenges. The marketing team can then prioritize these growth opportunities and begin to develop strategies to exploit the opportunities that could include new or adapted products, services as well as changes to the 7Ps.

### Real-life marketing

Real-life marketing primarily revolves around the application of a great deal of common-sense; dealing with a limited number of factors, in an environment of imperfect information and limited resources complicated by uncertainty and tight timescales. Use of classical marketing techniques, in these circumstances, is inevitably partial and uneven.

Thus, for example, many new products will emerge from irrational processes and the rational development process may be used (if at all) to screen out the worst non-runners. The design of the advertising, and the packaging, will be the output of the creative minds employed; which management will then screen, often by 'gut-reaction', to ensure that it is reasonable.

For most of their time, marketing managers use intuition and experience to analyze and handle the complex, and unique, situations being faced; without easy reference to theory. This will often be 'flying by the seat of the pants', or 'gut-reaction'; where the overall strategy, coupled with the knowledge of the customer which has been absorbed almost by a process of osmosis, will determine the quality of the marketing employed. This, almost instinctive management, is what is sometimes called 'coarse marketing'; to distinguish it from the refined, aesthetically pleasing, form favored by the theorists.

An organization's strategy combines all of its marketing goals into one comprehensive plan. A good marketing strategy should be drawn from market research and focus on the right product mix in order to achieve the maximum profit potential and sustain the business. The marketing strategy is the foundation of a marketing plan.

#### 1. Social Marketing:

It refers to the design, implementation and control of programs to increase the acceptability of a social cause or practice among people e.g. No Smoking campaign in Delhi University, publicity campaign for casting vote.

#### 2. Augmented Marketing:

It refers to providing additional services by way of innovative offerings and benefits to the customers to increase his level of satisfaction e.g. free home delivery service by Supermarkets.

#### 3. Direct Marketing:

Marketing through various advertising media that interact directly with consumers, generally calling for the consumer to make a direct response, e.g. Catalogue Selling, Mail-order, Tele-calling and TV shopping.

#### 4. Relationship Marketing:

Marketing through creating, maintaining and enhancing strong long-term relationships with customers in order to win his loyalty e.g. a restaurant can build relationships with customers by sending him wishes and discount offers on his birthdays.

#### 5. Services Marketing:

It is applying the concepts, tools and techniques of marketing to services like banking, insurance, retailing, educational etc.

#### 6. Person Marketing:

It consists of activities undertaken to create, maintain or change attitudes or behavior towards particular people like politicians, sports stars, film stars, professionals to promote their careers and income.

#### 7. Organisation Marketing:

It consists of activities undertaken to create, maintain or change attitudes and behavior of target audiences towards an organisation.

#### 8. Place Marketing:

Place marketing involves activities undertaken to create, maintain, or change attitudes and behavior towards particular places e.g. tourism marketing.

#### 9. Differential Marketing:

A market-coverage strategy in which a firm decides to target different markets through different strategies or offers e.g. Hindustan Unilever offers different types and qualities soaps for different markets and customers.

#### 10. Synchro marketing:

It refers to balancing the fluctuations in irregular demand for a product due to seasons, timings etc, through flexible pricing, promotion and other incentives e.g. heavy off-season discount on woollens may increase its demand to some extent.

#### 11. Concentrated Marketing:

A market-coverage strategy in which a firm focuses on only one or few markets.

#### 12. De-marketing:

Marketing strategies to reduce demand temporarily or permanently, not to destroy demand but only to shift it e.g. Super stores may offer no discounts on Saturdays, Sundays and

holidays to reduce over-crowd.

### Principals of marketing strategy

Principles of strategic marketing are the guidelines companies use when introducing and marketing their products and services. These guidelines usually follow a particular sequence. Marketers start by determining how strong the demand is for their proposed offerings. They then introduce their products through sales and advertising, and manage their profitability and market growth. There are many elements that influence the success of a company's strategic marketing, including the skills of its managers, the economic environment and competition. That is why most marketers implement only their most viable product or service options.

### Target Market

Companies usually establish a target market for their products after the product idea is conceived. The target market is comprised of consumers who are most likely to use that particular product. Marketers usually determine which demographic groups will find their products appealing. These demographic groups may be defined by age, income, education, occupation, family size, ethnicity or a combination of these characteristics. For example, marketers of high-end sports cars may target people 35 and older with incomes above \$100,000 per year. A target market may also be based on the personalities and lifestyles of certain consumers. Marketers have a much greater chance of succeeding with products that are aligned with the proper target market.

### Testing

It is not enough to simply know the target market for products in strategic marketing. Companies must also test their product ideas with consumers. Marketers often test several variations of their products before introducing one of them to the market. For example, a consumer products company may determine the formula of a laundry detergent that best meets the needs of its customers along with the size, shape and design of the packaging that appeals most to the target audience. Marketing managers also need to establish an acceptable

price for the product. Companies often introduce their product ideas to focus groups of consumers. At a focus group session, a moderator leads discussions with a group of eight to 10 consumers while marketing representatives watch from another room via one-way mirror or television monitor. Consumers may choose their preferred size, design and price preferences from among several options. Companies may then conduct surveys among a larger customer base to gather input that has higher statistical validity.

#### Distribution and Advertising

Most companies introduce products on a local or regional basis before rolling them out nationally or internationally. They must determine how the products are selling before expanding their number of markets. However, marketers must also know which distribution channels are most likely to reach their customers. One way to determine this is by studying where competitors sell their products. For example, a competitive food manufacturer may sell products through grocery stores, mass merchandisers and drugstores. But they may also sell through large wholesalers for greater market coverage. Similarly, companies must know which publications or media their customers use most often so they can reach them through advertising. Coupon magazines, for example, may be used to reach local consumers. However, plumbing or technical companies may need to attend trade shows and hand out detailed product literature to attract industrial customers.

#### Managing the Product Lifecycle

All products pass through four stages of the product lifecycle: introduction, growth, maturity and decline. The growth stage is when companies build brand preference and increase market share, according to "Quick MBA." They maximize the number of loyal customers at this time. But it is during the maturity and decline stages when strategic marketing becomes more challenging. The maturity stage is when the maximum number of customers are using certain products. At this point, c

#### Marketing strategy of Mahindra automobile

#### MARKETING STRATEGY

The main reason for Mahindra's success is its marketing strategy. Mahindra implemented a different marketing mix to sell cars to different socioeconomic segments, aggressively emphasizing premium segments Mahindra initiated the goal of segmenting the premium market by optimizing the fit between the purchasing behavior of consumers and the marketing mix to maximize sales to that segment. Mahindra uses three steps to targeting which are market segmentation, target choice, product positioning. Geographically, the main markets for Mahindra where they are doing more than 65% of sales are Europe & North America as these areas are both heavily industrialized locations which results into residents

are financially positioned to buy upper market cars as they capita income is more. The demographics of people who are able to purchase a Mahindra are men and women aged 30 – 50 years old. Behaviorally these people have a successful image in their mind before buying the car. The benefits required by these people are superiority, performance, reliability and quality; all these benefits were provided by Mahindra.

#### Commercial Vehicles

Mahindra Alfa

Gio

Mahindra Trucks and Buses

Mahindra Bolero Pick-Up

Mahindra Genio

Mahindra Loadking

Mahindra Maxximo Plus

Mahindra Tourister Buses

Personal Vehicles

Mahindra Bolero

Mahindra e2o

Mahindra Scorpio

Mahindra Thar

Mahindra Verito

Mahindra Xylo

Actyon

Mahindra Actyon Sports

Mahindra Chairman W

Mahindra Korando

Mahindra Kyron

Ssanyong Mahindra Rexton



Mahindra Rodius

Mahindra Xuv 500

Mahindra Quanto The Scorpio story started in 1997 with a vision - a vision to continue the domination of the Utility vehicle (UV) market in India; to be a global niche player. This vision also clarified that M&M would focus on the niche UV market and, hence, would not directly participate in the car market.

Its founders passionately believed that Indians are second to none. They had a dream: to make M&M known worldwide for the quality, durability and reliability of its products and services and at the same time play an active role in the development of the nation. The current management held this dream and vision as an integral part of their existence and that led them to set themselves a challenging goal of retaining their domestic market leadership with over 50 per cent market share of the Indian utility vehicle segment and create their name in the global market.

Market Reality

The Indian automobile industry had undergone a radical change since the opening up of the its economy in 1991. By 1997, the Indian automobile market was probably one of the most open and competitive automobile markets in the world, with all major global players having a presence there. Most of the global players present in India had focused their business strategy in the passenger car segment with the exception of Toyota, whose entry strategy in the Indian market is through a Multi Utility Vehicle (MUV). Even the other global majors had realised the intensity of competition in the passenger car segment and were now eyeing the utility vehicle segment. The products they planned to launch in the Indian market were all to be positioned in the urban market, making it a highly competitive market.

Mahindra Context

Mahindra, hitherto a leader in the UV segment, was fast witnessing loss of market share. Global players were entering the auto market and aggressively launching products. The Mahindra share of business was largely from the semi urban and rural markets of India. A large the semi urban and rural markets of India. A large contribution also came from institutional sales - army, police, paramilitary groups and other institutional groups.

Though Mahindra had a wide product portfolio, what it was lacking was products that catered to the modern urban consumer needs. The markets where Mahindra was strong were stagnating. The urban markets where it did not have a product to offer were seeing all the growth and action. The Mahindra Image was a big barrier as well. Though it

vehicles, the brand was not seen as modern or technologically advanced. The negative parameters were - uncomfortable, rough, not easy-to-drive, rural imagery, down market, fuddy-duddy, etc

### Consumer Context

The unique thing was that while these changes had led to creating a market of highly demanding customers, the basic psyche of the Indian buyer had not changed. He still was looking for Value for Money, VFM, in terms of low unit cost, operating economics packaged with modern style and robust design.

operating economics packaged with modern style and robust design.

### Strategic Approach

With the above reality as a backdrop, M&M defined a two pronged strategy for the Automotive Sector.

- \* Continue to dominate the rural and semi-urban market with a range of products catering to the needs for low cost mass transportation needs.
- \* Develop a strong presence in the fast growing urban markets with a range of value for money products. To compete against the global players and also to meet its goal of developing a strong presence in the urban market, M&M embarked on Project Scorpio.

M&M needed to work to its strengths and competencies. To find ways of side stepping the MNC competition for it did not have the deep pockets that global majors did. The not have the deep pockets that global majors did. The implication was that the project cost had to be optimised to a fraction of what world majors would spend. The other direction was to develop a product which would provide great value and hence would be very affordable. A world class product which is also affordable is no mean task. It needs innovation and out-of-the-box thinking. The approach taken was to focus on and to prioritise what the customer values the most and to excel at it.

The broad objectives of the Project Scorpio were:

- \*To create a new segment and retain market domination
- \*To differentiate offering (vis-a vis MNCs)- an excellent value proposition
- \* To optimise project costs New Product Development -to create a world class, yet Indian, product

M&M developed a new product to meet the above objectives and to create a world class product. Key achievements of the product development process were as follows:

- \* A unique process called IDAM
- \*Best in the world tie-ups but in-house execution
- \*Customer focus from thought to finish
- \*A cross-functional, co-located, young, lean team
- \* Lowest Project Costs
- \* Intensive Testing
- \* All new Manufacturing Set up A New Product Development Process called IDAM Integrated Design and Manufacturing (IDAM), is a product development process, which was adopted by M&M to streamline the delivery of a world class, zero-defect, trouble-free product to the customer. It encompasses the entire value chain starting and ending with the customer. This outside-in approach ensures that the product is designed around the customer and not vice versa. Unlike the traditional department structure, the IDAM team consisted of cross-functional teams, co-located in the IDAM Centre in Mumbai. These teams had cross-functional strengths that cover every aspect of product development, from „Design & Development, Testing & Validation and Manufacturing“ to „Vendor Development and Marketing.“

Global Alliances for best of the world inputs M&M tied up with the best in the world in their respective areas of the global auto industry. Fukui, Japan for the Press shop. Fuji, Japan for the Dies. Korean company Wooshin for body shop. Fori Automation, USA for the tester line for final assembly. Durr Germany for the paint shop. Lear, USA for Seats and interiors. Visteon, USA for exteriors. Samlip, Korea for suspension and BEHR, Germany for AC. M&M tied up with Renault for petrol engines. M&M facilitated the development of these aggregates and played the role of an integrator. The vendors set up facilities in and around the factory. The end result was a fully indigenous product with international quality at affordable

price. The most heartening of it all was the fact that not only was M&M a staunch follower of the IDAM concept but even logistic support companies, vendors dealers bought into it whole heartedly. This synchronicity in commitment aided implementation and guaranteed success. Mahindra didn't compromise on international quality and at the same time ensured that the product was fully Indian.

Customer Focus- from thought to finish The first step was to trap customer requirements and map the market potential of the various vehicle categories. For this purpose, the in-house team visited the market and met customers from various segments. As a result, key buying Deployment process (QFD). These customer requirements were then converted into product specifications and were taken to the design phase. At every stage, customer inputs were taken from first design to finished product.

A young lean team Project Scorpio had just 120 people. These people worked in tandem, round the clock to develop a product unsurpassable in its design and manufacturing. The IDAM team for Scorpio was divided into 19 cross-functional design teams with people from design & development, testing & validation, marketing, manufacturing and supplier

Development.

### Low Project Cost

A project cost of 120 million US Dollars may seem like a lot. But it's only a fifth of what a world major would have spent on a similar-sized project. A typical ground up, new platform project would have costed 500 million dollars. This low cost was achieved by a series of innovative decisions.

### Intensive testing

Seventy four! That was the number of vehicles built only for testing. Then using the Simultaneous Testing & Examination Process (STEP), they were tested and re-tested. To check every component till only the best combination of form and function was left. Then the vehicle itself, as a whole, was function was left. Then the vehicle itself, as a whole, was put through the NOVA-C (New Overall Vehicle Audit- Customer) system to measure the overall quality of the Customer) system to measure the overall quality of the Customer) system to measure the overall quality of the production process itself. Thus, the Scorpio was put through some of the most grueling tests.

### Manufacturing Set Up

A world class manufacturing facility spread over 120 acres with a capacity of producing 40,000 units on a 2 shift basis was set up in Nashik with an investment of USD 120 million. Infrastructure-wise, three new, state-of-the-art lines had been set-up for Scorpio:

1. A fully automated press shop set-up with help from Fukui of Japan with Dies imported from Fuji, Japan to ensure quality output delivery.
2. The jig and fixtures in the body shop were developed with Wooshin of Korea, also on an automated line, equipped with CMM to ensure a high quality final output with excellent fit and finish.
3. A state-of-the-art Trim Chassis Final (TCF) line with a world class tester line, built in collaboration with Fori Automation USA for vigorous testing from the wheel alignment to squeak and rattle test. The paint shop was set- up in collaboration with Durr of Germany. The final assembly and testing is done on the TCF line. The programmed logistics and flexible manufacturing system can accommodate a large number of variants in the product mix. This fully conveyarised system with minimum handling and effort combined with continuous improvement training for the workers ensures a quality product at the end of the line.

Marketing Strategy: To create a market category

In all businesses today, aligning human resource management with business strategy has become an important element to succeed. And Mahindra & Mahindra group is no different. Organisational restructuring, managing key resource requirements, performance management systems, career and succession planning have all been re-aligned to form synergy with the company's overall business strategy.

A Choudhari, executive vice president, human resources & corporate services, Mahindra & Mahindra group told FE that the re-alignment was necessitated by changing dynamics in the business environment. He said that the objective was to grow leadership positions in the UV and tractor market and developing successful businesses in relatively new business areas like IT, financial services, realty and infrastructure development and also service industries like Time share (Club Mahindra). "Keeping in mind the new business objectives the challenge was to re-orient the human resource management towards these objectives," said Mr Choudhari.

### Organisational Restructuring

For the group, organisational restructuring posed the greatest challenge keeping in mind the changing dynamics in the business especially the tractor and automotive division. In the last three years, the emphasis was development of the long term strategy and fixing clear business goals. Taking the example of tractors, the long term goal was to be the largest manufacturer in the world. Thus the process began by changing internal benchmarks of excellence to global standards. Benchmarking all business processes from product development to customer care and commercial controls to JUSA (Japanese Union of Scientists and Engineers) was implemented.

"We are targeting the Deming award through these initiatives, which encompass the entire gamut of function of the company including the HR function and similarly the automobiles business is targeting the TPM award from the Japanese Institute of Plant Management," said Mr Choudhari.

To achieve these objectives the company began a full reassessment of organisation and management structure with the help of consultants like McKinsey's, Arthur Anderson and Korn Ferry. The outcome was, clear roles and responsibilities were identified and the competency required for each role was mapped. The officers went through individual assessments of competencies against the requirement of each role. External consultants as well as internal assessors ran assessment centres and each individual was then placed based on competency and role fitment.

The restructuring also led to the pruning of the staff. In 2001, there were 3970 officers in 13 grades and levels which was brought down to 3400 officers in five responsibilities namely strategic, executive, department/unit head, managerial and operational

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## Marketing strategies used by Mahindra automobiles

In today's competitive era the word „Strategy“ is very crucial for all business organizations. Presently organizations started realizing that customer centric and aggressive marketing strategies plays vital role to become successful leader. Though globalization has opened the doors of opportunities for all, the market is still crowded with some unknown risks and lot of competition. Because of this competition, a marketing strategy must aim at being unique, differential-creating and advantage-creating. To obtain unique and differential advantage, an organization has to be creative in its marketing strategy. Today due to innovative marketing strategies Mahindra automobile has become the leading & largest seller of automobiles in India. Company has adopted various Brand positioning, Advertising, Distribution strategies to capture the market. Maruti's few unique promotional strategies include Teacher Plus Scheme, 2599 scheme, Change your life campaign. The objective of this paper is to focus on various marketing strategies of Maruti Suzuki India Ltd.

The automobile manufacturing industry in India dates back to 1948. At that time there were just three companies manufacturing passenger cars i.e. Premier Automobiles in Mumbai, Hindustan Motors (HM) in Kolkata & Standard Motors Products India in Chennai. In early years the Indian automobile Industry faced several challenges and road blocks to growth because in those days automobile manufacturing was subject to restrictive tariff structure, strict licensing and limited avenues for expansion. Due to lack of competition initially the prices of cars were extremely high. And the customers had to wait for a long period of time for car. Before Independence India was considered as a market for imported vehicles. In the 1950s the arrival of Tata Motors, Mahindra & Mahindra & Bajaj Auto led to steadily increasing vehicle production in India. In 1953 the government of India and the private sector launched efforts to create an automotive component manufacturing industry to supply to the automobile industry. By the end of 1970s, significant changes in the automobile industry were witnessed. After 1970 the automobile industry started to grow, but that growth was

mainly driven by scooters, tractors and commercial vehicles. In 1983, the government of India made a tie-up with Suzuki Motor Corporation of Japan to manufacture low-cost cars in India. The Maruti 800 which is still known rolled out the factory of MarutiUdyog Limited in December 1983 and changed not just India,,s automobile industry but also the way people commuted and travelled. In 1990s through liberalization initiatives India opened its gates for all the countries and in 1993, the government followed up its liberalization measures with noteworthy reductions in the import duty on automobile components. Today the Indian automobile market has a mix of large domestic automobile players like Tata Motors, Mahindra & Mahindra, Bajaj, Hero Motocorp, Ashok Leyland and major international giants including Suzuki, Honda, BMW, Audi, DaimlerChrysler, Volvo, Hyundai, Toyota, Nissan, General, ford etc

Sumit Jain &Dr.R.K.Garg, in their research paper described about current scenario of automobile industry and challenges facing by Industry. They pointed that, the companies have to shorten product lifecycles in order to react to the expectations of individualize and fast changing consumer demands with innovative products, and the integration of strategic partners with more responsibility into the value chain should be intensified. Exim bank,,s occasional paper highlighted that the global financial meltdown of the year 2008 has created a precarious condition across various sectors, which has forced countries and industries to take a fresh look at their future strategies.

Today Mahindra automobile has built a strong sales network of 600 outlets spread over 393 towns and cities. The maintenance support is offered to the customers through 2628 workshops spread over 1200 town and cities.

Promotional strategy



Every company is it a big or small needs an innovative promotional strategy because promotional campaigns tend to have a huge effect on the reception of the product. Mahindra automobile India Ltd has a formidable line-up of vehicles in its stable and has been quite aggressive about promoting each of its automobile brands. With an intention to face with cutthroat competition and due to declining market shares . Mahindra automobile knew very well that the Indian consumer is very sensitive about price & this price cut will definitely beneficial for company. In Jan 2002 to attract the customers, . Mahindra automobile decided that some of its corporate assets in Delhi including . Mahindra automobile manufacturing plant and children,,s park should be promoted. With an intention to promote road safety and efficient driving the company held \_carnivals,, periodically at IDTR. In 2003, to attract the customers . Mahindra automobile launched attractive campaign like —Change Your Life|| . The company also offered vehicle insurance for One rupee only.

Rural India is a fast emerging as a focus area in the country,,s economy. Mahindra automobile knew that there is a great potential in rural markets & in rural markets, the endorsements of opinion makers takes precedence over an informed objective Judgment. Considering this fact, . Mahindra automobile launched a panchayat scheme for suchcovers the village Sarpanch, doctors and teachers in government institutions, rural bank officers where in an extra discount is given to make a sell. As a part of customer engaging strategy and to attract the potential customers . Mahindra organized various melas wherein local flavor is added by organizing traditional social activities like GraminMahotsava are conducted round the year. As a part of promotional approach . Mahindra automobile scorpio & other brands through sponsoring various live programmes (Dancing shows) like Dance India Dance.

#### Advertising strategy of Mahindra automobile india limited

Advertising is one aspect of brand building. Whenever . Mahindra automobile launched any brand, it supported that brand with an ad campaign. Mahindra automobile advertising campaigns included TVCs, Radio and Print ads, Point of Sale, Mobile promotions, online marketing, Outdoor promotions. Mahindra automobile advertising strategy focused both on building up its corporate image and promoting its cars. Maruti,,s campaigns emphasized different aspects of its cars, including fuel efficiency, looks, space, etc. In the late 1990s Mahindra automobile, advertising campaigns were handled by Lowe India (later known as Lowe Lintas& Partners, India) and Rediffusion DY&R. While advertising related to Scorpio, bolero and verito were handled by Lowe India and the ad campaign of , Gypsy, Omni and were handled by Reinfusion. With an intention to promote the all brands effectively, in 2000 Mahindra automobile decided to appoint Capital Advertising. In 2003, Mahindra automobile came up with an innovative advertising that became popular for its simplicity and clear

message. In this ad one child plays with his toy car & when the father asked him, he replies, „Kyakaroon papa petrol khatam hi nahihota,,. This ad depicted the fuel efficiency of Mahindra automobile

## DISTRIBUTION STRATEGY OF MARUTI SUZUKI INDIA LIMITED

Distribution is an important marketing mix. In earlier days the consumers used to book for a car and wait for more than a year to actually buy it. Also the concept of Show rooms was non-existent. Even worse thing was the state of the after sales service. With an objective to change this scenario & to offer better service to customers, Maruti took initiative. To gain competitive advantage, Maruti Suzuki developed a unique distribution network. Presently the company has a sales network of 802 centres in 555 towns and cities, and provides service support to customers at 2740 workshops in over 1335 towns and cities.

The basic objective behind establishing the vast distribution network was to reach the customers even in remote areas and deliver the products of the company. The company has formed the Dealer territories and the concept of competition amongst these dealers has been brought about. Periodically corporate image campaigns in all dealership are carried out. In 2003, to increase the competition the company implemented a strategy for its dealers to increase their profitability levels. Special awards were sometimes given by company for sales of special categories. Maruti Suzuki had given an opportunity to dealers to make more profits from various avenues like used car finance and insurance services. In 2001, Maruti started an initiative known as „Non Stop Maruti Express Highway,,. As a part of this initiative Maruti developed 255 customer service outlets along with 21 highway routes by 2001-02. Also with an intention to provide fast service in less time Maruti had offered Express Service Facility. In the year 2008, Maruti had near about 2,500 rural dealer sales executives, among the total 15,000 dealer sales executives.

## CONCLUSION

Automobile market today is very dynamic & competitive with a range of players and products. There are many reasons for the impressive growth of the Indian passenger car Industry. Some of these are easy availability of vehicle finance, attractive rate of interest and convenient installments. In today,,s cutthroat competition it is very difficult to survive. Stiff competition has forced manufacturers to be innovative and responsive to customer demands and needs. Maruti Suzuki India Limited is a leading company in Indian Automobile sector which occupies prominent place due to its innovative strategic marketing, promotional, Brand positioning, advertising strategies. In today,,s scenario the success of company lies in structuring and restructuring the marketing strategies and continuous innovation of product and service

With the help of employees of Mahindra automobile, I came to know marketing strategies are very effective to increase the sales of the product. With the help of marketing strategies companies segment their product according to the customer and due to advertisement and other communicational tools they can position their product in the minds of the customer so we can say that marketing strategies can help to increase the sales of the product.

They have to face too much problems when they are making marketing strategies because of competition and technology. As we all of us know that day by day the competition is increasing and new technologies are coming everyday so every company will try to be best. If any company want to be highlight in the market then they have to make different marketing strategies than other companies in the market. So they have to face some problems to make different marketing strategies.

Due to the employees of the Mahindra automobile, I knew about how and why they segment the products. To segment the market there are so many basis of the market segmentation like geographical, demographic, psychographic and behaviour segmentation. There are so many reasons to segment the market like better matching of customer needs and to enhance the profits, to retain more customer and to position their product in better way.

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