

Indian Luxury Industry Challenges and Growth

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Abstract:- *Luxury good is a product for which demand increases more than proportionally as the income rises, and is a contrast to a "necessity good", for which demand increases proportionally less than income. Luxury goods are often synonymous with superior goods and Veblen goods. In India, Luxury is defined by 1) Prices and perception of Product Quality 2) Co-branding Pricing Strategy 3) Perceived Value of brand's product should be coherent with its price point. (Ugla, 2017). The reason which drives customer satisfaction in Luxury is Price, heritage and Brand Value. (Jain, 2013). However due to current economical rationalization in infrastructure issues, and other new taxes which are good in long run and would also be beneficial in long run, this would still increase in coming years with the same pace what they are increasing now.*

Despite, the economic slowdown across the world in luxury, the size of global luxury market which is estimated to be around \$2 trillion. Markets like China and India have been spotlight for past few years, where luxury market in china is facing some challenges with respect to luxury consumption for the reasons like regulatory issues, tariff structure, currency reasons and some issues in clamp down on the gifting culture, this has resulted in complete pullback of entire global Luxury Industry. India, alone, is expected to emerge as the world's fastest growing major economy. The percentage annual growth rate projections in India stand best in the BRICS at 7.5% as against China, which is at, 6.3%. With India voted as the 7th most valued nation brand with its brand value of \$2.1 billion. Indian Consumer has been divided into five different classifications, while the top most of the pyramid or the elite class which is only 4% of the overall population, the absolute no's are not too attractive for any luxury brand to ignore. These no's are expected to grow from 10 million to 26 million by 2025.

I. Introduction to Automobile Industry

The automobile (car industry) is approx... 120 years old in India, the first car that ran on the Indian Roads was in the year 1897, it was owned by Mr. Foster, however the first Indian to own a car in India was in the year 1901 and it was owned none but Jamshedji Tata. (Source – Wikipedia, Team BHP report dated 24th Dec. 2008). Automotive industry in India emerged in year 1940's, though till that time the cars were only imported in the India.

Automotive industry emerged in India in the year 1940's and Hindustan Motors was launched in the year 1942 with its long time competitor launched in the year 1944, where they were building Dodge and Fiat products respectively.

Below pic shows the Fiat showroom in Hyd. (Team BHP report on Bombay Cycle).



Fig. 1 Source: - FADA

However during the same period in the year 1945 M& M, started by two brother's start producing Jeep, they start their production with Jeep CJ-3A utility vehicle. After Independence in the year 1947, the Indian Government launched the efforts in the direction of creating the Automotive – component industry in India. By 1953, an import substitution program was launched and there were some restrictions on the import of fully built cars in India. (Team BHP report dated 24th Dec. 2008) Also in the year 1952, the Govt. of India appointed the

first Tariff commission; the purpose was to check the feasibility plan for indigenization of India automobile industry. In the year 1953, the commission submitted which recommended to categorizing the Indian car companies based on their manufacturing infrastructure.

It is clear that auto industry emerged in India with Independence and it started flourishing, as of now there are more than 50 players in car segments with encouraging growth trend.

II. Performance of Auto Industry

Automobile industry in India is world's 10th largest industry with annual production of approx... 2 million units .The automobile industry in India was introduced in late 1890's however the manufacturing only took place after Independence in year 1947, (SIAM).

The first manufacturing took place in the year 1950 by Hindustan Motors, with this it gave a start to new era of manufacturing by companies like Telco (Now called as Tata Motors), Bajaj, and Ashok Leyland. In 80's with start of Maruti Udyog and most affordable car of that time, it gained market share by 50%. (Reported by SIAM)

The liberalization of 1991 opened gates of competition and growth for major international players and as of now there are more than 50 automobile companies in India.

As of today, as per FDI (India., 2014)(Department of Industrial Policy and Customer Loyalty Program (DIPP), Ministry of Commerce, Government of India), the world standing for the Indian automobile sector, as per the Confederation of the Indian industry is as follows:

- Largest three-wheeler market
- Second largest two-wheeler market
- Tenth largest passenger car market
- Fourth largest tractor market
- Fifth largest commercial vehicle market
- Fifth largest bus and truck segment

Segmentation in Car Industry

The segmentation of car industry in done on the basis of length and price	Length of Car/Model Type	Car Model
A1	LESS THAN 3400	NANO
A2	3400- 4000M	ALTO,ZEN,
A3	4001-4500 M	MANZA,LOGON
A4	4501-5000M	COROLLA, OCTAVA
A5	5001-5500	ACCORD
A6	5501-6000	XJL,MERCEDES, BMW
B1	VANS	VANS
B2	MUV/MPV	SUMO, INNOVA
SUV	SUV	CRV, SAFARI

But if we see that this type of segmentation happens only in India as there are different tax slabs based on overall length of car.

Popular segments according to car industry (SIAM, FADA) are as below:-

1. Mini
2. Compact
3. Hatch back
4. Mid-size car
5. Sedan
6. Executive car
7. Premium car
8. Luxury car
9. Super luxury car
10. Van
11. Utility vehicle
12. MUV/MPV
13. Sports Car
14. Super Cars

III. Luxury Indian Industry: - Reported By Finical expert's

As a meaning a luxury good is a product for which demand increases more than proportionally as the income rises, and is a contrast to a "necessity good", for which demand increases proportionally less than income. Luxury goods are often synonymous with superior goods and Veblen goods.

In other way a luxury goods create a different market segment because of its demand, uniqueness, heritage and price. (Ahuja, 2014)

The three dominant trends in the global luxury goods market are, consolidation, globalization and diversification. (Source:-Raygain Technologies Ltd report). Consolidation involves the growth of big companies and ownership of brands across many segments of luxury products. Globalization is a result of the increased availability of these goods, additional luxury brands, and an increase in tourism (Mr. Salil Panchal Report on Indian Luxury Cars (Forbes India), Jan, 2015)

An ASSOCHAM study stated that with the increasing brand awareness and growing purchasing power of the upper class in tier II and III cities, (source:-Economic Times article by DS Rawat) Indian luxury market is expected to cross \$18.3 billion by 2016 from the current \$14.7 billion growing at a compounded annual growth rate (CAGR) of about 25%.

"The factors that have fueled the luxury industry's growth are rising disposable incomes, brand awareness amongst the youth and purchasing power of the upper class in Tier II & III cities in India," said DS Rawat, secretary general, ASSOCHAM (source:-Economic Times article by DS Rawat).

Areas such as five star hotels and fine-dining, electronic gadgets, luxury personal care, and jewelry performed well in the year of 2015 and are expected to grow by 30-35% over the next three years. Big ticket spends such as on luxury cars mainly SUVs are likely to continue, growing upwards of 18-20% over the next three years, driven by consumption in smaller towns and cities. (Source:-Economic Times article by DS Rawat).

DS Rawat has only tried to show the link of increase in income and respective increase in luxury goods. We can see the growth of luxury market, approx. It is now 1.8-2.0% and is expected to rise to 3-4%, which is fairly a growth of more than 100%. Auto industry is also showing the growth of approx. 18% as compared to the aged trends.

Indian Consumer Profile:-

The profile of Indian consumers who wants to own luxury is changing from older elite cars to young trendy and aspirational class. That further means young affluent class will be major force in Indian consumer behavior in coming years. As per the research 53% of luxury buyers are in the age group of 25-34, only 15% of luxury buyers are above 45+. (Mr. Salil Panchal-Jan 2015, Forbes India, "Indian Luxury cars") With this type of buyers all of efforts are being put by every manufacturing to address the service needs of the customers in the age group of 25-34 as they are redefying the expectation level of customers and hence play a major role in market share of any organization. (Mr. Salil Panchal-Jan 2015, Forbes India, "Indian Luxury cars")

IV. Literature Review

Customer satisfaction is defined as when the services offered to customer exceeds the customer Expectations the phenomena is called as "customer Satisfaction".

In marketing context the customer satisfaction is defined as customer's overall evaluation of the Day (Anders Gustafsson, 2005) . This type of customer satisfaction has positive influence on different type of product and services. Customers with problems unusually don't react and only 4% of the customer complaint. A customer with problem tells 9 other people about the dissatisfactions and only 5 people if he extremely satisfied, so keeping the cost 1/7 (Rana Mostaghel, 2006).

Some authors, (Feclikova, 2004) have defined customer satisfaction as feeling which is resulted by a process of evaluating what was received by customer against his/her expectation for the purchase decision or the fulfillment of needs or want .

According to my thoughts , "customer satisfaction in nothing but a state of delight , where the consumers feels that he has got what he has spent for ,or what he is intended for spend in future ". Following Figure show the correlation, source :- (Feclikova, 2004)

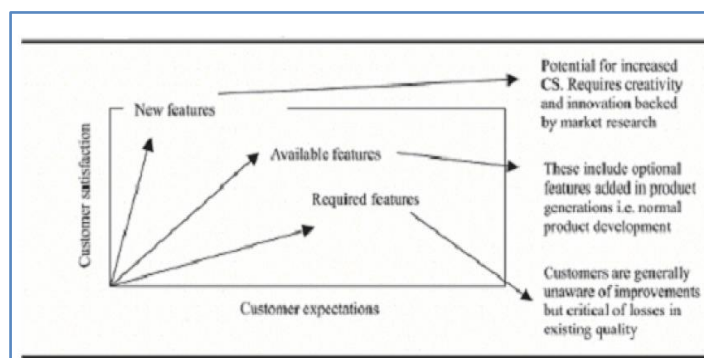


Figure 2:- Correlation between Customer Expectations and Customer Satisfaction, source: (Feclikova, 2004)

(Wrtz, 2003) , Jochen Wrtz has stated following results of customer satisfaction as

- ✓ Customer re-purchase
- ✓ Customer Loyalty
- ✓ Positive word of Mouth
- ✓ Profitability
- ✓ Positive Brand Image.

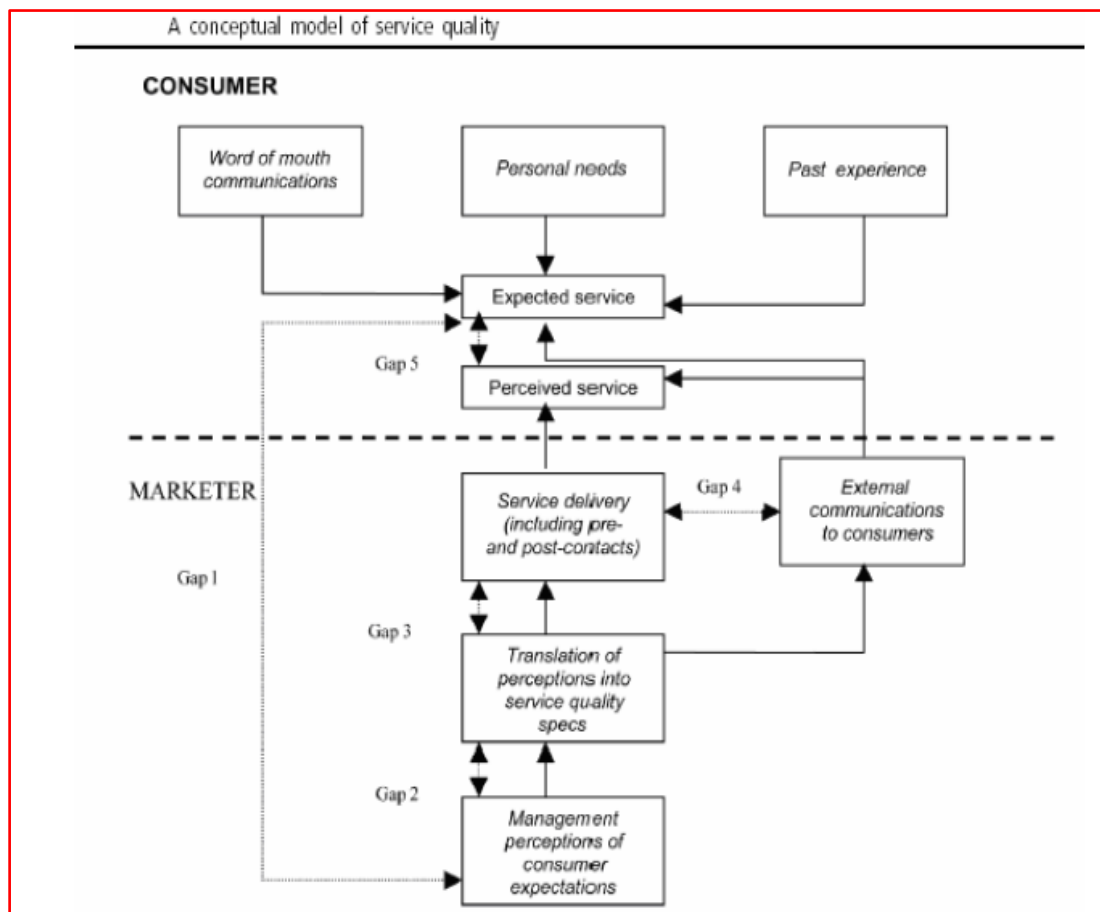


Fig.3 source :- (Feclikova, 2004)

Customer retention in car industry is defined as “If a customer carry out all PMS – Periodic maintains service on time at authorised retailer; the customer can be called as retained customer.

The customer retention is primarily goal in all the organizations and it primarily vary from the product toproduct and type of service being offered.

(Buttle L. A., 2006) The significance of customer retention started in the mid-year of 1990, (Buttle L. A., 2006). It has been well quoted by Peter Drucker (1973) that sole purpose of business is to” create a customer “

The customer today has become has become very important (Buttle L. A., 2006) after the research of 1990 by Dawkins and Reichheld that 5% increase in customer retention generate a net increase in value by 25% in revenue .This finding has generated a huge amount of interest in all the

In many aspects there is tendency that interaction between customer and the service provider can be result in the social bound between the two; rather there is clear possibility that due to good service being provided created that social bond which in terms creates a strong customer delight with retention. Such delegates even go into the advocacy mode also.

As the customer interactions lengthen, the volume of purchased also grow and hence there is referral growth, which is the best fruit a customer retention process can give you.

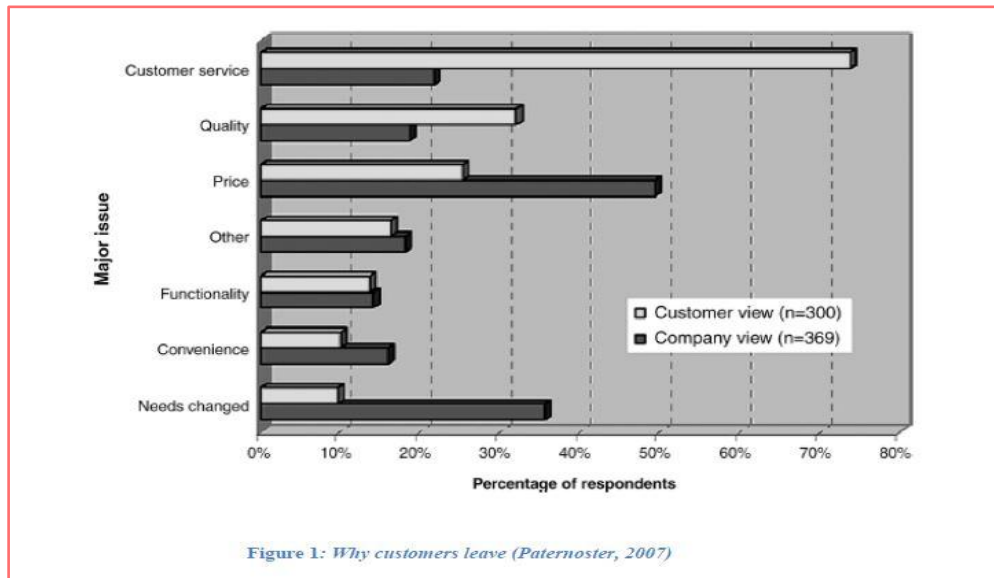


Fig. 4 Source :- (Weinstein, 2002)

Customer retention requires lot of planning and it need be looked at strategically with various key departments in the organization into the mind. A research says that 80% of the budget was spend on the getting the new business (Weinstein, 2002) . This was also in line with the research and finding by Payne and Frow's where they found that only 23% of the budget is spend on the customer retention activities (Frow's, 1999).

Most of the companies in India , car industry want to retain the existing customer , and work on the system that new sale must come from existing customers , the targets are in tune of 75% in luxury car to 30% in mass segment , what the spend on the customer retention is very less.

Though the marketing activity is not only the key area that would influence the customer retention.

Broadly influencing factors in customer retention are as below.

1. Cost of service
2. Quality of service
3. Service advisor
4. Infrastructure
5. Employee retention

The customer retention is issue in all the companies and has a huge impact on the business. Again the research test grounded three parameters

- Company that excel in customer retention has retention plan
- Company that excel in customer retention has budget allocated to customer retention
- Company that excel in customer retention has allocated a person or a group of person for customer retention activity
- Company that excel in customer retention has documented process of handling customer retention, was strongest among the all, though

A customer exceeding his or her expectations and thus creating a positive emotional reaction is called as Customer delight. This reaction happening due to emotional part leads to word of mouth. Customer delight helps to distinguish the company and its products and services from the competition and directly affects sales, market share and profitability of a company. Earlier Customer satisfaction has been seen as a Key Performance Indicator. (JDP report 2016) Customer satisfaction is measurement of whether expectations of a customer are met (compared to expectations being exceeded) In other words extend to which the expectations are met. It is relationship between customer expectation and service delivery to that particular customer, it cannot be generic .However, and it has been found during various studies, that mere customer satisfaction does not create brand loyalty nor does it encourage positive word of mouth. (JDP report 2016 and FADA)

Customer delight is created by product, accompanied by standard services with right interaction from people at the front line. The sources and the study of JDP says that ,interaction is the greatest source of opportunities to create delight as it can be personalized and tailored to the specific needs and wishes of the customer. (JDP report 2016 and FADA), in premium car industry personalized service delivery during various steps of handover and takeover with customer is key to customer delight. During contacts with touch points in

the company, more than just customer service can be delivered. The frontline people can surprise by showing a sincere personal interest in the customer's need and requirements, offer small attentions that might please or find a solution specific to particular needs. Those front-line employees are able to develop a relationship between the customer and the brand. Elements in creating motivated staff are: recruiting the right people, motivating them continuously and leading them in a clear way. (JDP report 2016 and FADA)

Purpose of customer delight

As already stated that the buying age for luxury products (cars) for 55% of its sale is just 25-35 years, it clearly indicates the impact of service delivery and its enablers on the customer with respect to its age. There are three objectives when implementing Customer Delight: First, make customers loyal; finding new customers costs 4 to 9 times more time and money than reselling to an existing client. It is thus commercially intelligent to retain as many customers as possible.

A second objective is to have customers that are more profitable. Average delighted customers spend more with less hassle as compared to customers who are not satisfied.

The last objective of Customer Delight is to have clients talk positively about your product, brand or shop, the so-called Word of Mouth. In a world of well-informed customers, 92% of customers consider word of mouth as the most reliable source of information. Delighted clients are a valuable source of advertisement for any company. A study says that out of 10 satisfied customers, only one would say to others why he is satisfied, on the contrast, 6 out of 10 customers spread -ive word of mouth if they are dis-satisfied with product or company. Hence it is very important that a max. Customers should be satisfied by product or services being offered.

(Source:-Al-Wugayan, A., Pleshko, L. P., & Baqer, S. M. (2008). An investigation of the relationships among consumer satisfaction, loyalty, and market share in Kuwaiti loan services. *Journal of Financial Services Marketing*, 13(2), 95-106. doi:10.1057/fsm.2008.9)

In order to consistently deliver Customer Delight at all customer touch points throughout the company, a customer-centric-corporate culture is key. With this corporate culture all processes, systems, people and leadership are aligned to deliver Customer Delight; everyone in the organization shares the same set of values, attitudes and practices. Developing the culture is an ongoing process, a continuous exercise of innovation and improvement, involving every single employee of the company. An absolutely necessary step is linking Customer Delight behavior to the core values of the brand. Core values are operating principles that guide an organization's internal conduct as well as its relationship with customers, partners and shareholders. Once core values are clearly outlined it is critical to incorporate them into everything you do, from hiring, to employee appraisals and decision making (Caruana, A., Money, A.H. & Berthon, P.R. (2000). I also felt that many times core values in companies become a part of book or a policy document only if it is not being communicated or adopted in a way it should be. So it is also important that our core values of brand change as per the change in customer profile with time. It is also been seen that customer behavior changes with new technology and somehow I also feel that core values should address these changes time to time.

But it is also truth that Customers are becoming ever more demanding, and in most markets they have more options to choose from than ever before. At the same time perceived 'switching barriers', the inconveniences of changing supplier, are being reduced. (Caruana, A., Money, A.H. & Berthon, P.R. (2000).

Different markets show very different customer loyalty profiles. The Leadership Factor's experience has shown that, for example, in some manufacturing sectors customers may have very little choice over which supplier to use. This can lead to complacency and the feeling that customer loyalty is irrelevant since they have no option but to come back. Such reasoning is flawed on two counts. 1) Customer loyalty goes beyond mere retention to a range of attitudes and behaviors, something which will be covered in more detail later. 2) Customers do come back when they have no other choice, but they will be vulnerable if any competitor arrives on the scene. Companies that are in a virtual monopoly situation can be vulnerable to this way of thinking. The difference between markets is due to a combination of factors - the amount of competition, the sophistication of the customers and the perceived switching barriers. If all competitors were equally easy to use then we would expect an almost perfect correlation between customer satisfaction and loyalty.

As per JDP study the factors that affect the customer loyalty of are as below:-

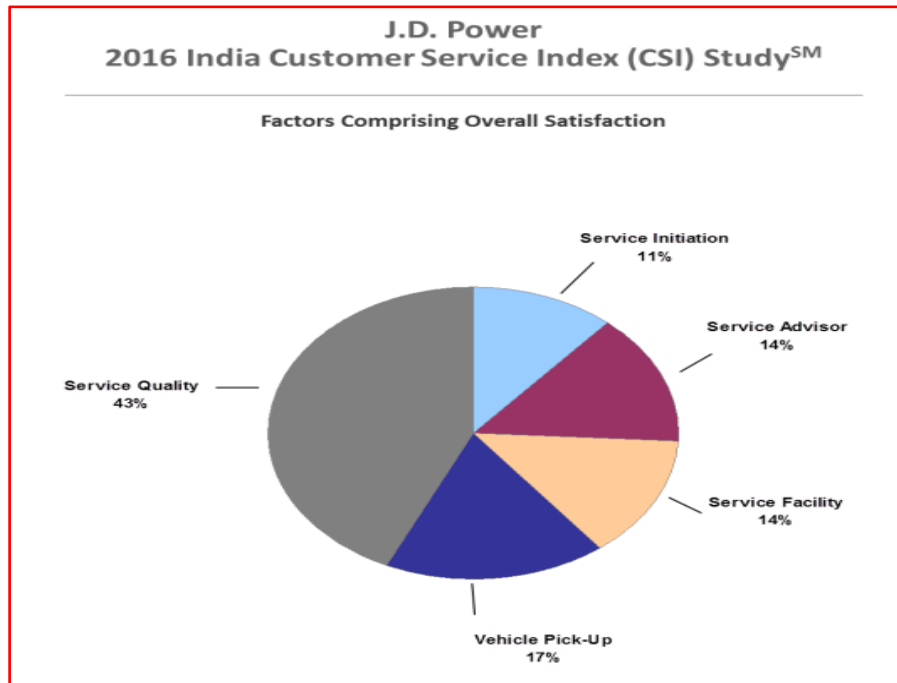


Fig.5 Source: - JDP customer service index for Luxury Car, year 2016

On luxury various authors have indicated as below:-

Luxury industry is growing with 15% rate. (ASSOCHAM, 2014), It was found that customers/responder's were deeply involved in reconstructing discourses on luxury and employing them in different ways and to different ends. By drawing upon a wider body of discourses on consumption and luxury in positive and negative way. (Stuart Roper, 2011).The study has provided a clear frame work for how luxury perception changes with product. (Ranchhod, 2015).Chania is doing a great in terms of pulling the tourist that there is lot of uniqueness in terms of luxury , this gives them upper edge over the other markets. (inning way. chan chester, 2016). The Indian luxury is growing owing to growth in HNI's and also it would continue to grow. At present the luxury industry is showing a growth, and car industry is growing by 9-10%. (Ahuja, 2014).The Classic CRM would help for customer retention as it helps customer segmentation in better way. (Hugues Cailleux, 2009).For a luxury product, price and quality must correlate to each other. (Uggla, 2017).There is positive impact of CSR in luxury brand. (Catherine Janseen, 2013).India and China would constitute 30% of global luxury consumption by 2025, with china at 20% and India at 10%, the luxury industry is driven by different philosophy in both the countries. (Jain, 2013).The findings state that there is great impact in Pakistan on intend to purchase luxury. And also create a defeat whether Islamic marking is required or not. (Asraf, 2017).Home buyers' pays more cost in big cities than in smaller, in other way consumption of luxury products in more in Tire 1 city. Also it shows that search value of conspicuous demand is relatively to consumption and purchase no's. (Kawan Ok lee, 2016).

1) Care need to be taken while selecting the location of outlet.

(2) The sale personnel needs continuous training on how to pitch the sale of luxury products

(3) Customer educations

(4) Manufacturing companies can think of strategies to bring about favorable position of their luxury brand

(5) After sales services in terms of availability of spare parts, repairs and insurance. (Bairagi, 2017).With the increasing level of awareness the customers are educating themselves before they go for the purchase of luxury car in India. (D.R, 2009) . In short,Luxury from a consumer perspective is not characterized through boldly exhibited products and brands but rather constitutes exceptionally valuable. (Andrea Hemetsberger, 2014).

During the review of literature there were other issues that were found in contest with auto industry which were directly or in directly hampering the growth of luxury car industry in India.

Workshop load is directly dependent on call center performance; also service load contributes 1/3 of Dealership PAT. (Saxena, 2019)

There is positive impact on performance through spirituality. (Futrell, 2014). 1)only 35%use OEM supplied software (2)dead stock 70%- due to peculiar snag and 30% due to accidental repair (3)only 30% of parts supplied by normal supply (4) only 40% service center so audit of inventory every year. (Nagendra, 2016).The most important attribute in brand loyalty is 1) Comfort and safety 2) price &3) customer service. (Tandon, 2017). The study examines the differential impact of price and product information found in the

marketplace. Relating consumer's information needs and information retrieval from OIS's to three shopping related outcomes. OIS's offer different level of price and product information and consumers and differentiated in their ability to retrieve this information. (Jason Kuruzovich, Siva Viswanthan, Ritu Agarwal , Sanjay Gosain , 2018).The timings are different, where there is load and different time study can be done based on pattern to implement the real picture. (Rabih Zakaria, 2018).The strike and management discussions which lead to strike and further loss. (Sen, 2011).It concluded that vertical integration will have differential impact on different elements of performance that are realized over the product life cycle. (Stern, 2008).The burdens for the servicing goods under warranty are multiplying rapidly. With the rate of increase in human population and outstripping in human population and with our 800 million appliances in U.S.A, (Fisk, 1970).Friends, Family and friends have been found as significant source of information and influencer in commercial vehicle buying. (Dr. R. Amuda, 2016).In principle, the adoption or a partnering approach should be straightforward enough management process, involving something like the following steps: 1) Develop criteria for identifying product categories suitable for partnering. (2) Identify products categories in which partnerships should be developed. (3) Develop criteria for identifying likely partners (4) Short list and then select prospective partners. (Brennan, 1997).It has been found the analyzing the factors that drivers customers to purchase different automobile brands where price becomes the predominant factor followed by mileage, after sale service and maintained whereas style and resale value are least influencing factor. (Jaya Prakash Rath, 2013).Analysis of customer behavior enables companies to improve support of their customer oriented business processes, which aims to improve the overall performance of the enterprises. (P.Isakki alias Devi, 2012).The new era of customers is well equipped with brands and not only would influence the update, but also use of such brands. There is possibility that customers relay on false product due to low price. (Khalid Jamil, 2017)

V. Conclusion

In India , Luxury is defined by 1)Prices and perception of Product Quality 2) Co-branding Pricing Strategy 3) Perceived Value of brand's product should be coherent with its price point. (Uggla, 2017) .The reason which drives customer satisfaction in Luxury is Price, heritage and Brand Value. (Jain, 2013). However due to current economical rationalization in infrastructure issues , and other new taxes which are good in long run and would also be beneficial in long run , this would still increase in coming years with the same pace what they are increasing now. Despite, the economic slowdown across the world in luxury, the size of global luxury market which is estimated to be around \$2trillion. Markets like China and India have been spotlight for past few years , where luxury market in china is facing some challenges with respect to luxury consumption for the reasons like regulatory issues, tariff structure , currency reasons and some issues in clamp down on the gifting culture , this has resulted in complete pullback of entire global Luxury Industry .

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Indian Consumer has been divided into five different classifications, while the top most of the pyramid, or the elite class which is only 4% of the overall population, the absolute no's are not too attractive for any luxury brand to ignore. These no's are expected to grow from 10 million to 26 million by 2025.

VI. Future Studies

There is scope to carry out a comparative study of difference in marketing challenges and also in consumer perception and purchase behavior. A study on the consumer behavior on service quality. (Bairagi, 2017)And more study can be done on the construct of luxury. Does luxury mean more than consumer happiness, well-being, joy of life and other related construct. (Andrea Hemetsberger, 2014)

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