

A

Dissertation Report

On

**“Customer satisfaction regarding
Mahindra Bolero”**

(Gurgaon)

Submitted in

The partial fulfillment of the Degree requirement towards the

Masters in Business Administration

Under guidance of:

Submitted To:

Submitted By:

CERTIFICATE

This is to certify that Mr. Jagdish Kumar Godara from Skyline Business School, Gurgaon, Haryana has successfully completed his project at Mahindra & Mahindra Customer Satisfaction (Gurgaon) and Employee Satisfaction (Bikaner) Area from 1st December'2009 to 25th january'2010. The title of the project done by him was "Customer Satisfaction (Mahindra Bolero)"

During this project he worked sincerely & effectively to achieve the objectives of the project.

We wish him all the best & success for his future endeavors.

Date:

ACKNOWLEDGEMENT

At the outset I would like to thank the Management of Mahindra &Mahindra Ltd. For the wholehearted Co- operation and guidance extended them, which made my Project possible Words often fail to express one's inner feeling of indebtedness to one's benefactors. In fact words are not proper media for this purpose. The some difficulty hunts which he owes to his reverend and kind guides and number of other persons.

I would like to thank Mr.dharmendra Vishista (Area Manger of Bikaner) for allowing me to collect information about such an esteemed organization.

I wish to express my heartfelt thanks to Mr. Parvinder Singh, (Sales Manager) Mr.Mukesh Bharti for their support during my project I would like to thank the respondents who patiently filled up the questionnaire.

Last but not the least I am indebted to in valuable support of my family and friends Who were always there for my help.

(YOUR NAME)

DECLARATION

I YOUR NAME having Roll No. 520850097 of MBA Semester 4 of COLLEGE NAME hereby declare that the project entitled Customer satisfaction (Mahindra Bolero) and Employee satisfaction is an original work and the same has not been submitted to any other institute for award of any other degree. The interim report was presented to the guide on 25/03/2010. The feasible suggestions have been duly incorporated in consultation with the guide.

Signature of the candidate

Counter signed

CONTENTS

<i>EXECUTIVE SUMMARY</i>	7
<i>INTRODUCTION</i>	8
☐ <i>About Customer Satisfaction</i>	9
☐ <i>Introduction of Automobile Industry.....</i>	10-11
☐ <i>Industry performance in 2008-09</i>	11-12
☐ <i>History of Mahindra & Mahindra Automotive.....</i>	13-16
☐ <i>Millstone, awards and accolades.....</i>	17-20
☐ <i>About Mahindra Bolero</i>	21-27
☐ <i>About Mahindra dealer.....</i>	28-30
<i>OBJECTIVES OF THE STUDY</i>	31
☐ <i>Customer Satisfaction.....</i>	32
☐ <i>Employee satisfaction.....</i>	33

METHOD & PROCEDURE.....	34
☐ <i>Research Design.....</i>	35
☐ <i>Research Process</i>	35-37
☐ <i>Data collection</i>	37-38
☐ <i>Samples size</i>	38-39
☐ <i>Errors in the study.....</i>	39
☐ <i>Limitation of the study.....</i>	40
 DATA ANALYSIS	 41
☐ <i>Customer Satisfaction.....</i>	42-50
☐ <i>Employee Satisfaction</i>	51-58
 FINDINGS	 59-60
 RECOMMENDATION	 61
 CONCLUSION	 62
 BIBLIOGRAPHY	 63
 QUESTIONNAIRE.....	 64
☐ <i>Customer Satisfaction.....</i>	65-66
☐ <i>Employee Satisfaction.....</i>	67-70
 DISSERTATION PROPOSAL.....	 71-77

EXECUTIVE SUMMARY

Mahindra & Mahindra (M&M), the market leader in multi-utility vehicles in India. The company started manufacturing commercial vehicles in 1945. M&M is the leader by far in commercial vehicle and the second largest in the passenger vehicle market. The company is the world's sixth largest medium and heavy commercial vehicle manufacturing.

Mahindra is best known for utility vehicles and tractors in India, Its automotive division, the company's oldest unit (founded in 1945), makes jeeps and three-wheelers (not passenger "auto rickshaws," but utilitarian delivery and flatbed incarnations). M&M's farm equipment sector, formed in 1963 during India's green revolution, manufactures tractors and industrial engines. M&M also produces military vehicles. The company has facilities located throughout India.

The survey involved gathering wide information about the company, its products, customer satisfaction and impact of various competitive firms on the company.

From the information collected, various aspects were identified where the company needs to focus more to improve the efficiency of marketing team of Mahindra Automotives.

The research was conducted through collection of primary and secondary data. Secondary data was collected through visiting various web sites, automobile magazines and other reliable sources. Primary data was collected through a well-framed questionnaire, of which later a detailed analysis was done using various statistical I.T. tools like MS Word and MS Excel.

On the basis, the secondary data analysis and the extensive analysis of the primary data, interpretations were drawn for the questions and conclusion is drawn. Certain suggestions are also drawn from the analysis to help Mahindra Automotives to increase its market share in commercial passenger segment and MPVs. The main research that followed is to know “Customer satisfaction towards Mahindra BOLA RO SLX”, a new SUV recently launched by Mahindra. Due to the limited resources and time constraints, the study was conducted within the area Gurgaon (NCR) city.

INTRODUCTION

- About Customer Satisfaction

- Introduction of Automobile Industry
- Industry performance in 2008-09
- History of Mahindra & Mahindra Automotive
- Millstone, awards and accolades
- About Mahindra Bolero
- About Mahindra dealer

CUSTOMER SATISFACTION

Customer Satisfaction is the buzzword used by the business people for the success of organization in the present days. Due to the increases of heavy competition in every product – Line it become difficult for the companies to retain the customers for longer time. So retain the Customer for longer time the marketer has to do only one things i.e. customer satisfaction .If Customer is fully satisfied by the product it not only rub the organization successfully but also Fetch many benefits for the company. They are less process sensitive and they remain customer For a longer period. They buy addition products overtimes as the company introduce related Produce related products or improved, so customer satisfactions is gaining a lot of importance in the present day. Every company is conducting survey on customer satisfaction level on their products .To make the products up to the satisfaction level of customers.

This project is also done to know the customers satisfaction on the BOLERO on behalf of Mahindra and Mahindra Automobiles.

The impact of automobile industry on the rest of the economy has been so pervasive and momentous that is characterized as second industrial. It played a vital role in helping the nation to produce higher value good and services and in the enhancing their skills and impose tremendous demand for automobile.

The decrease in the interest rate and easy available of cars loans from 2 to 3 years, lot of car manufacturers company facing cut throat competition in the fields of technology and price, So to gain the market share it is important for the institutes to satisfy its customers and to retain the reputation and its image.

Customer Satisfaction Strategies Followed By M&M

The different strategies followed by M&M consists of Customer relationship management, Strategy to providing better facility to the owner, and strategy to provide better after sales service to customer.

Customer Relationship Management

CRM as a tool was used to create positive word-of mouth, to monitor customer experiences and generate referrals. A series of CRM activities were implemented with regular direct communication, events and customer satisfaction surveys, Events, Festive offers, Rewards Program, etc.

INTRODUCTION OF AUTOMOBILE INDUSTRY

The automobile industry has changed the way people live and work. The earliest of modern cars was manufactured in the year 1895.

Shortly the first appearance of the car followed in India. As the century turned, three cars were imported in Mumbai (India). Within decade there were total of 1025 cars in the city.

The dawn of automobile actually goes back to 4000 years when the first wheel was used for transportation in India. In the beginning of 15th century, Portuguese arrived in China and the interaction of the two cultures led to a variety of new technologies, including the creation of a wheel that turned under its own power. By 1600s small steam-powered engine models was developed, but it took another century before a full-sized engine -powered vehicle was created.

Brothers Charles and Frank Duryea introduced the actual horseless carriage in the year 1893. It was the first internal-combustion motor car of America, and it was followed by Henry Ford's first experimental car that same year.

One of the highest-rated early luxury automobiles was the 1909 Rolls-Royce Silver Ghost that featured a quiet 6-cylinder engine, leather interior, folding windcreens and hood, and an aluminum body.

Chauffeurs usually drove it and emphasis was on comfort and style rather than speed. During the 1920s, the cars exhibited design refinements such as balloon tires, pressed- steel wheels, and four-wheel brakes.

Graham Paige DC Phaeton of 1929 featured an 8-cylinder engine and an aluminum body.

The 1937 Pontiac De Luxe sedan had roomy interior and rear-hinged back door that suited more to the needs of families. In 1930s, vehicles were less boxy and more streamlined than their predecessor was.

The 1940s saw features like automatic transmission, sealed-beam headlights, and tubeless tires.

The year 1957 brought powerful high performance cars such as Mercedes-Benz 300SL. It was built on compact and stylized lines, and was capable of 230 kmph (144 mph).

This was the Indian automobile history, and today modern cars are generally light, aerodynamically shaped, and compact.

Facts & Figures

The automobile industry in India is on an investment overdrive. Be it passenger car or two-wheeler manufacturers, commercial vehicle makers or three-wheeler companies – everyone appears to be in a scramble to hike production capacities. The country is expected to witness over Rs 30,000 crore of investment by 2010.

Hyundai will also be unmasking the Verna and a brand new diesel car. General Motors will be launching a mini and may be a compact car.

Most of the companies have made their intentions clear. Maruti Udyog has set up the second car plant with a manufacturing capacity of 2.5 lakh units per annum for an investment of Rs 6,500 Crore (Rs 3,200 Crore for diesel engines and Rs 2,718 Crore for the car plant itself).

Hyundai and Tata Motors have announced plans for investing a similar amount over the next 3 years. Hyundai will bring in more than Rs 3,800 Crore to India.

Tata Motors will be investing Rs 2,000 Crore in its small car project. General Motors will be investing Rs 100 Crore, Ford about Rs 350 Crore and Toyota announced modest expansion plans even as Honda Sael has earmarked Rs 3,000 Crore over the next decade for India - a sizeable chunk of this should come by 2010 since the company is also looking to enter the lucrative small car segment.

Talking about the commercial vehicle segment, Ashok Leyland and Tata Motors have each announced well over Rs 1,000 Crore of investment. Mahindra & Mahindra's joint venture with International Trucks is expected to see an infusion of at least Rs 500 Crore.

Industry performance in 2008-09

The Indian automotive market managed to stand up to the vagaries of the economic meltdown to show slightly growth during fiscal 2008-09. Overall vehicle sales at 97.23 lakh grew 0.71 per cent from 96.54 lakh units in 2007-08.

When major automotive markets reported a 30-40 per cent decline, only a handful of countries managed to show growth. A few months ago, India was looking at negative growth but has turned around. It is actually better than expected.

SIAM has a positive outlook for the current financial year. While it foresees a 7-8 per cent growth for the commercial vehicle segment, the industry body predicts a 3-5 per cent growth for passenger vehicles. The three-wheeler segment may grow 5-8 per cent growth while two wheelers may show 3-5 per cent growth.

The passenger vehicle market has weathered the downturn largely due to market leader Maruti Suzuki which holds 48 per cent of the market. The compact car giant clocked 7.22 lakh units for 2008-09. Closest rival Hyundai Motor India sold 2.44 lakh cars, a growth of 13 per cent. Tata Motors' sales grew 1.3 per cent at 2.30 lakh units while Mahindra & Mahindra posted 2.5 per cent growth at 1.06 lakh units.

Most premium carmakers saw volumes shrink last fiscal. Toyota Kirloskar Motor's numbers fell 15 per cent to 46,892 units while Ford India's sales were down 17 per cent to 27,976 units. Honda Sael Cars India also saw a 17 per cent drop at 52,420 units while General Motors India was down 8 per cent to 61,526 units.

Among commercial vehicle makers, all major players saw substantial fall in volumes. Market leader Tata Motors with a 60 per cent plus share, showed 22 per cent drop in numbers at 2.34 lakh units while Ashok Leyland showed 37 per cent drop at 47,632.

Eicher's sales volume fell 37 per cent at 17,341 units and Force Motors was down 28 per cent at 7,819 units. "The freight movement is unlikely to improve this fiscal which will impact truck sales.

STORY OF MAHINDRA & MAHINDRA AUTOMOTIVE

Mahindra & Mahindra (M&M) was established in 1945 as Mahindra & Mohammed. Later on, after the partition of India, one of the partners - Ghulam Mohammad - returned to Pakistan,

where he became Finance Minister. As a result, the company was renamed to Mahindra & Mahindra in 1948.

M&M started its operation as a manufacturer of general-purpose utility vehicles. It assembled CKD jeeps in 1949. Over the passing years, the company expanded its business and started manufacturing light commercial vehicles (LCVs) and agricultural tractors.

Apart from agricultural tractors and LCVs, Mahindra & Mahindra also showed its dexterity in manufacturing army vehicles. Soon, it started its operations abroad, through its plants set up in China, the United Kingdom and the USA.

M&M partnered with companies prominent in the international market, including Renault SA, International Truck and Engine Corporation, USA, in order to mark its global presence. M&M also started exporting its products to several countries across the world. Subsequently, it set up its branches including Mahindra Europe Srl (based in Italy), Mahindra USA Inc., Mahindra South Africa and Mahindra (China) Tractor Co. Ltd.

At the same time, M&M managed to be the largest manufacturer of tractors in India, by holding leadership in the market of the country, for around 25 years. The company is an old hand in designing, developing, manufacturing and marketing tractors as well as farm implements. It made its entry to the passenger car segment in India, with the manufacture of Logan (mid-size sedan) in April 2007, under the Mahindra Renault collaboration.

Soon after the considerable success of Logan, M&M started launching a wide range of LCVs and three wheelers as well as SUVs including Scorpio and Bolero. In the present time, Bolero has gained immense popularity in India. It is one of the most opted vehicles in its class.

MAHINDRA BOLERO

Mahindra Bolero is one of the most successful and popular utility vehicle of the Mahindra and Mahindra Group. The car is robust in appearance and it has been elegantly designed, keeping in mind the conditions of the Indian roads. Mahindra Bolero is also among the best fuel-efficient cars of India as the manufacturer has equipped it with a 2500 cc diesel engine with 5-speed transmission.

April 08, 2008, Mumbai: Mahindra & Mahindra Ltd. (M&M), one of India's leading auto brands, has announced that its popular Bolero SUV has sold a record 50,000 units in 2007-08. The Bolero is the first brand in the SUV/UV/MPV category to cross 50,000 units in one year and India's leading SUV brand for two years in a row.

“With its stylish appeal and rugged nature, the Mahindra Bolero has emerged as the clear favorite amongst SUV enthusiasts across the country since its launch eight years ago. The fact that it is the first brand in the SUV/UV/MPV category to notch up sales of more than 50,000 units in a single year is also a clear validation of our customer centric approach to business. Today, the Bolero is perceived as a stylish but affordable SUV which caters to different customer needs and takes on all kinds of terrain with ease,” said Mr. Vivek Nayer, Vice President – Marketing, Auto Sector, Mahindra and Mahindra Ltd.

Since its launch in June 2000, the Bolero has evolved over the years, incorporating a host of features and aesthetics which match the evolving lifestyle aspirations of Indian consumers. In 2007, M&M launched the New Bolero which offered a bold new style, greater comfort and conveniences. In January 2008, Mahindra also introduced the Bolero Special Edition, a limited edition of India’s most popular SUV with exciting new features for the young urban customer.

MAHINDRA SCORPIO

Mahindra & Mahindra Limited launched Mahindra Scorpio as its first Sports Utility Vehicle in India in 2002. This SUV has redefined the expectations for the design of SUVs with its sturdy looks and powerful performance, the sophisticated interior design adds to the further glory to the appearance.

MAHINDRA INGENIO

Mahindra & Mahindra is planning to launch a new multi-purpose vehicle (MPV) to take on the Toyota Innova and the Chevrolet Tavera in both the individual buyer and taxi segments. Mahindra has currently named the project Ingenio. The vehicle is expected to hit the market 2009 in

MAHINDRA RENAULT LOGAN

Much awaited Mahindra-Renault Logan has been launched in India. This compact sedan is a spacious, practical and affordable vehicle. The outlook of Logan is impressive and the basic version is a value for money, however the top-end versions are a bit high on price. The prominent feature of this car is its performance, interiors and economy.

MAHINDRA XYLO

Mahindra & Mahindra Limited launched their latest Multi Utility Vehicle (MUV) “Xylo” in India on January 13, 2009. The car boasts of having all the luxurious features that are seen in today’s sedans, with the ample space of a utility vehicle. Xylo's muscular stance contributes to its commanding road presence. Fully packed with the latest features, the MUV is sure to impress Indian consumers and provide a stiff competition to the other vehicles within its class

Performance of Mahindra XYLO

Under the hood of Mahindra Xylo lies a 4-cylinder turbocharged, mEagle diesel engine, which generates a power of 112bhp @ 3800 rpm and a peak torque of 24 kgm @ 1800-3000 rpm. The powerful engine is developed on the NEF CRDe platform and is mated to 5-gears manual transmission. The car accelerates from rest to 60 km/h in just 5.8 seconds

MAHINDRA MAXX

The Mahindra Maxx, a product under the Mahindra Maxx range, is a spacious passenger utility vehicle with a maximum seating capacity of 10 persons. It is perfect vehicle for large families going on long trips. The MUV comes with a spacious cabin with decent legroom.

Available in 4 main choices: Base, TX, LX and Festara, the MUV comes loaded with a lot of merits. It has a long wheelbase of 2430 mm to provide for a large seating capacity and cargo space. The vehicle has a high ground clearance of 200 mm which gives it good stability on off-road drives. Because of these reasons, the Mahindra Maxx is more popular in semi-urban and rural areas of the country.

The vehicle has high fuel efficiency and delivers more than any other vehicle in its category. It comes with a 3-year warranty so that initial maintenance is not heavy on the pockets

MAHINDRA MARSHAL

Mahindra Marshal Deluxe Royale is a Sport and Utility Vehicle with has a seating capacity of nine people. Its design resembles Mahindra’s old model of jeeps; but with some modifications. It has a 5-door design with a hard top, ensuring safety. The interiors are comfortable too with ergonomically designed seats affording travelling comfort.

The Mahindra Marshal Deluxe Royale can be a good purchase with regards to its seating capacity and also its technologically advanced features. Although, the price is on a bit higher side, it is worth investing.

Product Profile



Mahindra Scorpio

Mahindra Bolero



Mahindra Xylo

Mahindra Marshal



Mahindra Maxx

Mahindra Logan Car

MILSTONE, AWARDS AND ACCOLADES

M&M's 61st year was studded with a number of noteworthy achievements, prestigious prizes and glittering awards.

DUAL HONOURS FOR CHAIRMAN MR. KESHUB MAHINDRA Chairman, Mr. Keshub Mahindra

Was awarded the “Business Visionary Award 2006” instituted by the National Institute of Industrial Engineering (NITIE), Mumbai.

Chairman, Mr. Keshub Mahindra was also awarded the prestigious IBS Kolkata Lifetime Achievement Award for his ‘unparalleled contribution to industrial growth and social and economic development of the community’.

The Institute of Chartered Financial Analysts of India's (ICFAI) India Business School (IBS) presented it, Kolkata, at the Strategy Summit 2007, held in Kolkata.

SLEW OF HONOURS FOR MR. ANAND MAHINDRA

Mr. Anand Mahindra, VC & MD, Mahindra Group, received a number of prestigious awards in 2006-07, including:

- ☐ The prestigious CNBC Asia Business Leader of the Year Award for the Year 2006 as well as the CNBC TV India "Business Leader of the Year Award".
- ☐ The 'CEO of the Year' award at the India Brand Summit 2006 co-sponsored by Business Standard and ITM Business School in association with Times Now and DNA newspaper.
- ☐ The LMA Entrepreneur of the Year 2006 award, instituted by the Ludhiana Management Association (LMA).
- ☐ The Most Inspiring Corporate Leader of the Year' Award by NDTV Profit
- ☐ The NDTV Profit – Car & Bike Award 2007 for Automobile Man of the Year.

Mr. Anand Mahindra was also nominated as a Member of the Council of the Executive Committee of the National Sports Development Fund (NSDF) of the Govt. of India. He was featured in the list of 50 Most Influential Indians in Business Week's edition dated August 13, 2007

HIGHEST CRISIL RATING FOR M&M

M&M has received the highest Governance & Value Creation rating, CRISIL GVC Level – I from CRISIL for the ability to create value for all stakeholders, while adopting sound corporate governance practices.

DUN & BRADSTREET AMERICAN EXPRESS CORPORATE AWARDS 2006

Mahindra & Mahindra was rated as the leading Indian company in the Automobile – Tractors sector in the ‘Dun & Bradstreet – American Express Corporate Awards 2006’. The Automobile Sector comprises of three categories – Passenger Vehicles, Commercial Vehicles and Tractors.

These awards recognize the virtues of size and growth in the awards methodology. M&M ranked No. 1 in these two segments in the premier Dun & Bradstreet India publication, India’s Top 500 Companies 2006.

MAHINDRA RECEIVES AMITY HR EXCELLENCE AWARD

Mahindra & Mahindra was honored with the Amity HR Excellence Award at the Fourth Amity Global HR Summit 2007 held at the Amity International Business School, Noida. The Amity HR Excellence Award recognized Mahindra as one the most admired companies across the global on account of its innovative strategies for Human Resources Management and Development.

GLOBAL HR EXCELLENCE AWARD FOR M&M

Mahindra & Mahindra won the Global HR Excellence Award for Innovative HR practices (Manufacturing Sector), in the Asia Pacific HRM Congress, held in Mumbai. These awards recognize organizations and individuals who have embraced change, encouraged constructive challenges and demonstrated entrepreneurial skills in the corporate world.

M&M WINS BOMBAY CHAMBER GOOD CORPORATE CITIZEN AWARD 2006-07

M&M was presented with the coveted Bombay Chamber Good Corporate Citizen Award 2006-07 at a glittering ceremony held to celebrate the Chamber’s 172nd Foundation Day on September 21, 2007. Mr. Bharat Doshi, Executive Director, M&M Ltd. and Mr. Rajeev Dubey, Member of the Group Management Board and Chairman, Mahindra & Mahindra CSR Council, received the award on behalf of the company. This Award recognizes and honors conspicuous achievement by corporate organizations by way of service to the civic community, in addition to outstanding operational performance. It takes into account several parameters, including Business Performance, Corporate Interests, Employee Welfare, Customer and Stakeholder Satisfaction and Social Investment.

GOLDEN PEACOCK AWARD FOR EXCELLENCE IN CORPORATE GOVERNANCE

Mahindra & Mahindra won the coveted Golden Peacock Award for Excellence in Corporate Governance 2006. This award validates the company's 'Best-in-Class' corporate governance practices and reflects its transparent and ethical dealings with stakeholders across the entire value chain. It recognizes the Management's commitment to the highest standards of corporate conduct and its commitment to Corporate Social Responsibility as a distinct activity that helps build commendable social values and adds to the ethical fiber of the organization.

BEST AUTOMOTIVE MANUFACTURING SUPPLY CHAIN EXCELLENCE AWARD

Mahindra & Mahindra has been awarded as the organization with the "Best Automotive Manufacturing Supply Chain Excellence". The awards were presented by India Times Mindscape (Times of India Group) along with the Business India Group at the Express, Logistics & Supply Chain Awards held in Mumbai on September 28, 2007. A. C. Neilson is accredited with the research for the award nominees and winners.



HIGH RANKINGS FOR MAHINDRA

M&M was ranked second in the prestigious e Most Trusted Car Company in India study conducted by TNS. M&M scored 127 points, just seven points below the top ranking company, according to a TNS communiqué.

- M&M was ranked 14th in The Economic Times prestigious 'ET 500' list of top achieving companies in India? The company has moved up four ranks from last year. To quote from the 'ET 500' write-up: "M&M's 'art-to-part' strategy of diversification into the auto parts

value chain and its plans for new platforms for utility vehicles and joint venture with Renault for Logan have led to a gain in ranks.”

- M&M was ranked 22nd in Business India’s annual survey of the country’s top companies - Super 100
- M&M was ranked 31st in Business Today’s annual survey of India’s most valuable companies
-



ABOUT MAHINDRA BOLERO

Mahindra bolero

Mahindra & Mahindra Limited launched the second generation Bolero in March 2007. The all-new sports-utility vehicle (SUV) comes with refreshed looks and style. The exteriors and

interiors of the latest Bolero have been designed in way that will find appeal with the younger generation of car buyers in India. The automobile sports a host of new features, which perfectly suit the needs of Indian consumers. An off-road SUV, it delivers uncompromising fuel efficiency and commendable performance on city roads as well.

Get a sneak peek at what's new in the tough new Bolero. Get the lowdown on how it makes your drive a never before experience.

Engine

New Mahindra Bolero is powered by 2523cc Turbo Charged DI (Direct Injection) diesel engine, which generates a power of 63.2 PS @ 3200 rpm and 18.4 kgm of torque @ 1440-1500 rpm. The 2.5L engine is much more refined than its previous model. The good, low-end torque of Bolero allows a smooth ride on gradients and bumpy roads.

Design and Comfort

Mahindra Bolero flaunts a new, sleek front grille and muscular bumper that accentuate the appearance of its fascia. The rear side appears more sophisticated, with curved clear lens taillights. Adding to the appeal of the exteriors is the well-contoured door handles. Ergonomics in the cabin of the all-new Bolero have been reworked to suit the present-day consumer's desire. Its plush bucket seats offer a greater degree of comfort to the occupants.

Discover the ergonomic driver's seat, the arm rest in the middle row or the multi-directional AC louvers. There are little touches everywhere to make your drive less of a drive and more of a pleasant journey.

Interiors

Mahindra Bolero sports a trendy dashboard and instrument cluster. The efficiency of the air conditioning system has also been improved. The audio system is integrated on the instrument panel in such a way that the controls are within easy reach of the driver. The new Mahindra Bolero comes packed with many utility spaces. There are small storage areas for various passenger needs, which are neatly tucked away in the space-efficient central console.

Ride and Handling

New Mahindra Bolero comes equipped with an advanced NGT 520 transmission, along with synchromesh gears, which allow smooth gearshifts. The automobile's front suspension is built to withstand tough road conditions, while giving its occupants utmost comfort. A combination of

disc and drum brakes is used in the SUV, which facilitates smooth braking on all road conditions. The wide radial tyres of Bolero ensure better road grip, safety and improved handling.

Safety

Mahindra Bolero comes equipped with anti-roll bars that help the vehicle hold to the ground even on the tightest bends. Its braking system prevents the locking of wheels on slippery roads. The new SUV also has a long wheelbase, which provides greater stability to the automobile. The other safety features of Mahindra Bolero include central locking and seat belt/door open warning.

Style:

The Bolero is built solidly but that didn't stop us from enhancing the sense of security. So we put in anti-roll bars to help hug the ground even on the tightest bends, brakes that prevent wheel locking and a seat belt/door open warning system.

From the aggressive grille ornament to the muscular front fascia, low stance fender extensions, clear lens headlamps and stand out wheel arches there's a lot you can discover in the new Bolero. All at a dealer near you.

Convenience:

Find space for magazines or maps, slots for bottles or cans, a surprisingly large glove box to swallow anything you throw into it. There's even a 12V charging point along with a mobile holder. So the only thing you have to think about is your destination.

Performance:

The high power and high torque give the Bolero great load carrying capabilities especially over inclines. The synchromesh gears make gear shifts and even city driving a cinch. And the unique Mahindra DI engine gives you uncompromising fuel economy too.

Variants, Price and Color

The eight variants of new Mahindra Bolero are SLX, DX, DI, XLS, XL, Sports, Invader and Camper. The SUV is available in five colors, including Apple Red, Fiery Black, Diamond White,

Rocky Beige and Turf Green. The latest version of Mahindra Bolero is priced between Rs 4.60 lakh and Rs 5.61 lakh.

Bolero Overview

Introduction Of Bolero Model

Take on anything starting now with the new Mahindra Bolero. Any road that calls itself tough had better watch out. The new Mahindra Bolero comes loaded with new features in style, comfort and convenience. To let you dominate whatever you encounter on the road.

DISCOVER THE TOUGH NEW BOLERO.

Here's a sports utility vehicle that brings you brand new style with tried and tested performance. A mid size SUV packed with.

New comforts and conveniences. Choose from five models, to fit your needs or to underline your style. And own a driving experience that puts you firmly in command.

BOLERO SLX

The Bolero SLX is the top-of-the-heap model. It has almost every feature on the new features list. From the new trim on the front grille to the low stance fender or the clear lens headlamps.

BOLERO SLE

For style the Bolero SLE matches the SLX in every aspect except one where it scores over its high-end counterpart - sporty decals. In fact this is the only model with decals on it.

BOLERO DI

The spirit of the tough new Bolero without the frills is the best description for the Bolero DI. The style, the aggression, the authority is all there minus the creature comforts and conveniences.

The spirit of the tough new Bolero without the frills is the best description for the Bolero DI. The style, the aggression, the authority is all there minus the creature comforts and conveniences. Click on the related links to get an outside-in picture of Mahindra's new vehicle.

BOLERO DI Plus

Like its higher-end brothers, the Plus too has most of the style features found on the SLX list. And if you care for more comforts and conveniences on the inside then all you have to do is choose the power steering option.

BOLERO VLX

The new Bolero VLX comes built-in with extraordinary power, thanks to the new steroid-pumping 97 HP (71.5 KW) CRDe engine. This Bolero variant comes equipped with all you would expect from India's No.1 SUV brand and much more. The noise-reducing, refined NVH package clearly tells everything outside to 'shut up'. The Voice Assist System will make you want to listen to this brute, once in a while. The sturdy suspension makes taking on any terrain a breeze, while enhanced braking system makes sure you stay on the road.



BOLERO SLX

Features and Specification

Make	Mahindra
Model	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	Rack and pinion, power assist
Power Steering	Yes
Front Suspension	Independent with coil spring
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

MAHINDRA “BOLERO” PRICE LIST

BOLERO VARIANTS EX-SHOWROOM PRICE

BOLERO DI	4,94,000
BOLERO SLE	5,529,600
BOLERO SLX	5,83,000
BOLERO PICKUP	4,56,983
BOLERO PLUS	5,60,100
BOLERO VLX	5,98,350

ABOUT MAHINDRA DEALER

BIKANER MOTORS (PVT) LTD

Bikaner Motors were established in 1981. Bikaner Motors were the first authorized dealers of M&M in Bikaner.

Our Distinction:

This is one of the largest authorized dealers for Mahindra & Mahindra Automotives. Record sales in the first year of operation.

Partners in Progress:

We are the preferred partners of M&M automotives, chiefly due to our successful sales record and quality. Our facilities have remained unsurpassed, as we strive everyday to better our self.

Commanding Presence:

Bikaner Motors as a centralized air-conditioned showroom of M&M automotives its kind in Rajasthan, spread gracefully and decorated elegantly over an impressive 8100 sq.ft at Bikaner, Being equipped with affable front office staff and adept professional technicians, Provide a perfect of quality Service and Reliability.

Space Friendly:

The interiors are aimed at making you feel completely at ease, in luxury. Because for us the customer is king, one who deserves a regal offering. The setting is apt for times when you need to switch into a relaxed state of mind.

Technology to Stay Ahead:

We are equipped with the latest technological advancement in the industry, in order to give the best of services when it matters. Not just to be part of, But to build the future, is our motto.

Ambience the Exude Relaxation:

Ours is one of the few service centers to be equipped with a fully-fledged customer-waiting lounge. A part from a television and chess board, it had a web kiosk to keep u connected all the time.

Service with Commitment:

Our dedicated team of mechanical specialty offers expert treatment for your vehicle. We ensure consistency in performance each time, without fail.

Attention to Details:

We provide genius spare parts and accessories to ensure exceptional performance. Every single aspect related to your vehicle is taken care of at our premises.

Dealing Made Convenient:

It is a part of our commitment policy to give advantage to the customer at every juncture. We offer assistance of every kind at our premises itself, which makes it a one stop facility.

Expert Guidance at Every Step:

Our sales team gives utmost priority to your satisfaction. When you need help to make the right choice, it is ensured that the result is beyond your expectations. Thus making it a point that you get the best in both luxury and comfort always.

Models:

Mahindra & Mahindra has been launching various type of MUVs and cars from the year of 1945, keeping in mind the quality, design, driving, comfort, fuel efficiency, and service and resale value. These from a formidable force that gives our customers the pride and the joy of value forever. What drives M&M is

- ☐ Commitment
- ☐ Leadership

- ☐ Any an eye for appropriate technology.

Since 1945, when M&M first began manufacturing MUVs & LCVs, M&M have been engaged in a single-minded endeavor to bring you cars that only state-of-the-art, but are also some of the most environment-friendly vehicles in this world-a reflection of our commitment and care, for better environment.

At the heart of every M&M is a unique engineering and an optimal mix of power and economy. All this is supported by M&M nation – wide dealership network and automated workshop that provide excellent after sale service

The company has constantly exploring new opportunity to define the shape to tomorrow's driving technology.

Promotional Activities:

The promotional activities adopted by Bikaner Motors are

1. Test Driving
2. Free Driving
3. Hoarding
4. Discounts
5. Advertisement in Newspaper and magazines
6. Gift Schemes
7. Free Services
8. Mileage Contents

Promotional expenses have been borne by both Bikaner Motors and M&M, shares in advertisement cost.

Service Offered:

Service and paid service after sale of Cars.

- ☐ Free checkups campaigns
- ☐ Finance through bank
- ☐ Demonstration for new products

- ☐ Acceptance of warranty claims

Working Time in Bikaner Motors:

Working hours in United Automobiles are 12 hours per day starting from 9:30 am to 9:30pm with one-hour break for lunch and 15 minutes for evening tea and coffee

OBJECTIVES OF THE STUDY

- Customer Satisfaction
- Employee Satisfaction

CUSTOMER SATISFACTION

The study has been under taken to analyze the customer satisfaction towards all variant of Mahindra BOLERO in Gurgaon (NCR) with a special reference to the M&M motors, the other

Objectives are:

- ☐ To gather information about customer satisfaction toward Bolero in the geographic region of Gurgaon (NCR).
- ☐ To know the customer perception about features, low maintenance cost and looks of Bolero.
- ☐ To know the customer satisfaction about the safety and comfort provided by Bolero.
- ☐ To provide suggestions, in improving the customer satisfaction and the company sales and Profitability
- ☐ To know the customer satisfaction towards the after sales service offers by M&M

EMPLOYEE SATISFACTION

- ☐ To find that whether the employees are satisfied or not.
- ☐ To analyses the company's working environment.
- ☐ To check the Degree of satisfaction of employees.
- ☐ To find that they are satisfied with their job profile or not.
- ☐ To find that employees are working with their full capabilities or not.

- To help the management of the company to know about the actions to be taken to increase the level of satisfaction of the employees.

RESEARCH METHODOLOGY

- Research Design
- Research Process

- Data collection
- Samples size
- Errors in the study
- Scope and the Limitation of the study

Research Methodology

A research process consists of stages or steps that guide the project from its conception through the final analysis, recommendations and ultimate actions. The research process provides a systematic, planned approach to the research project and ensures that all aspects of the research project are consistent with each other.

Research studies evolve through a series of steps, each representing the answer to a key question.

INTRODUCTION

This chapter aims to understand the research methodology establishing a framework of evaluation and revaluation of primary and secondary research. The techniques and concepts used during primary research in order to arrive at findings; which are also dealt with and lead to a logical deduction towards the analysis and results.

RESEARCH DESIGN

I propose to first conduct a intensive secondary research to understand the full impact and implication of the industry, to review and critique the industry norms and reports, on which certain issues shall be selected, which I feel remain unanswered or liable to change, this shall be further taken up in the next stage of exploratory research.

This stage shall help me to restrict and select only the important question and issue, which inhabit growth and segmentation in the industry.

The various tasks that I have undertaken in the research design process are:

- ☐ Defining the information need
- ☐ Design the exploratory, descriptive and causal research.

RESEARCH PROCESS

The research process has four distinct yet interrelated steps for research analysis it has a logical and hierarchical ordering:

- ☐ Determination of information research problem.
- ☐ Development of appropriate research design.
- ☐ Execution of research design.
- ☐ Communication of results.

Each step is viewed as a separate process that includes a combination of task, step and specific procedure. The steps undertake are logical, objective, systematic, reliable, valid, impersonal and ongoing.

EXPLORATORY RESEARCH

The method I used for exploratory research was

- ☐ Primary Data
- ☐ Secondary data

PRIMARY DATA

New data gathered to help solve the problem at hand. As compared to secondary data which is previously gathered data. An example is information gathered by a questionnaire. Qualitative or quantitative data that are newly collected in the course of research, Consists of original information that comes from people and includes information gathered from surveys, focus groups, independent observations and test results. Data gathered by the researcher in the act of conducting research.

This is contrasted to secondary data, which entails the use of data gathered by someone other than the researcher information that is obtained directly from first-hand sources by means of surveys, observation or experimentation. Primary data is basically collected by getting questionnaire filled by the respondents.

SECONDARY DATA

Information that already exists somewhere, having been collected for another purpose. Sources include census reports, trade publications, and subscription services. There are two types of secondary data: internal and external secondary data. Information compiled inside or outside the organization for some purpose other than the current investigation Researching information, which has already been published? Market information compiled for purposes other than the current research effort; it can be internal data, such as existing sales-tracking information, or it can be research conducted by someone else, such as a market research company or the U.S. government.

Secondary source of data used consists of books and websites

My proposal is to first conduct a intensive secondary research to understand the full impact and implication of the industry, to review and critique the industry norms and reports, on which certain issues shall be selected, which I feel remain unanswered or liable to change, this shall be further taken up in the next stage of exploratory research.

DESCRIPTIVE RESEARCH

STEPS in the descriptive research:

Statement of the problem

- ☐ Identification of information needed to solve the problem
- ☐ Selection or development of instruments for gathering the information

- ☐ Identification of target population and determination of sampling Plan.
- ☐ Design of procedure for information collection
- ☐ Collection of information
- ☐ Analysis of information
- ☐ Generalizations and/or predictions

DATA COLLECTION

Data collection took place with the help of filling of questionnaires. The questionnaire method has come to be more widely used and economical means of data collection. The common factor in all varieties of the questionnaire method is this reliance on verbal responses to questions, written or oral. I found it essential to make sure the questionnaire was easy to read and understand to all spectrums of people in the sample. It was also important as researcher to respect the samples time and energy hence the questionnaire was designed in such a way, that its administration would not exceed 4-5 minutes. These questionnaires were personally administered.

The first hand information was collected by making the people fill the questionnaires. The primary data collected by directly interacting with the people. The respondents were contacted at shopping malls, markets, places that were showrooms and near to showrooms of the consumer durable products etc.

The data was collected by interacting with 40 customer and 15 employees respondents who filled the questionnaires and gave me the required necessary information. The respondents consisted of housewives, students, businessmen, professionals etc. The required information was collected by directly interacting with these respondents.

Determination the sample plan and sample size

TARGET POPULATION

It is a description of the characteristics of that group of people from whom a course is intended. It attempts to describe them as they are rather than as the describer would like them to be. Also

called the audience the audience to be served by our project includes key demographic information (i.e.; age, sex etc.).The specific population intended as beneficiaries of a program. This will be either all or a subset of potential users, such as adolescents, women, rural residents, or the residents of a particular geographic area. Topic areas: Governance, Accountability and Evaluation, Operations Management and Leadership.

A population to be reached through some action or intervention; may refer to groups with specific demographic or geographic characteristics. The group of people you are trying to reach with a particular strategy or activity. The target population is the population I want to make conclude an ideal situation; the sampling frames to matches the target population. A specific resource set that is the object or target of investigation. The audience defined in age, background, ability, and preferences, among other things, for which a given course of instruction is intended. I have selected the sample trough Simple random Sampling

SAMPLE SIZE:

This involves figuring out how many samples one need.

The numbers of samples you need are affected by the following factors:

- ☐ Project goals
- ☐ How you plan to analyze your data
- ☐ How variable your data are or are likely to be
- ☐ How precisely you want to measure change or trend
- ☐ The number of years over which you want to detect a trend
- ☐ How many times a year you will sample each point
- ☐ How much money and manpower you have

SAMPLE SIZE

I have targeted 40 customer and 15 employees in the age group above 21 years for the purpose of the research. The target population influences the sample size. The target population represents the Gurgaon (NCR), Bikaner (for employees) regions. The people were from different professional backgrounds. The details of our sample are explained in chapter named primary research where the divisions are explained in demographics section.

ERRORS IN THE STUDY

Interviewer error

There is interviewer bias in the questionnaire method. Open-ended questions can be biased by the interviewer's views or probing, as interviewers are guiding the respondent while the questionnaire is being filled out.

The attitudes the interviewer reveals to the respondent during the interview can greatly affect their level of interest and willingness to answer openly. As interviewers, probing and clarifications maximize respondent understanding and yield complete answers, these advantages are offset by the problems of prestige seeking, social desirability and courtesy biases.

Questionnaire error

The questionnaire designing has to be careful so that only required data is concisely revealed and there is no redundant data generated. The questions have to be worded carefully so that the questions are not loaded and does not lead to a bias in the respondents mind

Respondent error

The respondents selected to be interviewed were not always available and willing to co operate also in most cases the respondents were found to not have the knowledge, opinion, attitudes or facts required additionally uninformed response errors and response styles also led to survey error.

Sampling error

We have taken the sample size of 40 customer and 15 employees, which cannot determine the buying behavior of the total population. The sample has been drawn from only Gurgaon (NCR) Region.

Research Design

Research design is a conceptual structure within which research was conducted. A research design is the detailed blueprint used to guide a research study towards its objective. It is a series of advanced decision taken together comprising a master plan or a model for conducting the research in consonance with the research objectives. Research design is needed because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximum information with the minimum effort, time and money.

Scope and the Limitation of the study

- ☐ The scope of study is limited to the respondents are selected from in and around Gurgaon (NCR).
- ☐ The project is carried out for the period of 45 days only.
- ☐ Measurement of customer satisfaction is complex subjects, which uses non-objectives method, which is not reliable.
- ☐ The sample unit was also 40+15 respondents.
- ☐ However, Mahindra and Mahindra Automobile showrooms are located in other places i.e. locally and even in the neighboring states. Only opinion of respondents of Allahabad city was consider for finding out the opinions of respondents.

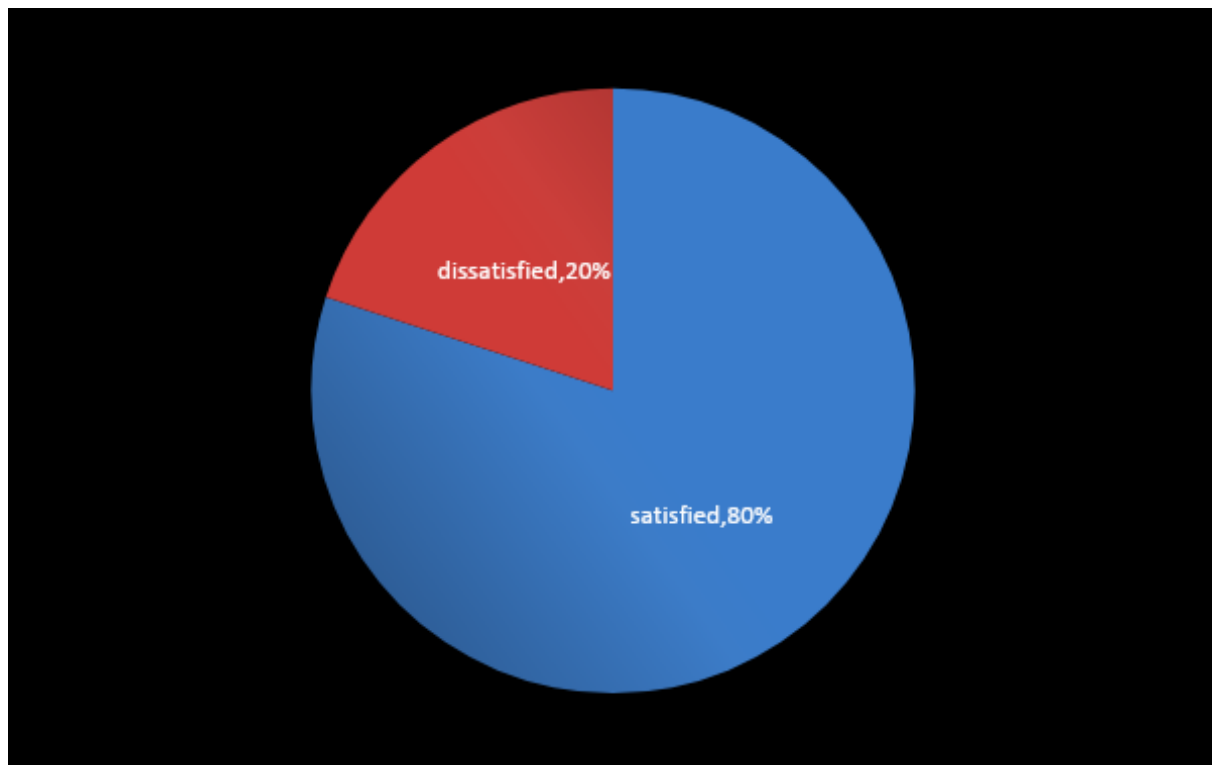
DATA ANALYSIS & INTERPRETATION

- Customer Satisfaction
- Employee satisfaction

Customer satisfaction

Table No. 1 Satisfaction towards Mahindra Bolero

Satisfied	Dissatisfied
80%	20%



Interpretation 1:

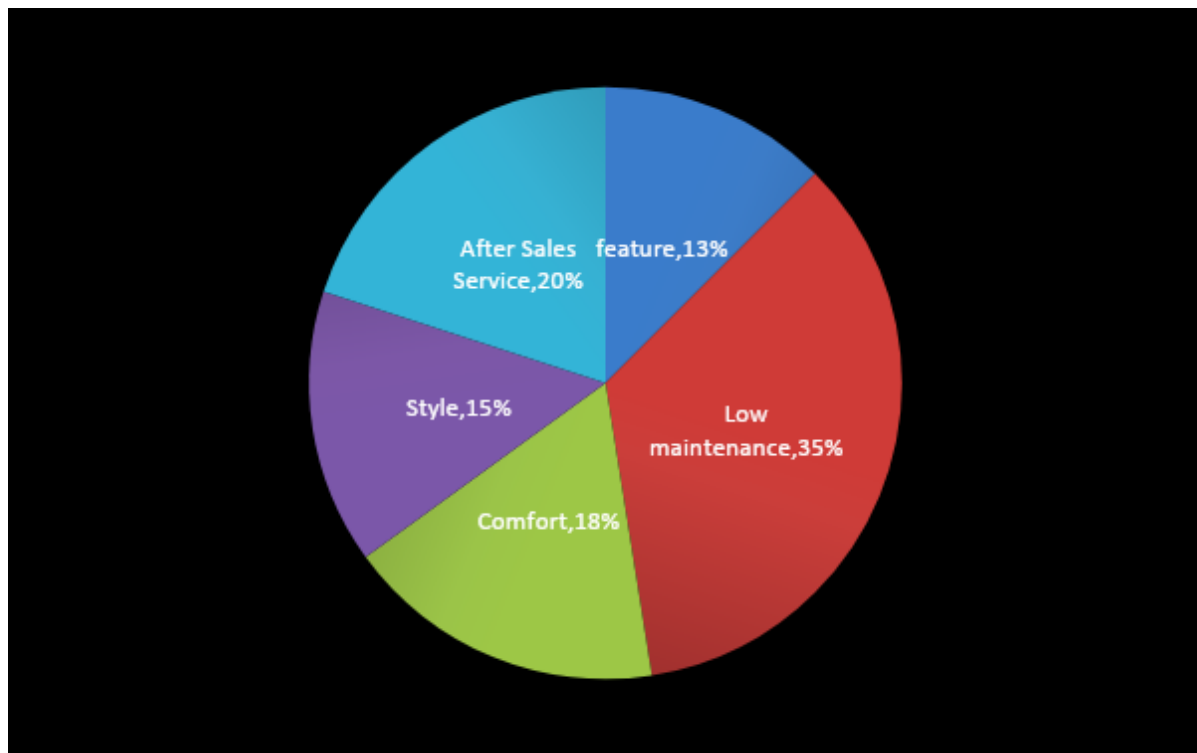
The sample drawn on probability basis shows that 80% of the customers were satisfied with Bolero variant and only 20% were not satisfied with Bolero variant.

Observation:

Most of the respondents approached were satisfied with Bolero

Table No: 2 Factors affecting customer satisfaction towards Mahindra Bolero

Factor	No. of Respondent	Percentage
--------	-------------------	------------



Interpretation 2:

The sample drawn on the probability basis clearly shows that 35% (14 respondents) are the opinion that low maintenance is the satisfaction factor Bolero and 20 % (8 respondents) of them who view After Sales Service as a vital factor for customer satisfaction. Followed by

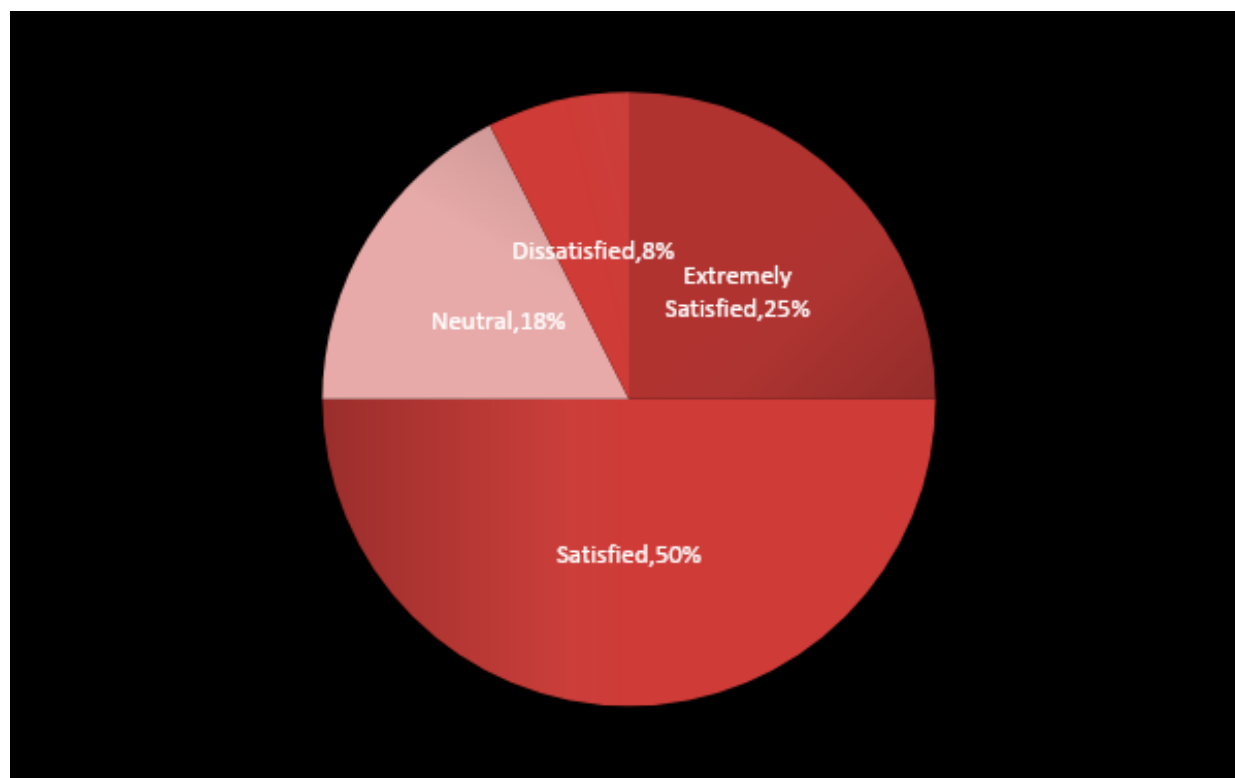
Comfort which corresponds to 18 %(7 respondents), Style with 15 %(6 respondents) and only 12 %(5 respondents) of them view that feature of Bolero as satisfaction factor.

Observation:

Majority of the respondent are of the idea that low maintenance of the top most feature contributing to customer satisfaction followed by after sales services comfort style and features As such, Mahindra should focus on the aspects, which will enhance the customer satisfaction and thus the market share

Table No: 3 Customer opinions towards fuel consumption.

Factor	No. of Respondent
Extremely Satisfied	10
Satisfied	20
Neutral	7
Dissatisfied	3



Interpretation 3:

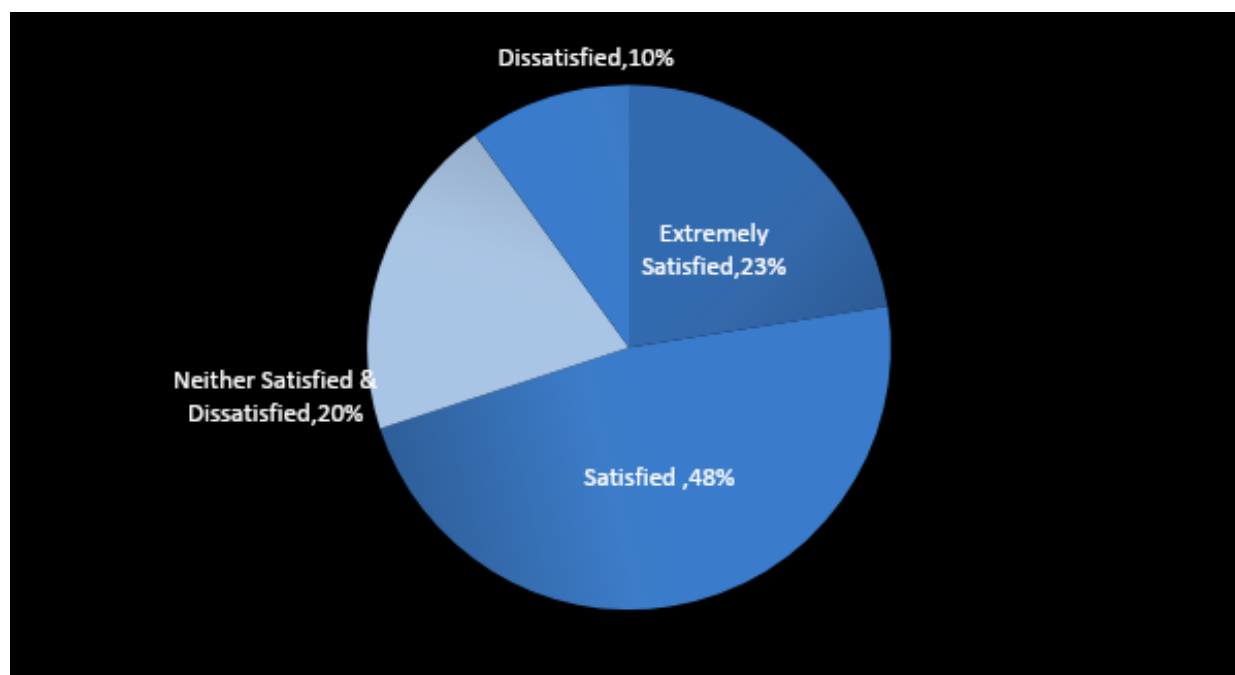
100% of the respondents 50% of the respondents approached were satisfied with the fuel consumption of the Bolero. Followed by 25% was extremely satisfied, 17% are neutral and rest of the 8% is more dissatisfied with fuel consumption of Bolero.

Observation: As majority of the respondents are satisfied with the fuel consumption of Mahindra Bolero, the company should maintain the same standard and it is suggested to come up with suitable measure to reduce the negative opinion among the consumer who are of the opinion that the fuel consumption is a dissatisfying factor.

Table No: 4 Customer opinions toward Safety and Comfort.

Factor	No. of Respondent
Extremely Satisfied	9
Satisfied	19

Neither Satisfied & Dissatisfied	8
Dissatisfied	4



Interpretation 4:

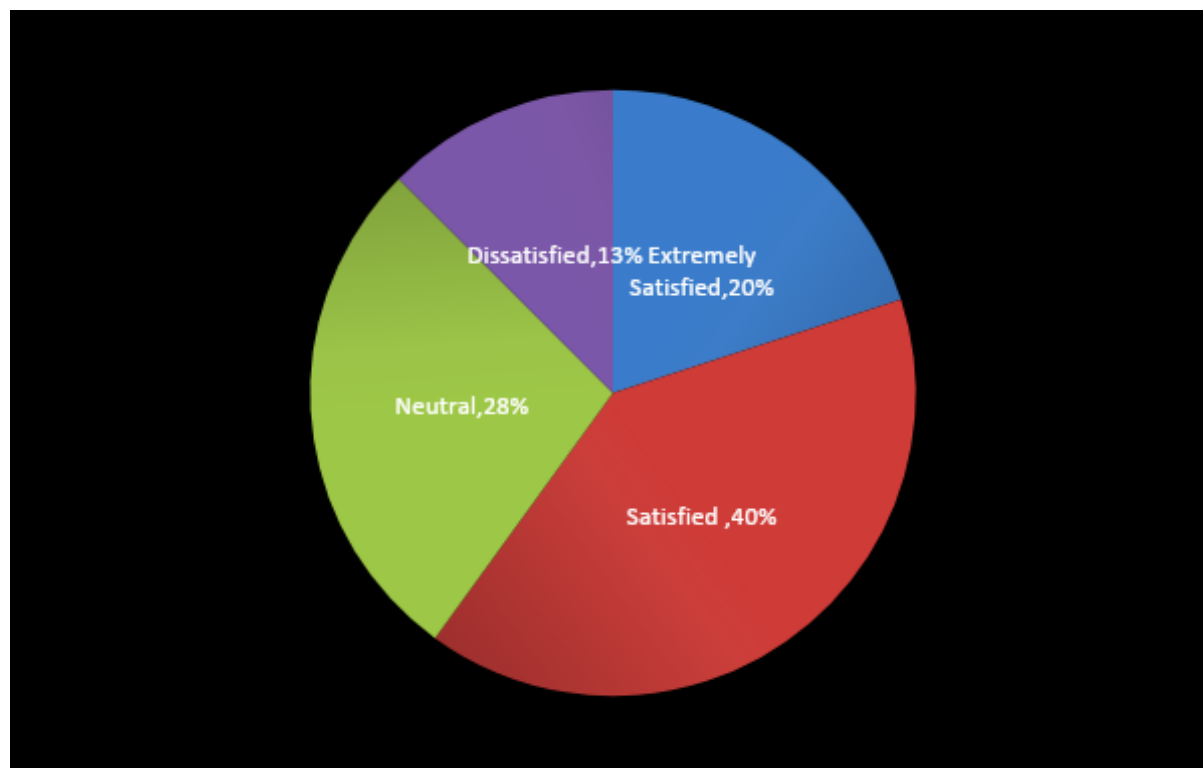
100% of the respondents 48% of the respondents approached were satisfied with the safety and comfort feature of the Bolero. Followed by 22% was extremely satisfied, 20% are neutral and rest of the 10% was dissatisfied with safety and comfort feature of Bolero.

Observation: As majority of the respondents are satisfied with the safety and comfort feature of Mahindra Bolero, the company should maintain the same standard and it is suggested to come up with suitable measure to reduce the negative opinion among the consumer who are of the opinion that the fuel consumption is a dissatisfying factor.

Table No: 5 Customer opinions toward Design.

Factor	No. of Respondent
--------	-------------------

Extremely Satisfied	8
Satisfied	16
Neutral	11
Dissatisfied	5



Interpretation 5:

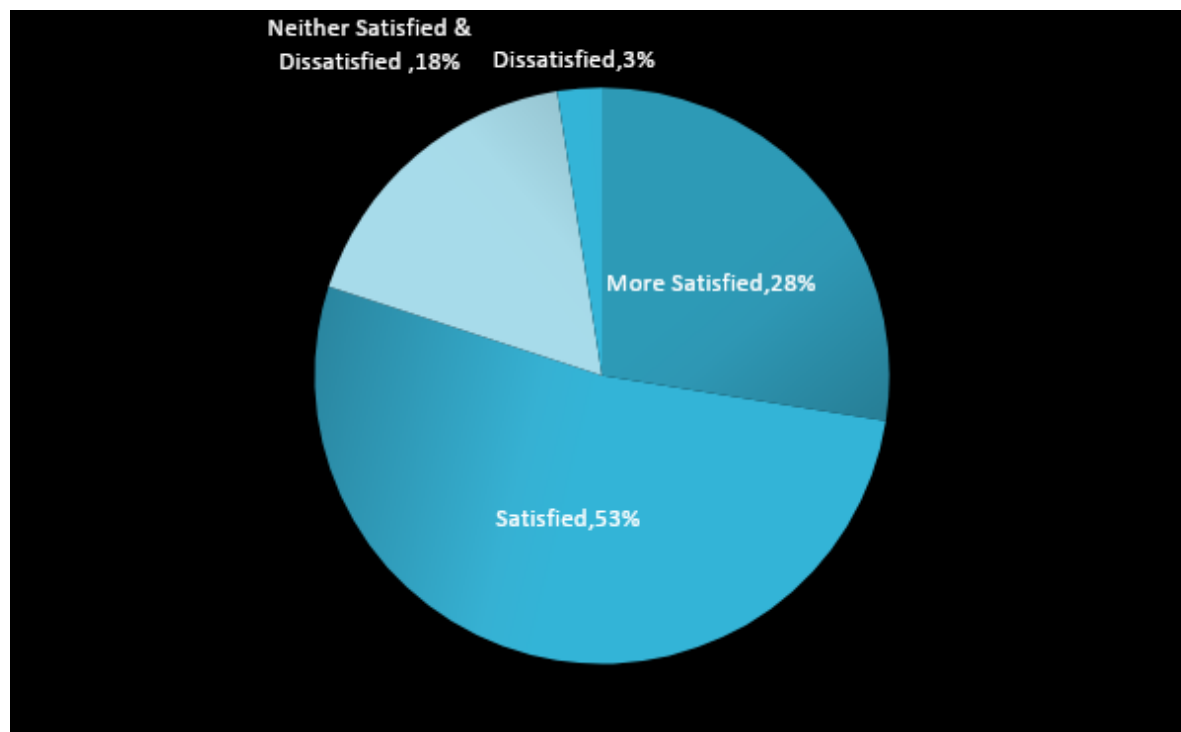
100% of respondents 40% of the respondents approached were satisfied with the Design of the Bolero. 20% were more satisfied, 27% of them neutral and 13% are dissatisfied with the design of the Bolero.

Observation:

As majority of the respondents are satisfied with the design of Mahindra Bolero, the company should maintain the same standard and it is suggested to come up with suitable measure to reduce the negative opinion among the consumer who are of the opinion that the fuel consumption is a dissatisfying factor.

Table No: 6 Customer opinions toward space availability in Mahindra Bolero.

Factor	No. of Respondent
More Satisfied	11
Satisfied	21
Neither Satisfied & Dissatisfied	7
Dissatisfied	1



Interpretation 6:

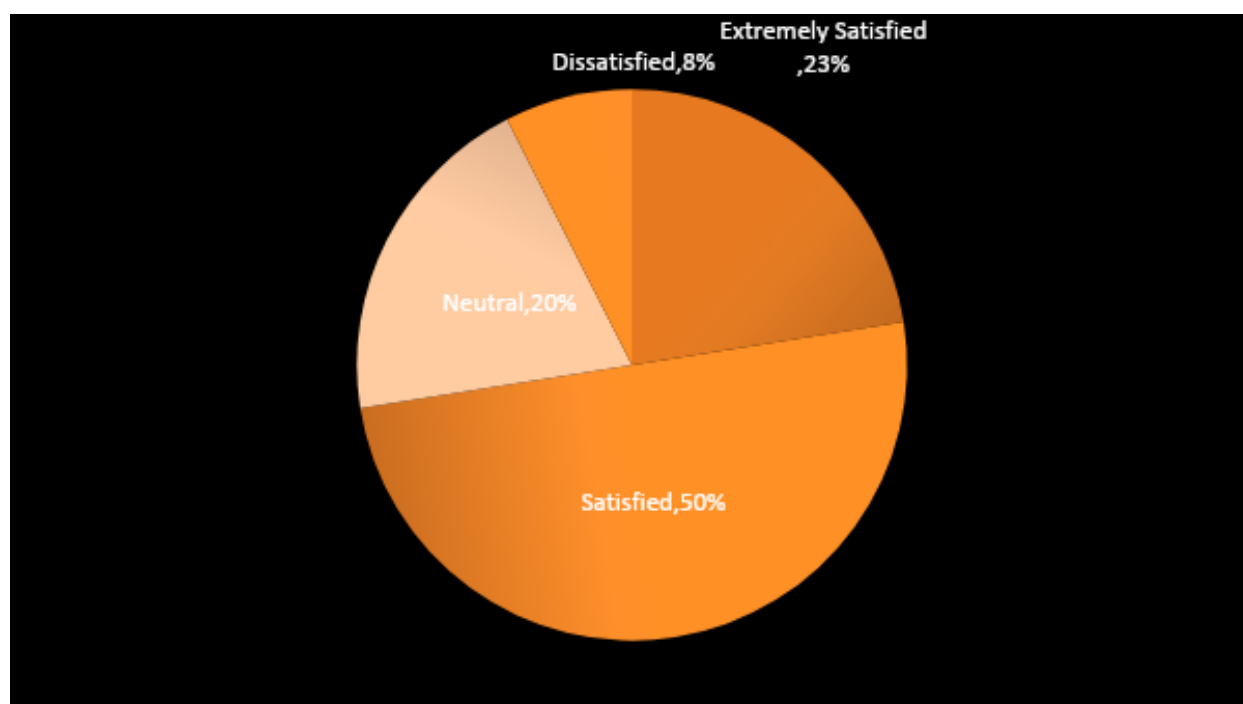
The sample drawn on the probability basis shows that out of 100% of respondents 52% of the respondents approached were satisfied with the space availability of the Bolero. 27% were more satisfied, 18% of neither satisfied and dissatisfied and 3% are dissatisfied with the space availability of the Bolero.

Observation:

As 70% of the respondents are happy with the space availability of the Mahindra Bolero vehicle, it can be conducted that the company has undertaken proper R&D in this aspect. The 30% of the respondents who have answered negatively may be comparing with the vehicle in the same category launched very recently.

Table No: 7 Customer satisfactions toward Maintenance of Mahindra Bolero

Factor	No. of Respondent
Extremely Satisfied	9
Satisfied	20
Neutral	8
Dissatisfied	3



Interpretation 7:

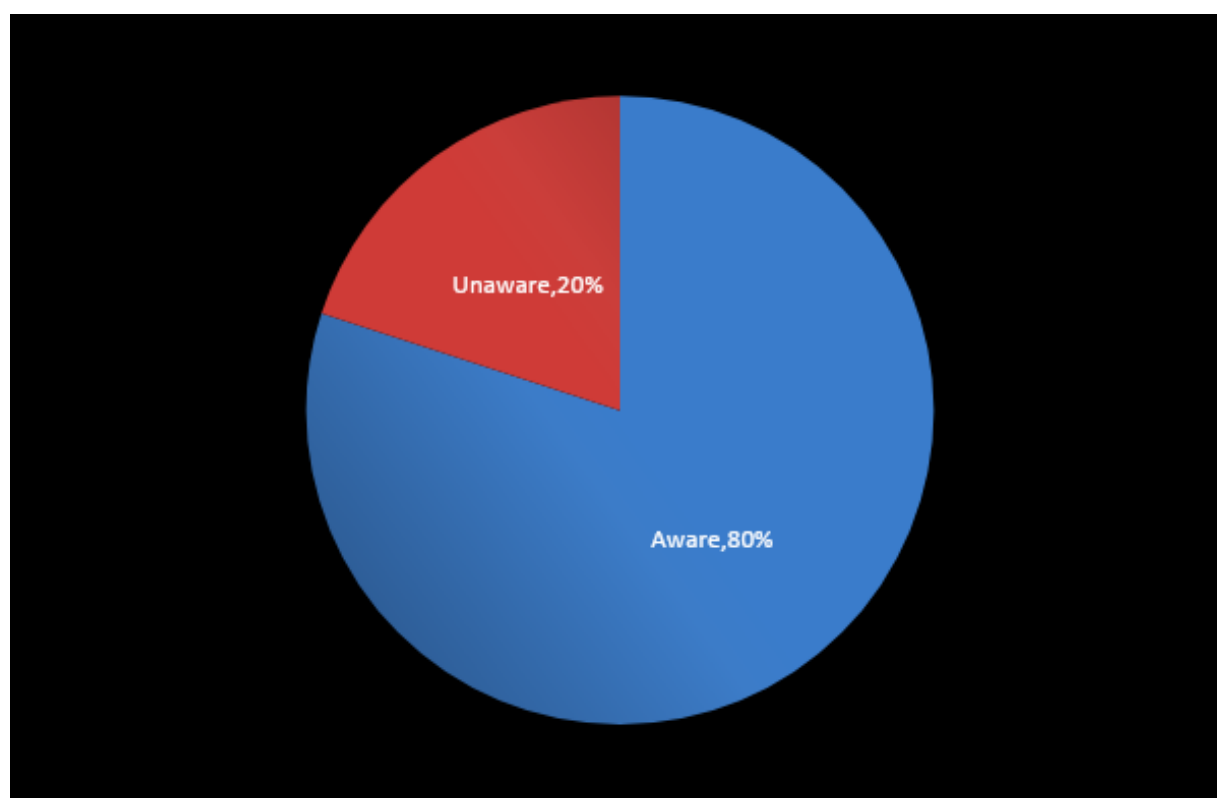
The sample drawn on the probability basis shows that out of 100% of respondents 50% of the respondents approached were satisfied with the maintenance of the Bolero. 22% were extremely satisfied, 20% of neutral and 8% are dissatisfied with the maintenance.

Observation:

Though majority of the customer are satisfied that the maintenance cost of Mahindra Bolero is less, around 20% are not satisfied which may be because of comparison of Bolero with the newly launched competing brands coming with even lower maintenance cost.

Table No: 8 Customer awareness about power steering.

Option	No. Of Respondent	No. Of Respondents (%)
Aware	32	80%
Unaware	8	20%
Total	40	100%



Interpretation 8:

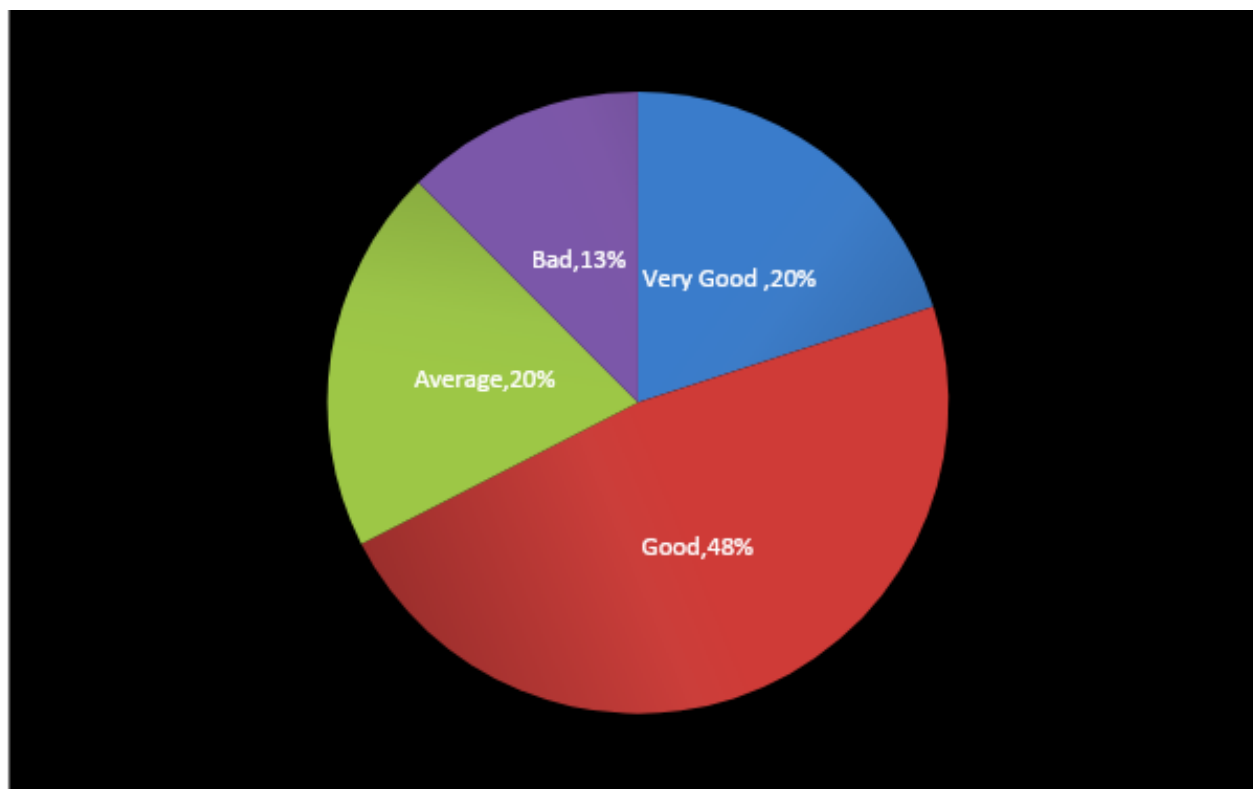
Out of 100% of respondents, 80% of the respondents approached were aware of the power steering present in some variant of Bolero and 20% were not aware of the power steering present in some variant of Bolero.

Observation:

Most of the respondents approached were aware of power steering system introduced in some variants of Bolero.

Table No: 9 Customer perceptions about Bolero

Very Good	Good	Average	Bad	Very Bad
8	19	8	5	-



Interpretation 9:

The sample drawn on the probability basis shows that out of 100% of respondents 47% of the respondents gave Good response to Bolero. 20% gave Very Good response, 20% gave Average response and 13% gave bad response to Bolero.

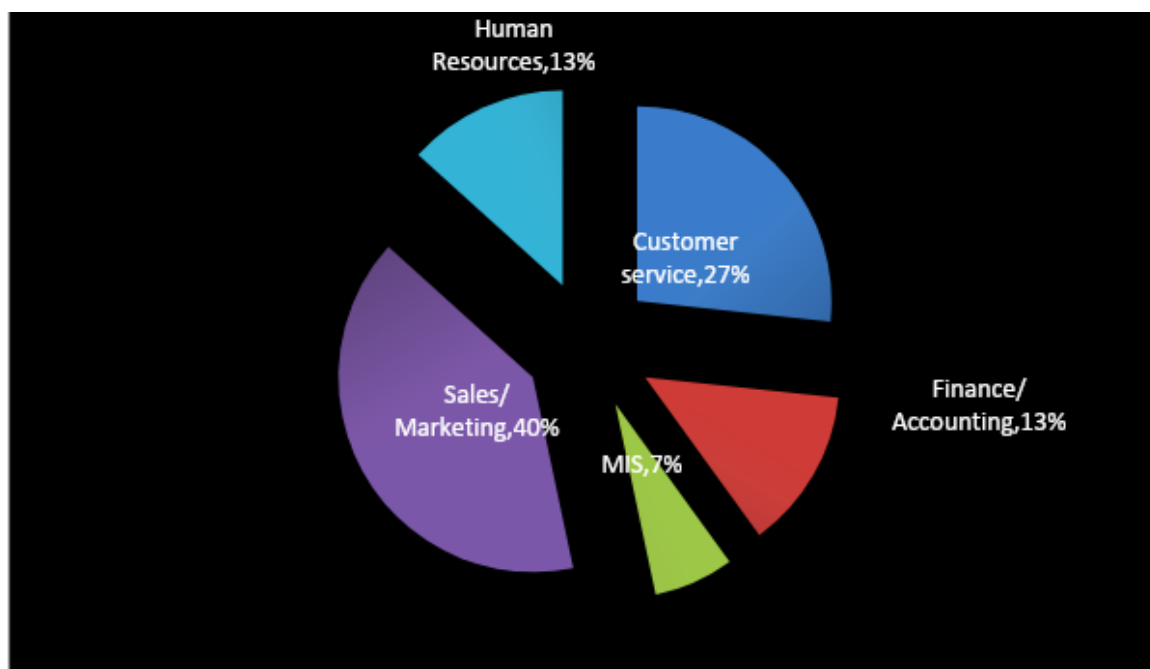
Observation:

As 67% of the respondents are satisfied that they are happy with Bolero, it satisfies that the customer satisfaction levels are very high. If the company were to identify the pitfalls in their product and undertake remedial measure, thus it will lead to more good word of mouth publicity.

Employee Satisfaction

1. Which of the following best describes the department you work in?

Factor	No. of Respondent
Customer Service	4
Finance/Accounting	2
MIS	1
Sales/Marketing	6
Human Resources	2

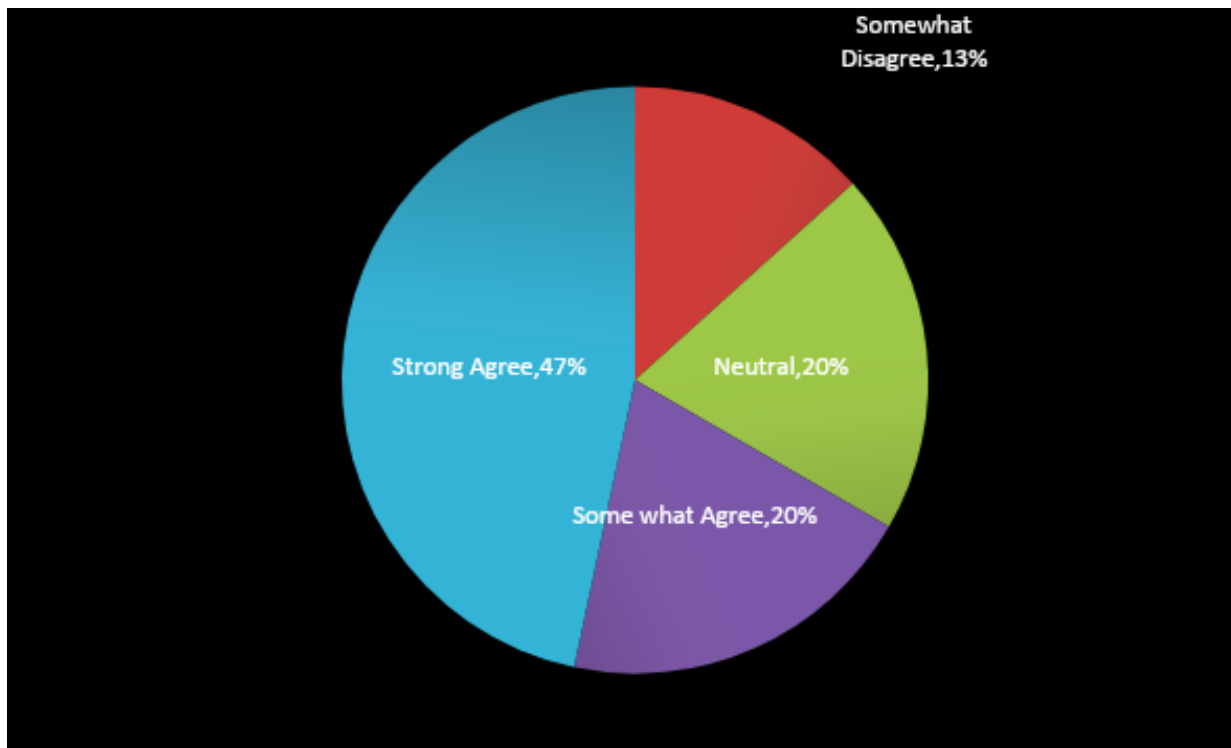


Interpretation 1:

This graph shows that 40% of employees are working in Sales/ marketing department , 27% of employees are working in Customer service department, 13% employees in Human resources and 13% employees in Finance department,7% are employees are working in MIS department

2. My work group consistently provides courteous service even when the client is unreasonable.

Factor	No. of Respondent
Strongly Disagree	0
Somewhat Disagree	2
Neutral	3
Somewhat Agree	3
Strongly Agree	7

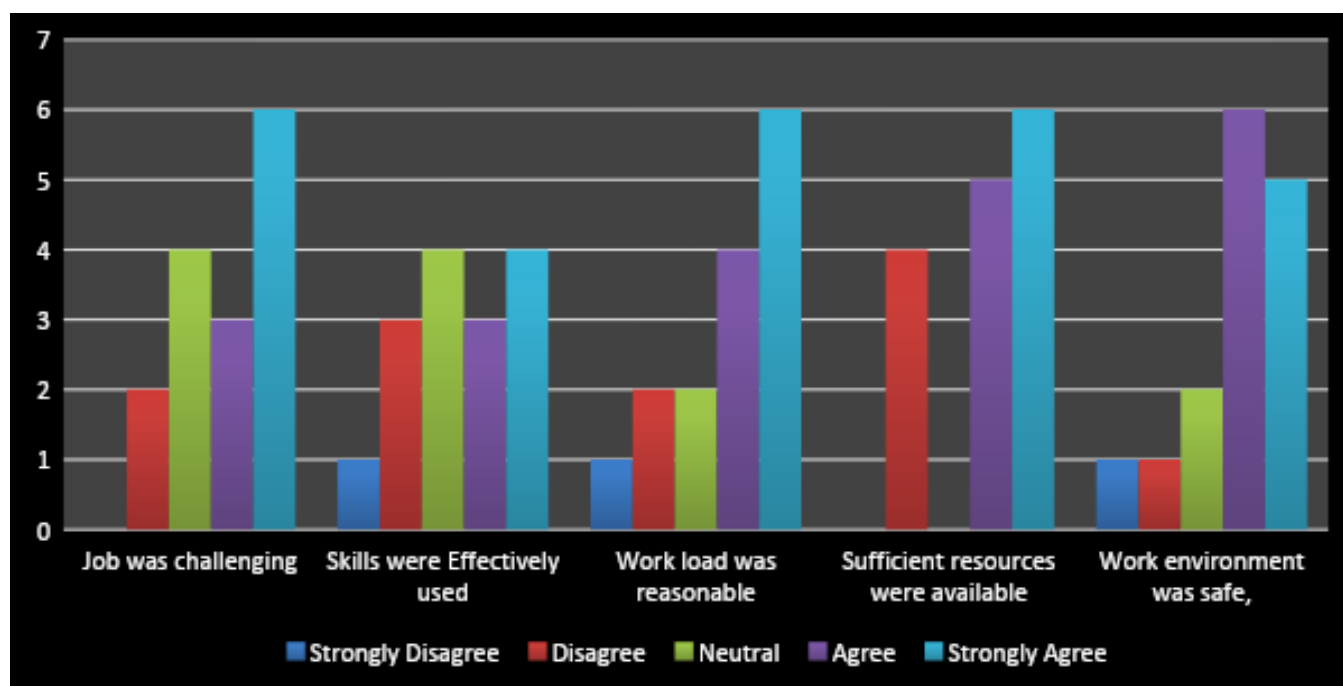


Interpretation 2:

This graph shows that 47% of employees are strongly agree about the point , 20% of employees are agree on the point, 20% are neutral,13% are disagree and rest 0% of employees are strongly disagree.

3. The Job Itself

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Job was challenging	0	2	4	3	6
Skills were effectively used	1	3	4	3	4
Job orientation was effective	1	1	2	5	6
Work load was reasonable	1	2	2	4	6
Sufficient resources were available	0	4	0	5	6
Work environment was safe, comfortable and appropriately equipped	1	1	2	6	5



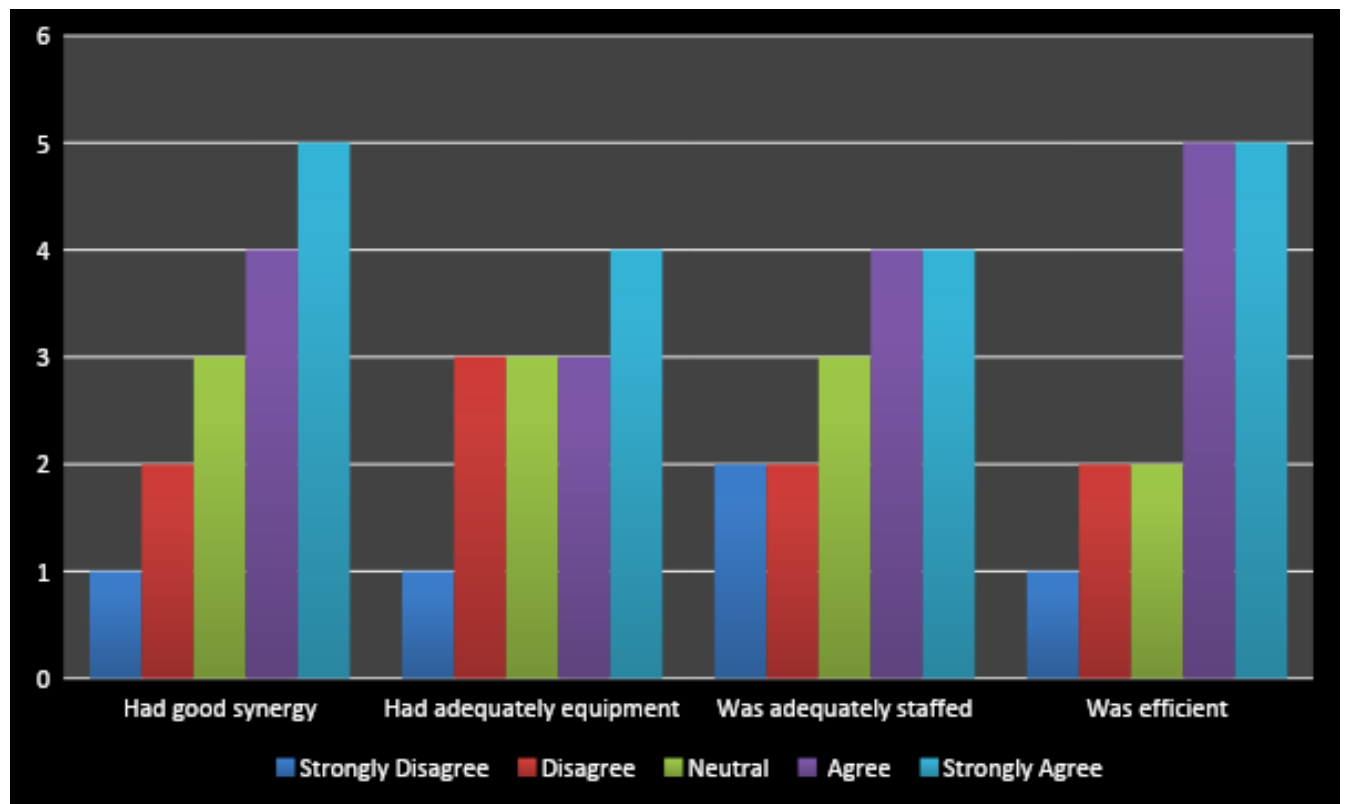
Interpretation 3:

This graph shows that mostly employees are strongly agree about the job itself , after that employees are agree about job itself , many employees are neutral , very low employees are strongly disagree and rest employees are disagree about job itself.

4. The Department

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Had good synergy	1	2	3	4	5
Had adequate equipment	2	3	3	3	4

Was adequately staffed	2	2	3	4	4
Was efficient	1	2	2	5	5



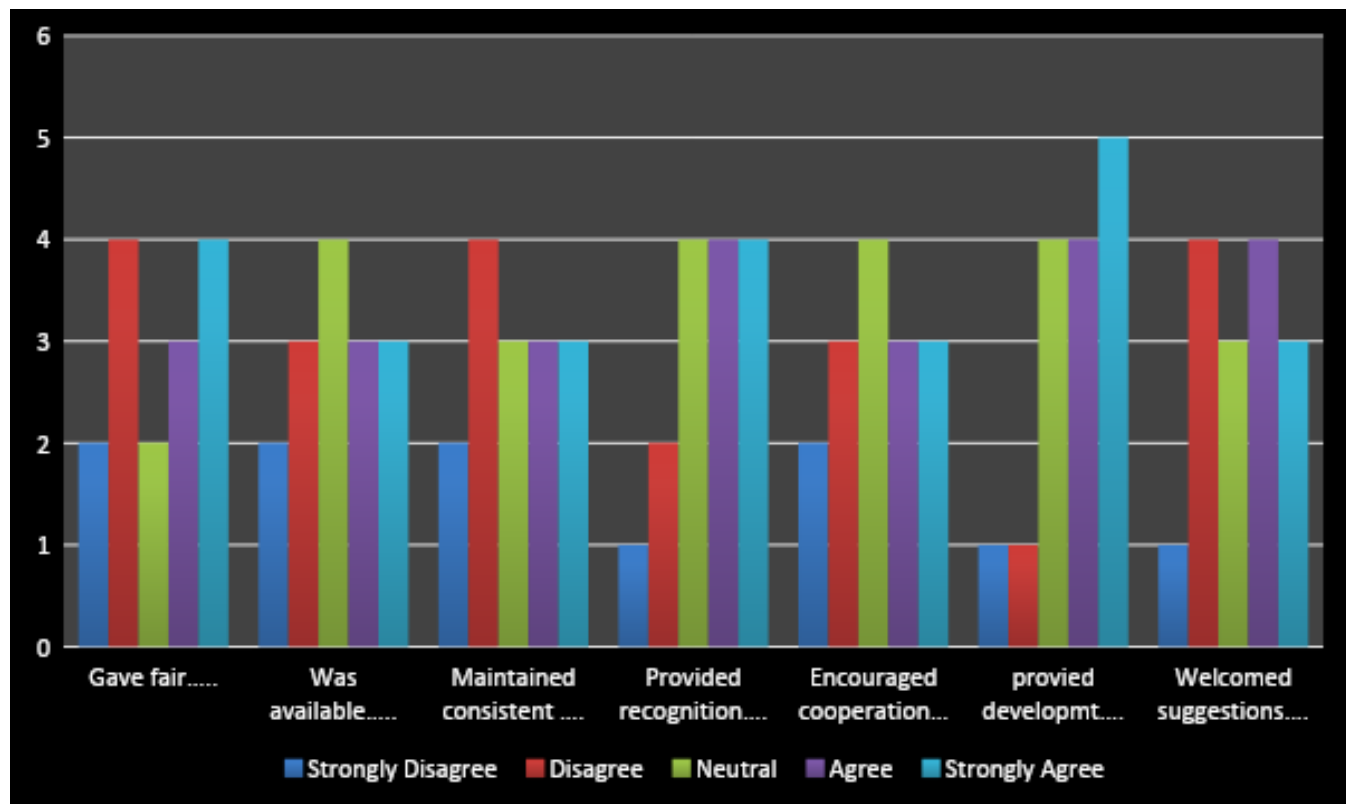
Interpretation 4:

This graph shows that mostly employees are strongly agree about dealership department , after that employees are agree about department , many employees are neutral , very low employees are strongly disagree and rest employees are disagree about company department.

5.The Management

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Gave fair and equal treatment	2	4	2	3	4
Was available to discuss job related issues	2	3	4	3	3
Welcomed suggestions and encouraged feedback	1	4	3	4	3
Maintained consistent policies and practices	2	4	3	3	3
Provided recognition for achievements	1	2	4	4	4
Encouraged cooperation/collegiality	2	3	4	3	3

Provided development opportunities	2	2	4	4	5
------------------------------------	---	---	---	---	---



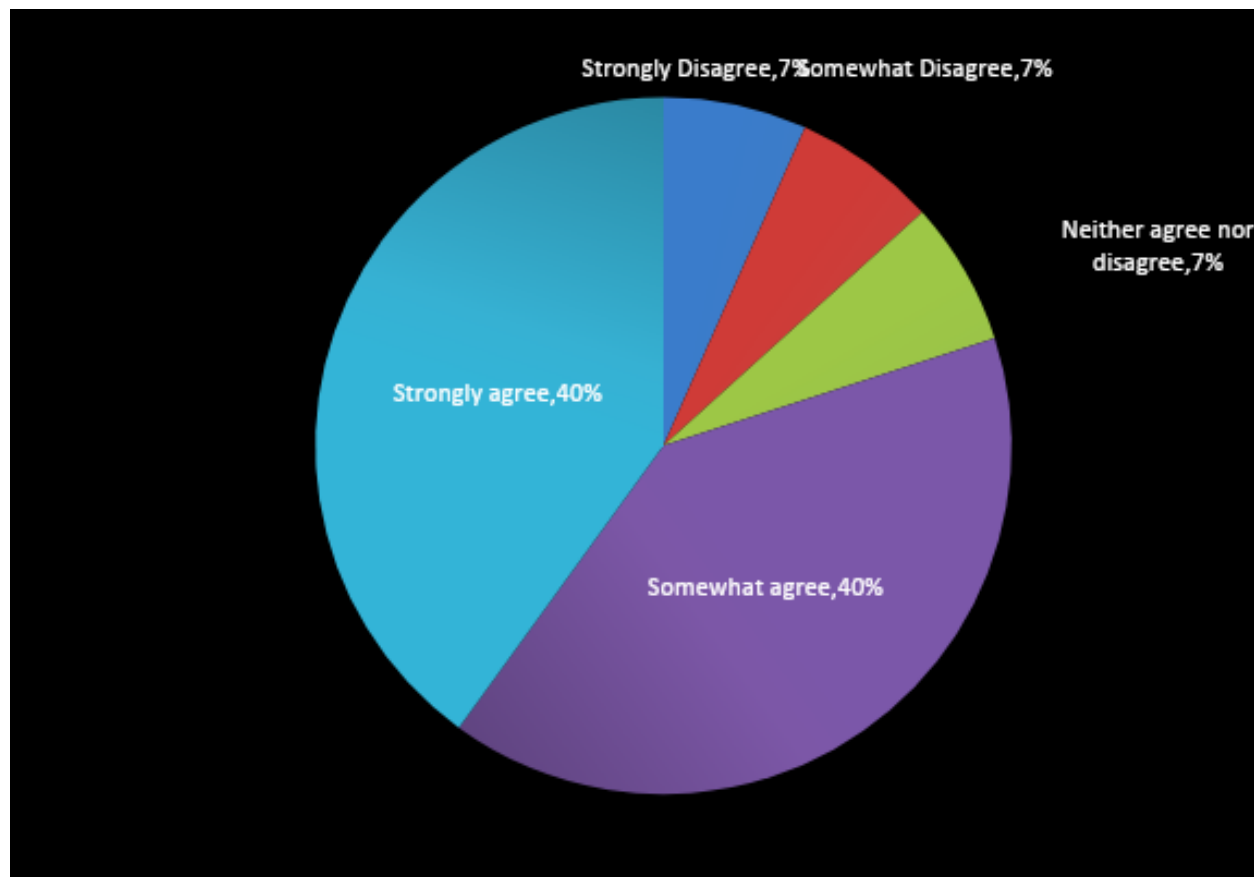
Interpretation 5:

This graph shows that mostly employees are strongly agree to management , after that employees are agree and neutral are same to management , very low employees are strongly disagree to management rest employees are disagree to management.

6. The company clearly communicates its goals and strategies to me?

Factor	No. of Respondent
--------	-------------------

Strongly disagree	1
Somewhat disagree	1
Neither agree nor disagree	1
Somewhat agree	6
Strongly agree	6



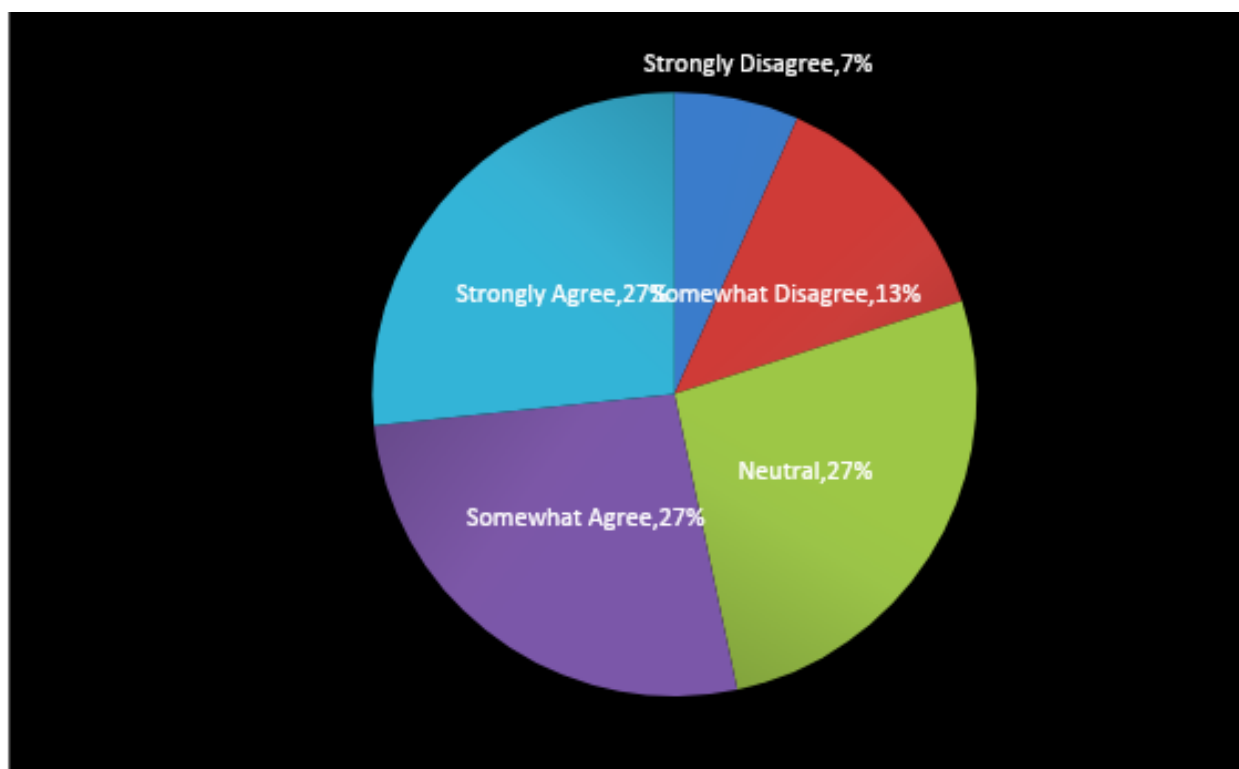
Interpretation 6:

This graph shows that 40% of employees are strongly agree about the point , 40% of employees are agree on the point, 7% are neither agree nor disagree,7% are disagree and rest 6% of employees are strongly disagree.

7. Sufficient effort is made to get the opinions and ideas of the employees.

Factor	No. of Respondent
---------------	--------------------------

Strongly Disagree	1
Somewhat Disagree	2
Neutral	4
Somewhat Agree	4
Strongly Agree	4



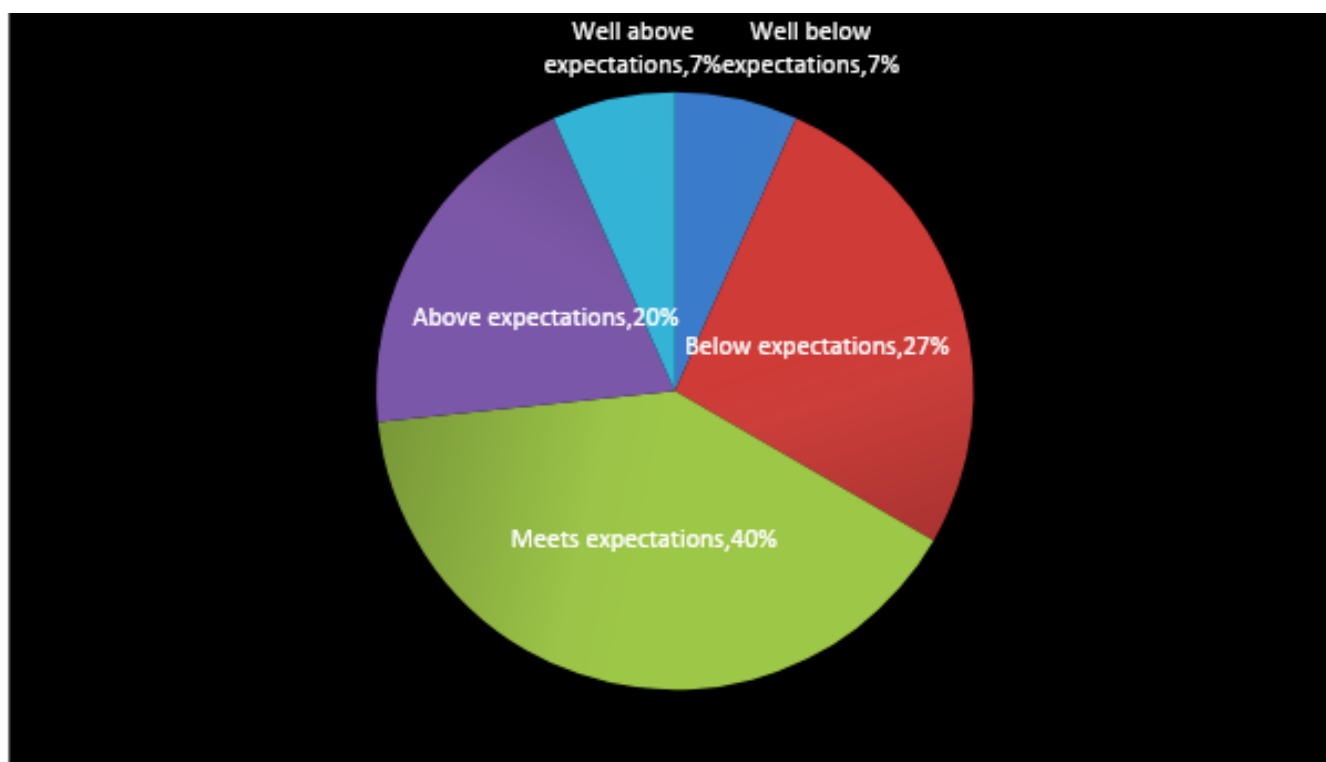
Interpretation 7:

This graph shows that 27% of employees are strongly agree about the point , 13% of employees are agree on the point, 27% are neutral, 13% are disagree and rest 6% of employees are strongly disagree

8. Management is committed to continuously improve the quality of products and services

Factor	No. of Respondent
Well below expectations	1

Below expectations	4
Meets expectations	6
Above expectations	3
Well above expectations	1



Interpretation 8:

This graph shows that 40% of meet expectations about the point, 27% of below expectations on the point, 20% are above expectations, 7% are well above expectations and rest 6% well below expectations in term of Management is committed to continuously improve the quality of products and services

FINDINGS

Based on the data gathered by administrating schedules to customers the following observations are made.

1. Mahindra Bolero has excellent percentage of customer satisfaction according to the data shown in table 1 of the data analysis and Interpretation topic.
2. Most of the people are satisfied with its low maintenance cost and after sales service provided by Mahindra Bolero.
3. Based on the fuel consumption, most of the people are satisfied with it.
4. Based on Safety and Comfort, Design, Space, Maintenance most of the people are satisfied with it.
5. Large numbers of Bolero user are aware of its power steering.
6. If we took the satisfaction level of people toward Bolero, it becomes good.
7. Its features and style satisfy most of the people.
8. Employees are completely strongly satisfied with their job although their salary is good enough.
9. Employees are getting value to their work.
10. There is negatively comparison between peers especially regarding targets.
11. They often feel overworked.

RECOMMENDATION

1. Mahindra Company has to implement good customer relationship management strategy that enhances customer satisfaction level.
2. The company can for the undertake R&D to improve the existing feature which field help increase in the customer satisfaction.
3. The company should promote about the entire feature offered by it.
4. As majority of the customer give opinion that they are satisfied is the factor, services and design of the product of the company should taken not only maintain the existing standard but also enhance them.

To increase the job satisfaction level of the employees the company should concentrate mainly on the incentive and reward structure rather than the motivational session.

1. Ideal employees should concentrate on their job.
2. Educational qualification can be the factor of not an effective job.
3. Company should give promotion to those employees who deserve it.

CONCLUSION

1. Mahindra Bolero has a very good market share in the state of Gurgaon (NCR) for the SUV segment.
2. The company is offering good services, which is reflected on the satisfaction of the customer.
3. Majority of the customer are satisfied with the design of the vehicle.
4. Company provided good facility of employees for his job
5. Mahindra Limited offers an environment for professional growth for every employee.
6. Mahindra offer foreign tour for who employee and dealer achieved targets.
7. Young leader can take decision and implementation of new ideas.

BIBLIOGRAPHY

www.mahindra&mahindra.com

www.mahindrabolero.com

www.google.com

www.indiaindustry.com

QUESTIONNAIRE

- ☐ Customer Satisfaction
- ☐ Employee Satisfaction

Customer Satisfaction Questionnaire

- a) Name b) Occupation
- c) Age d) Income.....
- e) Address:-.....

1) Are you a satisfied with Mahindra Bolero?

- a. Yes
- b. No

2) If “Yes” Which factor you consider is satisfies you most?

- a. Feature
- b. Low Maintenance
- c. Looks
- d. After Sales Service

3) Are you satisfy with the fuel consumption of BOLERO?

- a. Extremely Satisfied
- b. Satisfied
- c. Neutral

d. Dissatisfied

4) Are you satisfied with the Safety and Comfort of BOLERO?

a. Extremely Satisfied

b. Satisfied

c. Neutral

d. Dissatisfied

5) Are you satisfied with the Design?

a. Extremely Satisfied

b. Satisfied

c. Neutral

d. Dissatisfied

6) Are you satisfied with space available in BOLERO?

a. Extremely Satisfied

b. Satisfied

c. Nor Satisfied & Dissatisfied

d. Dissatisfied

7) Are you satisfied with Maintenance cost?

a. Extremely Satisfied

b. Satisfied

c. Neutral

d. Dissatisfied

8) Are you aware about power steering present in Bolero?

a. Yes

b. No

9) Your general perception about Bolero.

a. Very Good

b. Good

c. Average

d. Bad

10) Do you want to give any suggestion about any change in the Bolero?

Employee Satisfaction Questionnaire

1.

Which of the following best describes the department you work in?

- ☐ Customer Service
- ☐ Finance/Accounting
- ☐ MIS
- ☐ Sales/Marketing
- ☐ Human Resources

2.

My work group consistently provides courteous service even when the client is unreasonable

- ☐ Strongly Disagree
- ☐ Somewhat Disagree
- ☐ Neutral
- ☐ Somewhat Agree
- ☐ Strongly Agree

3.

The Job Itself

	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Job was challenging	☐	☐	☐	☐	☐
Skills were effectively used	☐	☐	☐	☐	☐
Job orientation was effective	☐	☐	☐	☐	☐
Work load was reasonable	☐	☐	☐	☐	☐
Sufficient resources were available	☐	☐	☐	☐	☐

Work environment was safe,
comfortable and appropriately
equipped

☐ ☐ ☐ ☐ ☐

4.

The Department

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongl y Agree
Had good synergy	☐	☐	☐	☐	☐
Had adequate equipment	☐	☐	☐	☐	☐
Was adequately staffed	☐	☐	☐	☐	☐
Was efficient	☐	☐	☐	☐	☐

5.

The Management

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongl y Agree
Gave fair and equal treatment	☐	☐	☐	☐	☐
Was available to discuss job related issues	☐	☐	☐	☐	☐
Welcomed suggestions and encouraged feedback	☐	☐	☐	☐	☐
Maintained consistent policies and practices	☐	☐	☐	☐	☐
Provided recognition for achievements	☐	☐	☐	☐	☐
Encouraged cooperation/collegiality	☐	☐	☐	☐	☐
Provided development opportunities	☐	☐	☐	☐	☐

6.

The company clearly communicates its goals and strategies to me?

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Neither agree nor disagree
- ☐ Somewhat agree
- ☐ Strongly agree

7.

Sufficient effort is made to get the opinions and ideas of the employees.

- ☐ Strongly Disagree
- ☐ Somewhat Disagree
- ☐ Neutral
- ☐ Somewhat Agree
- ☐ Strongly Agree
- ☐ N/A

8. Management is committed to continuously improve the quality of products and services

- ☐ Well below expectations
- ☐ Below expectations
- ☐ Meets expectations
- ☐ Above expectations
- ☐ Well above expectations
- ☐ No commitment

Employee profile

- a) Name b) Dealership name.....
- c) Age..... d) Income.....
- e) Address:-.....

Dissertation Proposal

Name: Jagdish Kumar Godara

Course: MBA

Topic “Customer satisfaction” (Mahindra Bolero)

Reason for choosing topic

Undergoing my MBA degree in Marketing and PGP in Marketing to study the Customer satisfaction of a company is an appropriate reason of choosing this topic and Marketing is one of

sector of India who has good career opportunities. Mahindra & Mahindra Ltd. is one of esteemed organization in marketing industry.

A study of customer satisfaction is very important to Marketing point of view. In this study we can know about customer need and customer behavior.

Customer satisfaction is subjective criteria so we need to measure it. Most of the time customer don't give a relevant feed back so we can't customer is satisfied or not. So here we can explore satisfaction basis of features of the product and the experience of using a product. The feed back from the customer will help company in future to design the product according to customer needs.

Objectives

The study has been under taken to analyze the customer satisfaction towards all variant of Mahindra BOLERO in Gurgaon with a special reference to the M&M motors, the other objectives are:

- ☐ To gather information about customer satisfaction toward Bolero in the geographic region of Gurgaon.
- ☐ To know the customer perception about features, low maintenance cost and looks of Bolero.
- ☐ To know the customer satisfaction about the safety and comfort provided by Bolero.

- ☐ To provide suggestions, in improving the customer satisfaction and the company sales and profitability
- ☐ To know the customer satisfaction towards the after sales service offers by M&M

Methodology

- **Type of Research**- Descriptive.

- **Data Collection** –

- ☐ Types of Data-Primary Data and Secondary Data

- ☐ The research will be based on both primary and secondary data.

☐ Primary data-New data gathered to help solve the problem at hand. As compared to secondary data which is previously gathered data. An example is information gathered by a questionnaire. Qualitative or quantitative data that are newly collected in the course of research, Consists of original information that comes from people and includes information gathered from surveys, focus groups, independent observations and test results. Primary data is basically collected by getting questionnaire filled by respondents.

- ☐ Secondary data- will be collected through journals, company's books, annual reports and company's website.

- **Population being studied**- Customer who visited the authorized dealership outlet of M&M and Employees of Mahindra (dealership)
- **Sampling Procedure** – stratified sampling

- **Sample size** -40 Customer + 15 Employees
- **Research Area-** Gurgaon (Customer), Rajasthan (Employee)

Literature Review

Title: Driving Impressions

Driving Impressions

Mahindra Bolero is a utility vehicle that is well-suited to Indian conditions. Robustly built and sleekly designed, its high ground clearance makes it easier to drive on Indian roads. Equipped with 2500 cc diesel engine, Bolero's low center of gravity enhances its stability.

Bolero's interiors are designed for paved roads as well as unbarred roads and hilly terrain. Its ergonomically designed antisubmarine seats, efficient steering, powerful AC, and 4-speaker Kenwood/Sony music system all add to the driving pleasure.

Title: consumer value

Consumer value

Consumer value is a concept of continuing interest to scholars, marketing researchers, and to many marketing practitioners. However, the presence of multiple meanings, the use of different terms, and even the existence of a diversity of opinions regarding its features and nature reflect the complexity of its study and give rise to the possibility of confusion in its application.

This article presents a review of the existing literature on the concept of value in order to shed light on the confusion surrounding this construct. The analysis highlights the polysemy and the diversity of consumer value

Title: Measuring Client Satisfaction

Authors: Mark Stevens

Just as we all evaluate our successes and failures to create our new resolutions, we should also look at our current relationships with customers to determine what changes we need to make.

Client satisfaction surveys are a good way to gather key information about how well your company has met customer expectations, how your company's performance compares with the competition, and how you could improve your company's process to better serve the customer's needs.

Surveys are also an excellent source for customer testimonials and allow you to benchmark your performance for future comparison.

To execute a successful client satisfaction survey, build one that your customers have the time and inclination to respond to, and that delves into the types of information that will truly help enhance your performance. Consider the following questions:

Title: Product Development

Authors: Wheeler, Dan1

How to make product development. Project more successful by integrating Kano's model of customer satisfaction into quality function deployment in science direct technovation, volume 18, issue 1 January 1998, said that Managers need a set of practical step by- step- tools and methods which ensure a better understanding of customer' need and requirements, as well as procedures and processes to enhance communication by focusing on the voice of the customer within a product development project

The authors propose a methodology based on keno's model of customer satisfaction to explore customer stated need and unstated desires and to resolve them in to different categories which have different impacts on customer satisfaction

Robert a Peterson and William R. Wilson in their paper Measuring customer satisfaction fact and artifact published in journal of the academy of Marketing Science October , 2007 said the self report of customer satisfaction invariably possess distributions that are negatively skewed and exhibit a positivity bias.

Examination of the customer satisfaction literature and empirical investigation reveal that measurement of customer satisfaction exhibit tendencies of confounding and methodological contamination and appear to reflect numerous artifacts.

Title: Customer satisfaction, Market share, and profitability

Authors: Wheeler, Dan1

Are there economic benefits to improving customer satisfaction? Many firms that are frustrated in their efforts to improve quality and customer satisfaction are beginning to question the link between customer satisfaction and economic returns. The authors investigate the nature and strength of this link. They discuss how expectations, quality, and price should affect customer satisfaction and why customer satisfaction, in turn, should affect profitability; this results in a set of hypotheses that are tested using a national customer satisfaction index and traditional accounting measures of economic returns, such as return on investment.

The findings support a positive impact of quality on customer satisfaction, and, in turn, profitability. The authors demonstrate the economic benefits of increasing customer satisfaction using both an empirical forecast and a new analytical model. In addition, they discuss why increasing market share actually might lead to lower customer satisfaction and provide preliminary empirical support for this hypothesis. Finally, two new findings emerge: First, the market's expectations of the quality of a firm's output positively affect customers' overall satisfaction with the firm; and second, these expectations are largely rational, albeit with a small adaptive component.

Title: Ensuring Customer satisfaction

Authors: Rust and Subramanin

According to Rust and Subramanian (1995), customer satisfaction brings many benefits as satisfied customers are not very price sensitive, buy additional products, are less influenced by competitors and stay loyal longer. Rust and Subramanian (1995) stated that customer satisfaction has been deemed directly to affect customer retention and companies' market share (Rust & Subramanian, 1995). In banks, service quality, service features, and customer-complaint handling determine customer satisfaction (Hansemark & Albinsson, 2004).

Some factors that affect satisfaction are extended hours of operation and competitive interest rates as confirmed by the study of Levesque and McDougall (1996). In addition, there are researchers who discuss the links between satisfaction, loyalty, and profitability (Heskett et al, 1994).

They are proponents of the theory called service management, which argues that "customer satisfaction is the result of a customer's perception of the value received in a transaction or relationship relative to the value expected from transactions or relationships with competing vendors. Pertaining to this theory, Hansemark and Albinsson (2004) stated:

"Loyalty behaviors, including relationship continuance, increased scale or scope of relationship, and recommendation (word of mouth advertising) result from customers' beliefs that the quantity of value received from one supplier is greater than that available from other suppliers. They continued: "Loyalty, in one or more of the forms noted above, creates increased profit through enhanced revenues, reduced costs to acquire customers, lower customer-price sensitivity, and decreased costs to serve customers familiar with a firm's service delivery system.