

Non - Classroom Project Report

Premiumisation Journey of Hero MotoCorp Ltd

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1. Abstract

India has one of the fastest paced growths compared to growing economies of the world. This rapid pace has often resonated into an increase in disposable income of the common man. Across the globe, regardless of industry, be it dairy, tourism, automobiles or fashion, an effective approach to exploit such a scenario of increasing disposable income has been premiumization in its many forms. This is why, addressing this paradigm shift, industries across India are looking forward to premiumization but very specific to the Indian demography and psychography.

India is home to some of the world's biggest players in the two-wheeler industry like Hero, Bajaj and TVS. Hero MotoCorp has historically led the pack when it comes to India and has predominantly focused on manufacturing low capacity, affordable bikes. Which is why Hero is ingrained in the minds of the Indian consumer as a commuter bike brand.

At present, Hero is going strong in the commuter bike segment. But the increase in disposable income has led a good portion of customers willing to pay a premium, switching to options above their current offering. To handle this shift, Hero has introduced "Premia" range of showrooms showcasing their special offerings plus collaborations with reputed brands like Harley Davidson which gave birth to the most affordable Harley ever, the X440 at 2.39 Lakhs.. This study focuses on analyzing the Premiumization employed by Hero with regards to its product offerings, service, experience, overall strategy etc., thereby suggesting improved strategies based on the gaps found.

2. Introduction

2.1 Industry background

In a growing economy like India, the need for mobility is ever increasing and two wheelers have been the most popular mode of transportation and this can be attributed to their accessibility in terms of both functionality and price. To cater to the transportation demand of India, the biggest two wheeler market¹ in the world is a humongous task. Only companies with enough grit can survive the test of time in such a market, which is precisely why it is unsurprising that the Indian market has been the graveyard of many established global brands, only a handful have survived to tell the tale. The players who've thrived in India include Hero MotoCorp, Bajaj, Royal Enfield, TVS Motors, Yamaha Motors, Honda Motorcycle and Scooters etc.²

However, defying all odds, India is witnessing a huge paradigm shift. The story in India was always that of a market dominated by mundane, small capacity commuter bikes; this scenario is seeing a steady change, paving the way for the premium category. In short, a market predominantly ruled by commuter bikes is gradually looking forward to the premium category but not there quite yet. This transitioning phase is what has led to many prominent commuter bike manufacturers actively taking a role in offering premium, be it related to product or service, considering the up and coming need of the new generation of Indian customers. This has been the case across industries with Maruti Launching Nexa, Honda with BigWing, even Cadbury with Cadbury Celebrations Premium selections.

This is the stage where motorcycle brands of India are venturing into unclaimed, uncharted territory. Major players in the industry, such as Hero, Bajaj, and Honda, are gradually shifting their focus and making significant investments to elevate their premium offerings, catering to the diverse desires of contemporary riders. Alliances with global giants are the new trend among the big players in the Indian Market. We have seen Hero and Harley, Bajaj and Triumph, TVS & BMW etc all joining the premiumisation through collaboration bandwagon. This collaboration has seen rise to a never before seen offering which is the best at the cheapest creating global

¹ India, T.O. (2017) *India is now the world's biggest two-wheeler market - Times of India, The Times of India*. Available at:
<https://timesofindia.indiatimes.com/auto/bikes/india-is-now-worlds-biggest-2-wheeler-market/articleshow/58555735.cms>

² Dalvi, A. (2023) *Winners & losers in India's bike market in first-half of FY2024*, www.autocarpro.in
Available at:
<https://www.autocarpro.in/analysis-sales/winners-and-losers-in-indias-bike-and-scooter-market-in-first-half-fy2024-117431>

benchmarks in terms of design, technology and cost³. In conclusion, bike brands are aware that “Practicality and Efficiency no longer satisfy riders; they crave an unparalleled experience”.

2.2 Hero MotoCorp & Premia

Hero MotoCorp is the largest motorcycle manufacturing company in India predominantly focusing on low capacity commuter bikes. Due to this focus, Hero has not been able to establish a strong foothold in the mid-market segment of 300 - 650cc motorcycles. At present, one of the key objectives of Hero is to ‘**Win in the Premium**’ segment and is looking forward to expanding its market presence in the above-mentioned segment. In order to execute this dream, Hero has collaborated with brands like Harley Davidson & Vida and brought them together under a single umbrella including their own products under the banner, “Premia”. Hero MotoCorp has also forged strategic partnerships with Bengaluru-based Ather Energy and Taiwan-based Gogoro & Vida to develop premium electric scooters to cater to the increasing demand of EV scooters in India.

2.3 Objective of Study

Hero being one of the giants has the innate need to immediately increase market share in the existing market, enter into 300 to 650cc segments and cater to the auto-passionate customer all the while focusing on the commuter market too. In Short, Hero has an objective to cater to both the niche & mass market, but doing so will need proper strategy, execution & planning. Hero must use newly forged partnerships to their advantage and position the brand effectively to instill the perception of quality, versatility, capability and premium experience in the consumer’s mind and to stand their ground against emerging competition, push their boundaries, prepare for the needs of tomorrow and to conquer uncharted territories.

Even though a lot is going on in terms of preparation behind the curtain, this shift is very much in its nascent stage. The strategy of Hero while good & promising has a lot of potential for drastic refinement when it comes to the grassroot level. While Hero has done a good job at branding & differentiation, marketing is very much yet to surface. We aim to conduct this study

³ Kapur, S. (2023) *Unleashing the power: India's two-wheeler market roars into premium era*, Times of India Blog. Available at: <https://timesofindia.indiatimes.com/blogs/voices/unleashing-the-power-indias-two-wheeler-market-roars-in-to-the-premium-era/>.

by analyzing various aspects related to this topic from various sources and also by studying data directly from the Premia showroom as much as possible. This Study aims to highlight what is good, what can be better and why, and also suggest marketing strategies for the short/long term. We believe that this study would be an insight into various possibilities in the marketing domain while dissecting & assessing the developments till date. It is also a means of highlighting some interesting stories & contributors to the forward movement of Hero, who otherwise would have remained unknown & unrecognized.



Exhibit 1:First ever Premia showroom in India inaugurated at kozhikode on 20th October 2023

3. Literature Review

<https://www.thedrum.com/opinion/2021/03/02/premiumization-and-the-rise-the-global-modern-affluent-consumer>

Quoting directly from The Drum “Everything from milk, baby food all the way to automobiles and fashion all adopt the premiumisation strategy to appeal to a wider premium range of audience. Partnerships such as Gucci and The North Face or BMW and kith are great examples of how high-end brands are seeking to expand their appeal to a wider premium audience. These collabs are an acknowledgement that they want to appeal to a mutual, overlapping audience.” This article talks about how modern affluent consumers have disposable income to make discretionary purchases on premium products.

Premiumization: The Key to Brand Growth (Jason Martuscello, 2019)

Quoting Jason Martuscello “Premiumization is simply a means of getting customers to pay higher prices for a brand or product. It’s about stretching the category norms upwards and creating a demand for customers to pay higher category prices. When we say premium, we are not talking about luxury like Gucci or Prada, but rather reasons why customers would be willing to pay more for products” This paper talks about how every brand is engrossed in conveying how they are different, but the customer clubs many brands into simplified buckets of decision. This paper establishes that in such a scenario, premiumisation is the only option.

The fortune at the bottom of the pyramid (C.K. Prahalad & Stuart L. Hart, 2002)

This paper suggests that research suggests that successful BOP ventures are characterized by communities that benefit by obtaining basic services or by becoming more affluent, which precipitates a cycle in which their purchasing power expands while allowing the businesses that underlie the basic services to keep growing.

The immutable laws of marketing(Al tries & Jack Trout, 1993)

This book suggests that marketing is not a battle of products but of perceptions. Its not that the best product always wins in the market, but how the product is positioned and what perception it creates in customer mind .

<https://www.sciencedirect.com/topics/computer-science/customer-persona>

This suggests that customers can be classified into different personas and all the designs and actions to be taken to keeping in mind about the personas

<https://andelmarketing.com/motorcycle-buyer-personas/content-marketing/>

This suggests that Bike riders can be classified into 6 different personas. Analytical, Decisive, Collaborative, Relationship,innovator and objective. The key traits of this personas are mentioned.

4.Methodology

4.1 Qualitative Methods

The qualitative data collected for this study comprises personal interview and direct observation. The objective of this interview was to gain first hand knowledge with regards to different aspects related to the premiumisation of Hero like the strategy employed by Hero MotoCorp to incorporate various brand collaborations under a single roof called Premia.

The interviewee is Mr.Rifaz PMC, the general manager of the first ever Premia showroom in the country. The second source of qualitative data which is direct observation was conducted in the first Premia showroom in the country, located at West Nadakkavu, Kozhikode, Kerala and it was based on aspects like showroom layout & design, customer experience etc.

Exhibit - 4.1

4.1.1 Interview Transcript (I = Interviewer, R = Respondent/Interviewee)

(I) - Q1: Sir, If I were to Ask You what Premia is, what would you say?

(R) - A1: “Back when Hero MotoCorp was Hero-Honda, there was a misconception in the market whenever a good product was launched. Whatever was good in the bikes were credited to Honda by default and Hero was perceived as a mere facilitator, when in reality it was always a mutually involving project. So Hero couldn’t prove its capability in the eyes of the consumer neither before or after the split. Likewise, Hero was always associated with commuter bikes, so in order to prove its versatility along with a premium experience is what led to the inception of Premia.” Premia is very much similar to what Maruti intended with NEXA.

(I) – Q2: Sir, How would you define the newfound relationship between Hero & Harley ?

(R) – A2: “Maruti-Suzuki, Kirloskar-Toyota, Ashok-Leyland. We needn’t go far for examples; they are all around us. Hero looks forward to a long-standing relationship with Harley Davidson. The X440 launched at 2.4 Lack is a result of this collaboration where Hero Manufactures incorporating R&D and Technology of Harley. It is definitely not a Hero bike licensed as Harley.

(I) – Q3: Vida V1, Harley-Davidson and Hero, all are under the same umbrella. Sir, What challenges do you face in managing all these collaborations under a single roof?

(R) – A3: “The Sales Part is easy. Coordinating the supply of all three at the same time at the right time is what is most challenging, moreover each brand has different demography and different requirements. Multiple brands under a single roof more often than not cater to a niche market and are often a recipe for disaster. However, Hero has an ace up its sleeve which will make all the difference. “Hero is all about Scale, Hero is about Volume” and that’s what makes Premia by Hero, different.

(I) – Q4: There are rumors that Hero is Launching a new bike sitting above Xpulse 200 which will lock horns with Himalayan 450. Can you comment on this sir?

(R) – A4: Hero is planning to launch 6 new bikes. What I can confirm now is that the rumors are mostly true. The new Bike will be a 440cc Hero Adventure Cruiser Bike sitting above the 200cc Xpulse which will be using a tuned version of the Harley Davidson 440cc Engine. That is the maximum detail I can share for now.

(I) – Q5: As far as we've researched, we understand that Xpulse is a great bike but not a premium bike. If that's the case. Why is it offered at Premia?

(R) – A5: The Xpulse customer base normally don't consider which company Xpulse belongs to, Most customers don't associate it with Hero. Which is why, now it's almost a standalone brand within Hero with a separate customer base much deserving of premium experience & treatment all the while showcasing its versatility. This is Why Xpulse falls under Premia. Also, Hero & Premia are differentiated not solely on the premium aspect but also on auto passion.

(I) – Q6: Sir, If I were to say Hero is aiming to be an enthusiast focused brand through Premia, just it Like Toyota & Gazoo, what would be your comment ?

(R) – A6: Absolutely... Absolutely. The thing is that this was always there but didn't get the recognition for it. Hero impulse launched in 2011 is an example of that attempt. Xpulse picked up where impulse failed. In fact Xpulse was able to carve out a dedicated following of its own being an affordable bike for enthusiasts. So Hero is aiming for that recognition in the consumer

mind through Premia especially through Xpulse even though sports focused bikes like Karisma, Scooter and HD exist at premia.

(I) – Q7: Sir, Why Calicut ? Why not metro cities like Bengaluru, Delhi or at least Kochi?

(R) – A7: There is an interesting story behind that. There was a meeting hosted by Hero inviting dealers across India. The purpose was to introduce them to the concept of Premia. The first Premia showroom exclusively by Hero was scheduled to open in December 2023 in Gurgaon & Bengaluru simultaneously. This showroom would have been the framework for Premia showrooms managed by dealers. This was the Plan.

Of all the dealers in this meeting, Koyenco being a dealer with a long-standing relationship with Hero inquired about the possibility of starting Premia Showroom before the actual Launch in December. The only option for such a move was with the dealer bearing the cost of any unexpected changes. Much to the surprise of dealers in this meeting who are generally risk averse, one of the directors of Koyenco group, Mr Noushique was prepared to move forward taking such a risk.

This is what later became the first premia showroom in India. Another thing that happened alongside this was that the Architectural design Head of Koyenco Group passed on the practical modification needed at the ground level to Hero. This back-and-forth synergic communication led to the architectural head of Koyenco Group being absorbed to lead the Hero Team. This is why we can proudly say that Premia by Koyenco will act as the framework for exclusive Premia which will act as a framework for Dealer managed Premia showrooms to come.

(I) – Q8: Sir, Will Service for Harley Davidson be available only at Premia?

(R) – A8: Yes. However, Xpulse can be serviced at any Hero Service Centre.

(I) – Q9: Sir, What is the difference between Hero MotoCorp & Hero Motosport?

(R) – A9: Founded in 2016, Hero Motorsports is a cross functional team of experts under Hero MotoCorp who live and breathe racing solely focusing on the "Rally Raid" category of motor sports. In just 7 years, the team has become a force to reckon with in the international rally sport.

They are the only Indian Team to have won multiple Stages at the toughest race on the planet - the Dakar Rally.

Exhibit - 4.2

4.1.2 Direct Observation Table

No	Domain	Observations
1	Showroom Design	<ul style="list-style-type: none"> 1. Overall Design is very warm and welcoming. 2. Two variants of X440 & Vida were displayed right at the entrance. 3. Vida, Harley, Xpulse & Karizma have their dedicated area in the showroom. 4. The charging points and EV themed led lights clash with the overall premium feel of the showroom. 5. Vida being a scooter feels out of place among its peers which are bikes. 6. 84" Interactive Digital Screen Table placed in the center.
2	Utilization of possibility for Storytelling Experience	<ul style="list-style-type: none"> 1. No depiction of pedigree or history of Harley Davidson 2. No depiction of capability of Xpulse 200 or Xpulse as a milestone of Hero. 3. No Offroad focussed terrain for Xpulse. 4. Merchandise availability for Xpulse, Karizma and X440 limited to fashion
3	Personnel	<ul style="list-style-type: none"> 1. Exceptional quality of personnel in terms of product knowledge & hospitality. 2. Exceptional behavior & assistance even to non prospects. 3. Personnel quality similar to high end automobile brands like Lexus. 4. Hassle free experience regarding requirement and consent for test drive of Premia vehicles

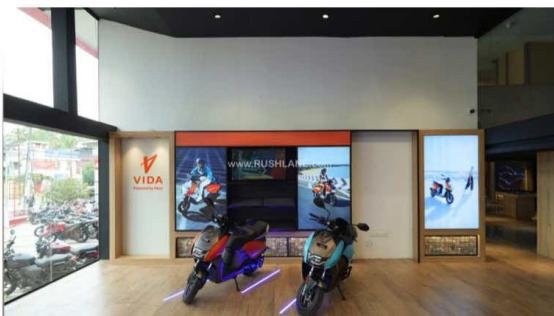


Exhibit 3: Vida V1 in Premia showroom

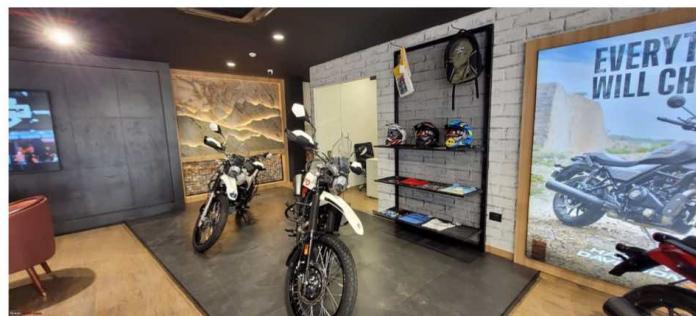


Exhibit 4: Hero Xpulse in Premia showroom



Exhibit 5: Karizma XMR at Premia



Exhibit 6: Harley Davidson x440 at Premia

5. Analysis & Result

5.1 Analysis of Qualitative Data 1 - Interview

5.1.1 The Redemption Story of Hero MotoCorp

We had initially perceived that the Premia strategy was solely to tap into the increasing purchasing power of the Indian consumer by delivering value. However, this interview forced us to look at it from another perspective which is that Hero was never in the limelight when Hero MotoCorp was Hero-Honda. Everything good being credited to Honda, Hero never got an opportunity to prove its capability and be recognised for its worth. Even after the split it proved to be difficult since the perception of Hero as a commuter bike was ingrained in the minds of the Indian Customer. So, we can infer from this that this is not just the premiumisation of Hero but the real redemption story of Hero MotoCorp in the pursuit of greatness.

5.1.2 Premia – An ambitious gamble

This premiumisation strategy of Hero by bringing 2 collaborations namely Vida & Harley Davidson plus 2 Hero bikes catering to entirely different segments all under one roof is very distinct and never been done before because it is deemed too risky. In Hero's case the risk is twofold since the collaboration is not with a single brand, but multiple brands at once. Ie Harley and Vida. The interviewee pointed out to us that most collaborations have failed or been irrelevant. However, there is a particular reason why Hero has adopted this Risky Strategy. The reason is that, unlike other collaborations "Hero is all about Scale, Hero is about Volume" and that's what makes Premia by Hero, different. However, the difficulty of coordinating the supply of all these brands pose another challenge. The Service is even more of an issue since a Harley can only be serviced at Premia which is one showroom per district. Another sad thing is that there is no buzz around the Harley Davidson x440 since it is overshadowed by new launches from competitors like Himalayan 450 from Royal Enfield. So, we can infer from this that, as of now Hero hasn't been able to achieve the scale & Volume that is crucial to their success. However, Premia is only beginning, there is still time. All in all, this is a very ambitious gamble, the success of which, only time can tell.

5.1.3 Confirming Industry Rumors

One of the rumors that have been circulating with relation to Hero is that the launch of something big by Hero is imminent. Through the interview we could confirm that Hero is planning to launch 6 new bikes. Of that, the star attraction will be a 440cc Hero Adventure Cruiser Bike sitting above the 200cc Xpulse which will be developed using the tuned version of the Harley Davidson 440cc Engine. This product can directly lock horns if not overthrow the buzz of the moment which is Himalayan 450 from Royal Enfield because the 200cc Xpulse proved its capabilities by overshadowing the previous 411cc Himalayan in many aspects for half the price, so we can expect a 440cc version of Xpulse to hit well above the belt.

5.1.4 The Koyenco Story

In the meeting hosted by Hero inviting all dealers to introduce them to Premia, Koyenco being a dealer from Kozhikode, Kerala with a long-standing relationship with Hero enquired about the possibility of starting Premia Showroom before the actual Launch in December. The only option for such a move was with the dealer bearing the cost of any unexpected changes. Much to the

surprise of dealers in this meeting who are generally risk averse, Koyenco showed the mettle to take this risk.

This is what later became the first premia showroom in India. Another thing that happened alongside this was that the Architectural design Head of Koyenco Group passed on the practical modification needed at the ground level to Hero. This back-and-forth synergic communication led to the architectural head of Koyenco Group being absorbed to lead the Hero Team. This is why we can proudly say that the mettle of Koyenco Group will always be a foundation stone in the history of premiumisation of Hero MotoCorp.

5.1.4 Xpulse – The Standalone Brand within Hero

Initially we understood Xpulse as a product by Hero, which it is. However, from the interview we understood that Xpulse as a product launched by Hero was so successful that it became a brand on its own. It was even the motorcycle of the year, 2020. Hero also likes to keep it that way because, Xpulse was the biggest factor before premia that proved Hero's capability. In fact, Xpulse is not even a premium bike, but still sits in the premium showroom of Hero because Hero believes that Xpulse customers deserve premium experience because they were the customers that believed in them and helped propel the image of capability of Hero. This is also why Hero is focusing heavily on auto-passion.

5.2 Analysis of Qualitative Data 2 - Direct Observation

The Overall Showroom Design is very warm and welcoming indicating the premiumisation of Hero. We can infer that Harley and Vida Bikes are given more focus, since two variants of the same were displayed right at the entrance compared to just one of the other 2 at the back. Also Vida, an EV scooter brand, given as much importance as Harley, can be an indicator of the potential behind the booming EV bike market in India.

Vida, Harley, Xpulse & Karizma have their dedicated area in the showroom which depicts the standalone nature of each class of offering under premia.

The charging points and EV themed led lights take away from the overall feel of the showroom since it is contradicting the premium themed warm design language of premia showroom. Also, Vida being a scooter feels out of place among its bike peers especially when placed adjacent to Harley.

The lack of depiction of pedigree, heritage, achievement or history of either brands points out to the underutilized storytelling potential of brands like Harley Davidson. Lack of an Offroad focused terrain design language also takes away from the depiction of Xpulse as a serious offroad offering. Also, the respective merchandise stalls being limited to clothing accessories is a clear indication of underutilized potential and can be further utilized for more brand focused accessories like helmets, exotic spare parts, biker accessories, travel accessories etc.

Coming to the personnel of Premia, Hero has been able to offer the quality of service in staff & personnel ideally expected from high end premium brands. The effort Hero has put in this domain is commendable and is to be applauded.

5.3 Analysis of Success & Failure of 300cc to 650cc Bikes priced below 3 Lakhs

Brand/ Bike Name	Details	Analysis	Success / Failure /
Bajaj Dominar	400cc at 2.3 Lacs	<p>Bajaj Dominar can't be termed as a "failure" in the complete sense, more accurate description would be "It performed average when it was expected to win big and be a game changer"</p> <p>The reasons for this failure were its controversial marketing campaign locking horns with RE and also a confusing marketing campaign. Initially projected as a sports cruiser, the marketing campaign went in a totally different direction with a vague concept of "hyper riding".</p> <p>Also, servicemen were reluctant to work on Dominar since it was more complicated than an average BAJAJ. Unavailability of spare parts further amplified this problem.⁴</p>	Mild Failure

⁴ Dubey, Y. (2019) *Top 4 reasons why dominar is not selling as good as it should, Top 4 Reasons why Dominar is not selling as good as it should* "BikesMedia.in. Available at: <https://www.bikesmedia.in/reviews/top-4-reasons-why-dominar-is-not-selling-as-good-as-it-should.html>.

KTM 390 KTM 390 Adventure KTM 390 Duke	390cc at 2.5 Lacs to 3 Lacs	The KTM 390s used the same 373 engine of Dominar. KTM has now been in India for a decade. They have created a popular & Cult following and sales are going strong for the niche it is, which is affordable performance bikes. Some critical seasons for success was due to their unmatched performance to price ratio A KTM would always be the most potent option for the price. ⁵	Success in their niche
Honda CB350	350cc at 2.2 Lacs	CB350 was a surprise entrant into the Indian Market. It is one of the few new bikes to gain a strong foothold in the Indian Market. This is also Honda's best selling model now. This bike successfully eats into Royal Enfield customer base due to its retro design similar to RE coupled with good all-round practicality ideal for daily use compared to RE offerings. ⁶	Upcoming Success
Royal Enfield as a Brand	350cc to 650cc	A timed re-entry tapping the emotions of the Indian consumer in 2009 made Royal Enfield the most prominent player in the 350 to 650cc segment.	Astounding Success

⁵ Anand, N. (2023) Austrian sports bike maker KTM aims at 'significant' double-digit growth in FY24 in India, *The Hindu*. Available at:

<https://www.thehindu.com/business/austrian-sports-bike-maker-ktm-aims-at-significant-double-digit-growth-in-fy24-in-india/article66672030.ece#:~:text=Narang%20was%20recently%20in%20the,for%20its%20customers%20at%20Irungettukottai.&text=According%20to%20him%2C%20in%20FY23,about%2052%2C000%20units%20in%20sale>.

⁶ Chaudhary, R. (2020) *Honda h'ness CB350 review: A warning shot for Royal Enfield*, *Moneycontrol*. Available at:

<https://www.moneycontrol.com/news/technology/auto/honda-cb350-hness-review-a-warning-shot-for-royal-enfield-6242951.html>.

(Hero) Harley Davidson X440	440cc	This bike was launched recently and created a buzz on its launch but has since been overshadowed by competition and the buzz has died down. Only time can tell.	N/A
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5.4 Survey Analysis job

Survey was done by using google forms to understand the following things

1. Consumer inclination towards Brands
2. Consumer reference of this brands towards an attribute
3. Consumer preferences on different attributes in a bike
4. Consumer Personas and relationship the correlation with the attributes, the channels in which they need to be communicated

Since with limited sample of 34 inclination towards brands analysis became moot as there are too many brands are mentioned. However we could correlate with why consumer is preferring a brand over other as they find one attribute strongest in that model/brand. However consumer's preference of attributes in a ranking method might show slightly different scenario as in former case consumer might find the bike attractive may be because of the attribute being the Point of Difference compared to other brands.

Personas are defined as per the study by Andle marketing⁷are 6. We have adapted for this project with similar features with indianised names.

1. Analytical Anand
2. Collaborative Colins
3. Decisive Deepak
4. Innovative Indrajit
5. Objective Omkar
6. Relationship Reshma

⁷ "What Are Motorcycle Buyer Personas?" AnDel Marketing, October 20, 2023.
<https://andelmarketing.com/motorcycle-buyer-personas/content-marketing/>.

5.4.1 Key Traits of Personas

Key traits are derived from the study Andel Marketing on personas of bike buyers. Questions in Survey are made to identify these traits are there by deriving the persona from that. 8 Questions were asked from based on riding of bikes and based on the reply the persona is derived.

Decisive Dave	Analytical Anand	Relationship Reshma	Innovator Indrajit	Collaborative Colins	Objective Omkar
Respect	Rule follower	Relationships	Rule breaker	Amiable	Reserved
Power	Logic	Outgoing	Easy going	Consensus	Realist
Assertive	Information	Approval	Push boundaries	Cooperative	Introspective
Commanding	Cautious	Recognition	Early adopter	Diplomatic	Slow to trust
Results driven	Exacting	Problem solver	Informal	Adoptable	Critical thinking
Wants to win	Data	Team player	Creative solution	Tactful	Skeptical

5.4.2 Survey Data Analysis

		Bike Attribute Rank 1 Preference			
Preferred Bike Attribute	Affordability	Maintenance cost/effort	Mileage	Performance	Grand Total
Affordability				2	2
Comfort	1			9	10
Design and aesthetics	1	1		3	5
Maintenance Cost/ Effort				1	1
Mileage			1	1	2
Performance	2			11	13
Status symbol	1				1
Grand Total	5	1	1	27	34

Table 5.4.2.1 Relationship between preferred bike attribute and Bike attribute Rank 1 preference

This table shows the relationship between preferred bike attribute and Bike as a category preferred Rank 1 attribute. Here we can notice that consumer, for example who had given Rank 1 preference for bike as a category attribute as performance has chosen affordability as the attribute that found favourable in preferred bike. Consumer purchase may be mix of many things, so consumer may go for other bike even though their rank 1 attribute is not matching with this decision.

Bike Attribute Rank 1 Preference	Personas					
	Analytical Anand	Collaborative Colins	Decisive Deepak	Objective Omkar	Relationship Reshma	Grand Total
Affordability		1	3		1	5
Maintenance cost/effort	1					1
Mileage	1					1
Performance	7	4	8	3	5	27
Grand Total	9	5	11	3	6	34

Table 5.4.2.2 Relationship between Rank 1 Attribute of bike and Personas

Highest attribute preferred by consumers are Performance. In this we can also notice that Decisive Deepak and Analytical anand forms the highest part of the consumers which also falls majorly in performance attribute only. It is also interesting to note that, there is Comfort attribute which is not selected by any one as No.1 Attribute as consumer might take it as points of parity.

Preferred Bike Attribute	Personas					
	Analytical Anand	Collaborative Colins	Decisive Deepak	Objective Omkar	Relationship Reshma	Grand Total
Affordability		2				2
Comfort	2	3	3	2		10
Design and aesthetics	3				2	5
Maintenance Cost/ Effort				1		1

Mileage	2					2
Performance	2		7		4	13
Status symbol			1			1
Grand Total	9	5	11	3	6	34

Table 5.4.2.3 Relationship with Preferred bike best attribute and Personas

Perfomance and Comfort are key attributes consumer liked in their desired bike. It is interesting to note that consumers didn't take comfort as their rank 1 attribute in their bike attribute ranking, however found that this attribute is best in their desired bike. Possibility is that this desire bike Point of Difference may be the comfort itself. Personas Analytical Anand and Decisive Deepak forms the major chunk. Comfort is equally distributed among all the personas except Relationship Reshma

Preferred Bike price Range	Personas					
	Analytical Anand	Collaborative Colins	Decisive Deepak	Objective Omkar	Relationship Reshma	Grand Total
2 - 2.5 lakhs	3		3	1	1	8
2.5 - 3 lakhs			4	1	2	7
3 - 3.5 lakhs	4	4	2	1	1	12
3.5 and above	2	1	2		2	7
Grand Total	9	5	11	3	6	34

Table 5.4.2.4 Relationship between preferred bike price range and personas

Collaborative Colins focuses only in 3+ lakhs bike only. We can focus on Decisive Deepak as the range fits perfectly for Harley X440.

Awareness Harley Davidson X440 Launch	Personas					
	Analytical Anand	Collaborative Colins	Decisive Deepak	Objective Omkar	Relationship Reshma	Grand Total
No	1	3	2	2	3	11
Yes	8	2	9	1	3	23
Grand Total	9	5	11	3	6	34

Table 5.4.2.5 Personas and Awareness of Harley Davidson X440 Launch

Analytical Anand and Decisive Deepak has good knowledge in about the market and they are the ones who knew about this product

Personas	Communication Channels					
	Automobile Magazines	Edmunds .com	Company Advertisemen ts	Reviews(Youtub e,Instagram etc)	Peers/Colle gues	Sagar Sheldkar
Analytical Anand	3	1	4	7	4	0
Collaborati ve Colins	3	0	2	4	1	0
Decisive Deepak	4	0	2	11	2	0
Objective Omkar	0	0	1	3	1	0
Relationsh ip Reshma	3	1	4	7	4	0
Total	13	2	13	32	12	0

Table 5.4.2.6 Communication Channels and Personas interaction with channel for bike updates

Social Media, Automobile Magazines, Company Ads, Peers/ Colleagues plays the major role in imparting Bike update knowledge. However Social media, Automobile Magazines and Company Ads can be focused by company directly. Decisive Deepak and Analytical Anand focuses more on Reviews

5.4.3 Survey Limitations

Sample is only 34 people and the trend, analysis is based on this 34. There was one more persona planned, Innovator Indrajith. However there was no person who could fit into the profile. However with wider scope some samples would have come in. Innovators are those who will look into buying new brand, model etc. Since its high end bikes , consumers might wait for reviews from all the channels possible.

Competitive Framework

Royal Enfield		
Future Goals		Current Strategy
1. Become market leader in 300 to 500 CC 2. Introduce more Models in higher CC 3. Increase the brand following by preaching on the legacy 4. Relate further to Indian masculinity and also as offroad bikes		1. Preach on the legacy of Royal enfield bullet 2. Promote it in movies by relating it with male masculinity 3. Always get promoted in travelogue movies and as dream bike for many
Competitor Response Profile		

<p>Offensive Moves</p> <p>1. Maintaining the Status Quo and improving upon by new models</p> <p>2. Royal Enfield with new models may promote further in movies as dream bikes</p> <p>Defensive Capability</p> <p>1. New EV technology is not something Royal Enfield has stepped into, any regulation by government or shift in market to EV will be a backlash</p> <p>2. Other bikes promoted as comfortable long drive performance vehicles will be a backlash and using it main stream movies will be a direct attack</p>		
<p>Assumption</p> <p>1. No plans of tieup with other brands or launching foreign brands under Royal Enfield</p> <p>2. No plans of focusing into EV segment</p>		<p>Capabilities</p> <p>1. Huge fan following and legacy of Bullet</p> <p>2. Long list of movies referring to Bullet as dream vehicle for long travels</p>

Bajaj - Triumph		
Future Goals		Current Strategy
<p>1. Become market leader in 300 to 500 CC</p> <p>2. Introduce more Models in higher CC</p> <p>3. Introduce foreign bike in market and get mind share of premium customers</p>		<p>1. Bajaj has name as commuter bikes, in one side and has premium image with KTM and Triumph</p> <p>2. Address the commuter segment with Bajaj bikes, Massstige with KTM and premium with Triumph and upcoming models</p>

4. More Premium bikes to be launched once Triumph triumphs		
Competitor Response Profile		
Offensive Moves		
<p>1. Maintaining the Status Quo and improving upon by new models</p> <p>2. Making a name with reviewers and word of mouth and Kiosks</p>		
Defensive Capability		
<p>1. Triumph also boasts performance and comfortable bike segment any threat in this segment will be tough</p>		
Assumption		Capabilities
1. No plans of tie up with other brands or launching foreign brands under Royal Enfield		1. Wide range of bikes and collaboration history like KTM, Dominar and Triumph
2. No plans of focusing into EV segment		2. KTM has made a name as performance bike

6. Discussion and Recommendations

Hero strives to become an overall market leader in motorcycles and wants to prove that it is a premium brand that wishes to enter newer segments and establish its own place. The growth trajectory that Hero has taken in recent times also suggests that it wants to be known just as the manufacturer of the largest selling daily commuters but also wants to expand its stronghold in touring, offroading and sports bike categories as well. As discussed above, Hero has newly opened stores of their flagship brand Premia, which sells premium motorcycles in various categories including an EV offering. Hero has also restricted their portfolio to 4 major

motorcycles under the banner of Premia to prevent confusion and to allow the company to concentrate more efficiently and cohesively on these models alone.

As mentioned above, a major flaw found in Hero's launch of Premia is that though they have done ample work on fortifying what the brand standards, but they have not been very successful in conveying the same to the general public. In other words, though Hero has put in a lot of thought on the aspect of brand management, there are various inadequacies in their marketing aspect. Most people in Calicut or Bangalore are unaware of the inauguration of the all new Premia showrooms in their hometown and a lot of confusion exists on what the brand is exactly trying to offer. The company needs to rethink whether the inclusion of the EV offering Vida VI on the same arena with the sporty Karizma XMR, the exclusive HD 440 and the Hero's all time star X-Pulse would confound the customer as primarily the concepts clash between them. Even in the Premia showroom, the display area for Vida V1 remains as an eyesore to customers due to contrasting floor design language of vida with respect to others.

In addition, we aim to delve deep into the vision of Hero and how that can be facilitated in the long run. Up until now, Hero has laid out the plan for their initial stepping stone which include the Premia brand offerings and the collaboration with Harley to develop HD 440. We would like to envision what Hero wishes to be seen as in the next 10-20 years and what steps can be taken to better facilitate this.

Every new business venture only succeeds if their offerings align with their customer's needs and ideas. Same goes for Hero here. Hence, the strategy we are proposing for Hero is in every sense customer oriented and endeavors to make the customer feel involved in all aspects of the brand development. This approach not only includes making the customer feel every bit a part of the Hero family from start to end but also intends to tap the goodwill and customer loyalty in the 300-650cc segment that Hero has been generously showered in the 100-200cc segment by the public.

6.1 The need for Personalisation & Customisation at Premia.

The first step that we propose to better Hero's business strategy is to change the brand perception that is associated with it. Hero needs to analyze how the original prime car companies like Audi or BMW group have managed to establish a strong perception as a luxurious motor company and take inspiration. The above mentioned companies work on a strict rule. The idea that the client has to be satisfied always; they are always granting the finest in their personalized treatment with their consumers. Hero can achieve its objective of revamping their customer perception by following suit. Introducing personalisation and customization has been one of the most effective ways to exude a premium experience to customers in any business.

Personalisation/Customizations relevant to Premia can include custom paint jobs for fuel tank & body. Special insignias with personal meanings, much like tattoos embedded on customers' bikes as per requirement. Customized seats as per customer preference. Personalised riding gear etc.

6.2 Suggested Phases of Marketing Premia.

From the perspective of the brand of Premia, Hero effectively needs to:

(Phase 1) - Communicate “What is Premia?” :

This phase will be focussed on effectively conveying what Premia stands for. It needs to express how Premia is a one stop shop for every customer in need of a motorcycle and communicate the various models under it. This phase should also communicate the concept behind the birth of Premia; “where utility and luxury come together.”

(Phase 2) - Communicate the relevance of Premia (“Why Premia”):

This phase will focus on why one should buy a motorcycle under Premia. While phase 1 emphasizes on the brand perception, phase 2 will focus more on the promotion of individual motorcycles under the premia banner. Being the core marketing phase, this phase will be instrumental in converting prospects to actual customers.

(Phase 3) - “The Hero/Premia Academy” (Foster Customer Loyalty)

Maintain the existing customer base by inviting them to be a part of Premia / Hero to foster customer loyalty. This phase includes effectively retaining the existing customer base while simultaneously instilling interest for the upcoming generation. This can include community groups for various bike models which encourages a sense of familial bond with the brand for the customer. A

Hero/Premia Academy can be thought of where its divided into 4: Off road Academy for Xpulse Brand, Racing Academy referencing Karisma XMR/sporty offering, Pro Riding Academy consisting of a number of bikes under Harley Davidson- Hero collaboration, A center for rider involvement in the development of future offerings of Premia etc. These academies and communities could be encouraged to test Premia motorcycles before public release thereby increasing the customer feeling of being a part of an elite club where a position can be perceived as extremely coveted.

6.3 Hero Premia - A Marketing Strategy

The marketing strategy that we are proposing for Hero Premia (in the order of precedence) is as follows:

1. Robust brand positioning that is unequivocally conveyed to the target users:

Hero Motocorp not only needs to fortify what exactly their brand Premia stands for but need to properly communicate that with the general public. A sample brand positioning statement is as follows:

Hero Premia : “Elevate Your Journey, Embrace Every Mile.”

Hero Premia (**what**) leads the way in premium motorcycles, (**how**) seamlessly blending innovation, utility, and luxury to (**who**) cater to the adventurous spirit in every rider, redefining the riding experience with a diverse portfolio that extends (**where**) beyond streets, resonating in the hearts of riders across various terrains, (**why**) presenting itself as a reliable companion inspiring exploration, experience, and elevated journeys in the (**when**) era of embracing adventure.

2. More Premia showrooms spread across major metro cities:

As of yet, there is an exclusive Premia showroom in Calicut, Kerala and Bangalore, Karnataka. Hero's next step in taking the brand forward would be to open more showrooms in metro cities to expand their reach. For a nationwide reach, it is important to spread out the showrooms across various parts of the country by segmenting the various zones like north, east, west and south. Mobile showrooms can be introduced

which can travel through cities initially to quickly garner attention to Hero's new brand launch.



Exhibit 9 : Mobile showroom (imagined by members of this study) for Hero Premia.

3. Combining phygital strategies in premia's marketing plan for ease of access and convenience to customers:

Phygital (physical plus digital) is a marketing term that describes merging digital experiences with physical ones. With the innovations in customer interaction channels, it is cardinal for Hero to seamlessly integrate into them. Kiosks could be put up in malls and other public spaces as part of their marketing, where customers could have a VR experience of riding/ viewing the motorcycles exclusively available under Premia. This will add on to the luxurious experience that Premia aims to provide. Furthermore, an AR experience could be enabled in Premia website/ application or an instagram filter could be introduced as well where customers can view their dream motorcycles in their garage or parking slots.

4. Premia reach in all tier 1 cities in the country:

Once the above targets are reached, Premia should plan showrooms in major tier 1 cities in the country as per their categorization. Showrooms are the medium through which the brand can showcase what they have to offer in person and are the windows through which customers can comprehend the brand offering. Hence, it's very important to have an expanded the reach to the next level by this stage.

5. Brand launch with appropriate endorsers:

The audience have always been mesmerized by people they see on the big screen and sportsmen who bring laurels to the country. The general public is always eager to listen to their celebrities and want to follow their footsteps in all products and services that they

themselves want to use. Hence, having a suitable endorser for Premia would work greatly to their advantage. The endorser has to be someone whose onscreen/ perceptive personality is relatable to Hero Premia's own vision; someone who can elucidate the Premia essence. For example, the endorser must be known for their adventurous character so as to promote a touring bike like the Harley Davidson X440. Hero's legendary ad featuring Hritik Roshan for Karizma is a great example. The ad originally released in the 2010 sent shockwaves through biking community and was immensely successful that Hero released a second version of it, again featuring Hritik Roshan, few years later. Ideally, keeping that in mind, the celebrity should be retained as the ambassador for the new Karizma XMR as well. Similarly, Hero should appoint the services of an appropriate endorser (same or different than Karizma) for their Harley Davidson X440 as well, considering it's a new launch. X-pulse being an already successful model of Hero may not require this extent of marketing campaigns but should not be sidetracked as well. Vida V1 also requires ad campaigns as the competitions in EV sector is considerably increasing in the country.



Exhibit 10 : Hero Karizma ad released in 2010.

6. E-commerce sale opportunity must be explored:

E-commerce for automobiles generally means selling or buying of automobiles and/or their parts through the internet. At this age where everything can be done at the comfort of your home, opportunities in E-commerce for automobiles is vast. While this trend

persisted even in the late 2010s (reselling/ buying automobile parts), with the onslaught of COVID-19, car sales plummeted due to lockdowns and global supply chain struggles. According to a survey, prior to 2019, 32% of car buyers in US were welcoming to the idea of purchasing cars online. However, in 2021, this number increased to a whopping 61%. It is only a matter of time before India follows suit. Hero has to be in the forefront of this change and one of the first motorcycle companies to implement this if it aims to utilise this potential to the maximum.⁸

7. Social media marketing

The most accessible platform to connect with youngsters (target users of Premia) is now social media. Hero has to recognise the ample potential residing in such sources and has to implement a solid social media marketing strategy. Hashtags could be brought in related to Premia which the youth are currently fervently being a part of. The crucial aspect of social media marketing remains that it is mostly much cheaper than any other advertising channels. Celebrities can also be roped in to promote Premia motorcycles through their social media channels. Various social media challenges could also be commenced and youth can be encouraged to follow suit thereby increasing the publicity for Hero Premia.

8. Movie sponsorships to promote motorcycles:

The public has always been widely influenced by the silver screen and always wants to imitate everything happening in the big screen. This tendency could be used to Hero's advantage. Movies could be sponsored/ financed partly by Hero which widely showcases motorcycles under Premia in positive light. For example, travelogue movies featuring Harley Davidson X440 could greatly work in Hero's advantage of not only increasing publicity but also in changing the perception of Hero in the minds of the common man. It would fortify the perception that the bike is capable of being a companion to a seasoned rider just like shown in the screen. Successively, advertisements could be produced in relation to the movies to further reinforce the new perception. An apt example is the advertisement of the Range Rover Defender based on the James Bond movie 'No time to

⁸ "Automotive Ecommerce: How the Industry Is Shifting Gears," BigCommerce, accessed January 3, 2024, <https://www.bigcommerce.com/articles/ecommerce/automotive-ecommerce/>.

die'. Similarly, widely renowned automobile company Aston Martin has also introduced their new models through the same movie franchise.

9. The idea of Hero Premia universe

Creating universe is currently a trend in Movies, be it Marvel Cinematic Universe, or DC Extended Universe on international level; its now concept in Indian movies as well. The idea of common universe is to bring together remarkable characters from different movies together in a common story line. In the same way, Hero can start a campaign of having a universe of remarkable bikes which cater to different riders under one umbrella of Premia. This will serve as campaign for these bikes also Hero bikes as literal 'Hero' meaning for recall.

10. Product range expansion and future of Harley-Hero partnership:

Furthermore, Hero should expand its product range under Premia once it has found its standing ground in Indian market. This is a future expansion plan that needs to be implemented 5-10 years later. Harley Davidson is said to be in talks with Hero to develop more similar models like HD X440. These can prove crucial to Hero as this will cement Hero's partnership with Harley Davidson in the minds of the people. In the Indian market, Harley Davidson and Hero Premia should become synonyms which might prove largely advantageous to Hero to be associated with such a world renowned motorcycle brand with such technical prowess.

7. Limitations of Study

There are certain limitations in this study which should be considered. One of the primary limitations is that there is no access to the current marketing strategy employed by Hero making it difficult to understand their action plan or gauge their targeted expansion plan. Hero has been very active in collaborations but at present we have no documented source of data to study possible future endorsements. We run into the same aforementioned limitations in the process of studying the competitors of Hero.

Another limitation is that at present we cannot gauge how the failure of a brand under the Premia umbrella will affect premia as a whole. The whole concept of premia being in its nascent stage further amplifies these limitations. The implication of these limitations are that it can affect the quality and feasibility of strategies up to an extent. The solution to mitigating these limitations is direct access to marketing strategy and also by increasing the size of the sample set used for enhanced accuracy.

8. Future Research

The overarching aim of this study was to analyze the premiumisation of Hero at its current stage and suggest fine tunings. As Premia and Hero progresses, this study can be a base of reference for further research on the analysis of marketing strategies employed by Premia. Further possible research lies in evaluating the success or failure of premia as time goes by. Future research can also be done on collaborative brand strategies like premia. Another huge possibility is the exploration of further possibilities of EV offerings at premia.

ANNEXURE

Survey to understand preferences of bikes among youth

* Indicates required question

1. What age group do you belong to?

Mark only one oval.

- 18-25
- 26-34
- 35-44
- 45 and above

2. What gender do you belong to?

Mark only one oval.

- Male
- Female
- Other

3. What is your educational background?

Mark only one oval.

- High school
- Bachelor's degree
- Master's degree
- Other

4. Which bike do you own?

5. Which bike do you prefer to own next?

6. What do you prefer the **most** in the above bike?

Mark only one oval.

- Performance
- Mileage
- Maintenance Cost/ Effort
- Comfort
- Status symbol
- Affordability
- Design and aesthetics

7. How much will you be willing to spend on a bike ranging from 300-650cc? *

Mark only one oval.

- 2 - 2.5 lakhs
- 2.5 - 3 lakhs
- 3 - 3.5 lakhs
- 3.5 and above

8. What type of bike would you prefer to buy? *

Mark only one oval.

- Daily commuter
- Performance bike
- Offroading bike
- Touring bike
- EV

9. What cc bike would you prefer? *

Mark only one oval.

- 100-200cc
- 200-300cc
- 300-650cc
- 650 and above

10. Rank the following attributes in order of your preference while buying a bike? *

Mark only one oval per row.

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Performance	<input type="radio"/>				
Affordability	<input type="radio"/>				
Maintenance cost/effort	<input type="radio"/>				
Mileage	<input type="radio"/>				
Comfort	<input type="radio"/>				

11. Which of the following are you most likely to buy? *

Mark only one oval.

- Royal Enfield (Classic 350, 500, Himalayan etc)
- Bajaj (Dominar, KTM, Triumph Speed 400etc)
- Hero (Harley Davison X440, Xpulse etc)
- Honda (CB350 etc)
- BMW (GS310, G310R etc)
- TVS (RR310 etc)
- Kawasaki (Ninja etc)
- Yamaha (YZF-R3 etc)

12. Which of the following perceptions do you most relate with Hero bikes? *

Mark only one oval.

- Performance
- Affordability
- Mileage
- Comfort/ Handling

13. Are you aware of a new bike called Harley Davidson X440 that is launching soon? *

Mark only one oval.

- Yes
- No

14. Were you able to relate the 'X' in Harley Davidson X440 to the nomenclature used by Hero in their bikes (Ex: Hero XPulse, Hero Xoom)? *

Mark only one oval.

- Yes
- No

15. Which channels do you use to stay updated on the latest information about bikes? *

Tick all that apply.

- Company Advertisements
- Reviews (Youtube, Instagram etc)
- Automobile magazines
- Peers/ colleagues
- Other: _____

Bike Riding Experiences

16.

*

When choosing a biking route, what factors are most important to you?

Mark only one oval.

- Following established biking rules and routes
- Analyzing terrain and planning a strategic biking route
- Riding with others and prioritizing social connections
- Pushing the limits and trying adventurous biking techniques
- Maintaining harmony and enjoying a leisurely biking pace
- Preferring a reserved and introspective biking experience

17.

How do you approach biking challenges, such as tough terrains or obstacles?

Mark only one oval.

- Facing challenges head-on with determination
- Using logical reasoning to navigate challenges
- Collaborating with fellow bikers and valuing group dynamics
- Pushing the limits and trying adventurous biking techniques
- Maintaining harmony and enjoying a leisurely biking pace
- Approaching challenges cautiously and with a reserved mindset

18.

*

What biking style resonates with you the most?

Mark only one oval.

- Commanding and leading the biking group
- Providing information and insights about biking techniques
- Recognizing and fostering connections within the biking community
- Offering creative ideas and trying unconventional biking approaches
- Promoting cooperation and resolving conflicts during biking events
- Preferring an introspective and slow-to-trust biking style

19.

*

When making biking-related decisions, what factors do you prioritize?

Mark only one oval.

- Achieving personal biking goals and success
- Analyzing biking data and planning routes logically
- Considering relationships within the biking community
- Seeking creative and adventurous biking experiences
- Ensuring harmony and consensus within the biking group
- Prioritizing critical thinking and skepticism in biking decisions

20.

*

How do you adhere to biking rules and etiquette during group rides?

Mark only one oval.

- Adhering strictly to biking rules and group norms
- Weighing the logic and reasoning behind biking guidelines
- Prioritizing relationships and camaraderie during rides
- Pushing boundaries and trying new biking techniques
- Maintaining harmony and following agreed-upon biking norms
- Adhering cautiously and skeptically to biking rules

21.

*

When participating in biking events, what role do you naturally gravitate towards?

Mark only one oval.

- Taking charge and organizing biking activities
- Providing information and insights about biking techniques
- Fostering relationships and teamwork within the biking community
- Offering creative ideas and trying unconventional biking approaches
- Promoting cooperation and resolving conflicts during biking events
- Preferring an introspective and critical thinking role in biking events

22.

*

How do you prefer to receive feedback from fellow bikers?

Mark only one oval.

- Direct and assertive feedback about biking techniques
- Logical and data-driven feedback related to biking performance
- Feedback that emphasizes relationships and group dynamics
- Feedback that encourages trying new and adventurous biking styles
- Constructive and diplomatic feedback for a harmonious biking experience
- Preferring critical and skeptical feedback in biking situations

23.

*

In adopting new biking technologies or techniques, what is your usual stance?

Mark only one oval.

- Embracing changes for better biking results
- Adopting based on logical analysis and evidence
- Considering the impact on relationships and group biking dynamics
- Eagerly embracing new and unconventional biking approaches
- Approaching changes with a cooperative and adaptable mindset
- Approaching new biking technologies or techniques with skepticism and critical thinking

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Google Forms

PERSONA KEY		
Q1	When choosing a biking route, what factors are most important to you?	
1	Following established biking rules and routes	Decisive Deepak
2	Analyzing terrain and planning a strategic biking route	Analytical Anand
3	Riding with others and prioritizing social connections	Relationship Reshma
4	Pushing the limits and trying adventurous biking techniques	Innovator Indrajith
5	Maintaining harmony and enjoying a leisurely biking pace	Collaborative Colins
6	Preferring a reserved and introspective biking experience	Objective Omkar
Q2	How do you approach biking challenges, such as tough terrains or obstacles?	
1	Facing challenges head-on with determination	Decisive Deepak
2	Using logical reasoning to navigate challenges	Analytical Anand
3	Collaborating with fellow bikers and valuing group dynamics	Relationship Reshma
4	Pushing the limits and trying adventurous biking techniques	Innovator Indrajith
5	Maintaining harmony and enjoying a leisurely biking pace	Collaborative Colins
6	Approaching challenges cautiously and with a reserved mindset	Objective Omkar
Q3	What biking style resonates with you the most?	
1	Commanding and leading the biking group	Decisive Deepak
2	Providing information and insights about biking techniques	Analytical Anand
3	Recognizing and fostering connections within the biking community	Relationship Reshma
4	Offering creative ideas and trying unconventional biking approaches	Innovator Indrajith
5	Promoting cooperation and resolving conflicts during biking events	Collaborative Colins
6	Preferring an introspective and slow-to-trust biking style	Objective Omkar
Q4	When making biking-related decisions, what factors do you prioritize?	
1	Achieving personal biking goals and success	Decisive Deepak
2	Analyzing biking data and planning routes logically	Analytical Anand
3	Considering relationships within the biking community	Relationship Reshma
4	Seeking creative and adventurous biking experiences	Innovator Indrajith
5	Ensuring harmony and consensus within the biking group	Collaborative Colins
6	Prioritizing critical thinking and skepticism in biking decisions	Objective Omkar
Q5	How do you adhere to biking rules and etiquette during group rides?	
1	Adhering strictly to biking rules and group norms	Decisive Deepak
2	Weighing the logic and reasoning behind biking guidelines	Analytical Anand
3	Prioritizing relationships and camaraderie during rides	Relationship Reshma
4	Pushing boundaries and trying new biking techniques	Innovator Indrajith
5	Maintaining harmony and following agreed-upon biking norms	Collaborative Colins
6	Adhering cautiously and skeptically to biking rules	Objective Omkar
Q6	When participating in biking events, what role do you naturally gravitate towards?	
1	Taking charge and organizing biking activities	Decisive Deepak
2	Providing information and insights about biking techniques	Analytical Anand
3	Fostering relationships and teamwork within the biking community	Relationship Reshma
4	Offering creative ideas and trying unconventional biking approaches	Innovator Indrajith
5	Promoting cooperation and resolving conflicts during biking events	Collaborative Colins
6	Preferring an introspective and critical thinking role in biking events	Objective Omkar
Q7	How do you prefer to receive feedback from fellow bikers?	
1	Direct and assertive feedback about biking techniques	Decisive Deepak
2	Logical and data-driven feedback related to biking performance	Analytical Anand
3	Feedback that emphasizes relationships and group dynamics	Relationship Reshma
4	Feedback that encourages trying new and adventurous biking styles	Innovator Indrajith
5	Constructive and diplomatic feedback for a harmonious biking experience	Collaborative Colins
6	Preferring critical and skeptical feedback in biking situations	Objective Omkar
Q8	In adopting new biking technologies or techniques, what is your usual stance?	
1	Embracing changes for better biking results	Decisive Deepak
2	Adopting based on logical analysis and evidence	Analytical Anand
3	Considering the impact on relationships and group biking dynamics	Relationship Reshma
4	Eagerly embracing new and unconventional biking approaches	Innovator Indrajith
5	Approaching changes with a cooperative and adaptable mindset	Collaborative Colins
6	Approaching new biking technologies or techniques with skepticism and critical thinking	Objective Omkar