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Brand Management

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Project Report: Royal Enfield

ROYAL ENFIELD

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Introduction

Royal Enfield is one of the longest-running motorcycle brands in the world and has come a long way since then from being a small niche motorcycle maker with limited models to being a global lifestyle brand. For more than 120 years now, Royal Enfield has been recognized by its heritage, ruggedness, and emotiveness. It has since been able to fuse itself into the lives of many motorcycle enthusiasts all over the world through rapid growth of its portfolio to include not only motorcycles, accessories, clothing, and a wide range of experiential marketing experiences.

The brand audit of this paper is aimed at understanding the evolution of the company, Royal Enfield, its market position, competitive advantages, and the competitive forces it operates in. The brand's key strengths, challenges, and opportunities have been identified by examining several aspects of its operations, including product innovation and customer perceptions. It also assesses how the brand has positioned itself in the dynamic world of customer expectations and global trends.

Why Royal Enfield?

We selected Royal Enfield for this brand audit because they are currently in a class of their own within the motorcycle industry. Here's what makes the brand special:

1. **Legacy of More Than 120 Years:** Royal Enfield's long history in the market is a reflection of its strength, flexibility, and capacity to change with shifting consumer demands and market trends.
2. **The Royal Enfield Saga:** The near-death experience of Royal Enfield in the 1990s to its dominance in the global cruiser motorcycle space is testimony to strategic enablement and brand positioning.
3. **Emotional & Cultural Impact:** Royal Enfield is not just a bike; it's an experience, a culture, a way of life. In its customers, it invests emotional value, which makes it an exciting brand to analyze.
4. **Expansion Beyond Motorcycles:** The company has been able to expand its portfolio beyond motorcycles to accessories, apparel, and experiential marketing, further solidifying itself as a lifestyle brand.
5. **Confronting the Future:** With the industry shifting towards electric mobility and confronting increasing competition, Royal Enfield's capacity to evolve with these developments will decide its sustained success.

History of Royal Enfield

Royal Enfield is over 100 years old and its journey over this period is composed of several significant pivotal moments that define the brand's current blueprint and its future. The company's journey is one of both strategic innovation and resilience. Below are some of the historical milestones:

- **Early Beginnings (1901–1954)**

The first motorcycle, produced by Royal Enfield was in Redditch, Worcestershire, UK in 1901 They introduced the slogan "Made Like a Gun" to convey the brand's promise of durability and precision. Early Royal Enfield motorcycles were characterized by their rugged engineering, a feature that would be integral to the brand's identity in subsequent decades.

1955: In a partnership with Madras Motors, Royal Enfield launched operations in India, laying the foundation of the brand's deep-rooted connection with the Indian market. Then, the Bullet 350, an iconic motorcycle was launched for the Indian Army, giving the brand the reputation of a tough and reliable motorcycle. The Bullet, whose design remained largely unchanged for decades became the archetype of the Royal Enfield brand.

- **Evolution of an Indian Brand (1971–1994)**

1971: The British Royal Enfield operations closed as a result of financial troubles, at which point the brand became completely Indian as Enfield India. With the production of the Bullet continuing within India, the brand had begun its rise to prominence as one of the leading motorcycle manufacturers in the country.

1994: The brand changed dates when Eicher Motors acquired it. This was the start of a restructuring drive that would result in a revival of the Royal Enfield name. The purchase of Royal Enfield by Eicher is considered a turning point in its history, paving the way for future innovation and growth.

- **The Decline (Late 1990s - Early 2000s)**

The late-1990s and early-2000s proved to be difficult years for Royal Enfield. Sales plummeted, falling from 6,000 units/month in the 1980s to just 2,000 units/month by the dawn of the new millennium. There were several reasons for this drop:

- **Low quality:** They were prone to break down frequently and expensive repairs.
- **Outdated Designs:** Royal Enfield offered big old models that had not benefitted from the performance improvements available in its then-Japanese competitors from Honda, Yamaha, Bajaj, etc.
- **Market Competition:** The emergence of fuel-efficient, low-maintenance motorcycles from other companies diluted Royal Enfield's position further.

At this stage, by the pieces, most industry watchers assumed that the company wouldn't survive, as it never navigated the turbulence of changing market needs.

- **The Royal Enfield Revival (2000s – Present)**

- **Leadership Transformation**

When Siddhartha Lal became the CEO of Eicher Motors in 2000, he made a bold move to completely rededicate a big chunk of the company to revitalize Royal Enfield. The company divested non-core businesses while making investments in product innovation, brand repositioning, and operational efficiency. Investing in the future of Royal Enfield set in motion the turnaround that landed the brand in the headlines.

- **Product Innovation**

During this period, Royal Enfield saw a major product innovation:

UCE (Unit Construction Engine) 2007: It is an engine design that was introduced to improve the performance, reliability, and fuel efficiency of Royal Enfield bikes.

Revamped portfolio: The brand launched updated models like Classic 350, Thunderbird, Himalayan, and Meteor 350 that served various market segments.

The 650 Twins (Interceptor & Continental GT): Launched in 2018, the 650 Twins ushered Royal Enfield into the global mid-size motorcycle segment and were an instant hit, playing a significant role in the brand's global footprint.

- **Transforming into a Lifestyle Brand**

From being just a motorcycle manufacturer, Royal Enfield made its transformation into a lifestyle brand—one that oozed adventure, freedom, and heritage. This reformation was characterized by:

Community-driven marketing: Events like Royal Enfield Rider Mania and royalenfield.com created a feeling of connection and investment for riders.

Experiential marketing: The brand also entered into adventure tours and motorcycle rallies, creating an experience of selling motorcycles.

➤ Expansion and Manufacturing Growth

Beyond India, the company extended its reach into North America, Europe, and Southeast Asia. The company started two new manufacturing plants in Oragadam and Vallam Vadagal in 2013 and 2017, respectively, increasing production capacity to cater to growing demand. It was also during this period that Royal Enfield opened flagship stores globally, cementing its position as an upmarket manufacturer.

Branding

Brand Name: "Royal Enfield"

Royal Enfield is a name that carries considerable weight in the motorcycle world, owing to its storied history. The word "Royal" connotes a sense of prestige and high quality, and "Enfield" grounds the brand in its British heritage, a trait that still resonates with customers around the world. It's a name that suggests clout, sophistication, and toughness; hence the brand is often aligned with the premium and adventure motorbike segments

Logo

Logo Design: While there have been small variations in the Royal Enfield logo through the years, the logos have all been firmly rooted within the classic design elements. The logo usually includes some kind of vintage crest and bold fonts calling back to its heritage. Today's logo is a mix of the word "Royal Enfield" along with a crest or shield type of symbol, emphasizing both the British roots and the rugged, premium qualities of the brand.

Symbolism: Strong and simple, the lines in the logo are bold and durable. As a result, it forges a link with the signature styling of its motorcycles, which have come to represent freedom, adventure, and legacy.

Brand Character

British Heritage: This brand's personality is closely linked to its British heritage, representing a timelessness that appeals to the older and younger generations of motorcyclists.

- **Adventure & Freedom:** Royal Enfield is frequently linked to the sense of adventure and many of their motorcycles are created for long-distance touring and off-road adventures. Its personality is all free, built for those who want something other than a mode of transportation but a way of life.
- **Strength and Ruggedness:** The strong and rugged character of the bikes is what makes Royal Enfield, synonymous with strength and dependability. Because of its resilience and ability to survive even rough terrains, the brand has always been a choice for adventure lovers and tourers alike.

Slogan

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- **"Made Like a Gun"** – This tagline emphasizes the quality and resilience of Royal Enfield motorcycles, likening them to the craftsmanship of a high-quality firearm.

- **“Feel Like a God”** – This tagline is very much aspirational; relating the act of riding a Royal Enfield motorcycle to feeling powerful, free, and fully in control.

Both taglines have been designed to echo the adventurous, dynamic, and luxurious personality of the brand.

Jingle

Royal Enfield does not have a universally popular jingle as such where the brand is generally on the riding menu, but when it comes to advertising, Royal Enfield places music that is usually heroic and empowering, resonating with the spirit of the geometry. The soundtracks are always loud and dynamic, emphasizing the feelings of freedom and power.

The brand has largely eschewed positioning and POES in its campaigns in favor of visual storytelling and experiential marketing, directly linking to a rider's lifestyle through motorcycle expeditions and community events like Rider Mania.

Designs

- **Key Motorcycle Design:** Royal Enfield offers classic, vintage-inspired designs especially in all its popular models Bullet, Classic, and Interceptor variants. These motorcycles have retro style that combines modern engineering with traditional styling.
- **Features:** Timeless chrome finishes and round headlamps bring nostalgia. Comfort and rugged, cyclo-cross and adventure touring are the goals for these bikes.
- **Apparel & Accessories:** The ruggedness and adventure-inspired design ethos of the brand is carried to Royal Enfield apparel like jackets, t-shirts, helmets, etc. Leather Jackets, Roland Sands Designs, and Riding Gear Designed for practicality, comfort, and style
T-shirts and hoodies including light ones for hot-weather riding often display vintage graphics, the Royal Enfield logo and slogans honouring the brand's history.

URL and Online Presence

Website URL: www.royalenfield.com

The site is an important element in Royal Enfield's digital strategy, acting as an e-commerce solution for bikes, apparel, accessories, etc. It provides a seamless shopping experience including bike customization options, product details, and brand events/news access.

The site serves as a gateway to Royal Enfield's community-building initiatives, which include access to rider clubs, events, and a storytelling platform to share your Royal Enfield experiences.

- **Digital Presence:** Royal Enfield is omnipresent on digital platforms:
- **Instagram:** Visuals of some iconic motorcycles and stories of riders.
- **Facebook:** Interacting with a variety of devotees and fans.
- **YouTube:** Series on product launches, documentaries, and rider stories

- **X:** X for reaching customers and brand messaging in real-time.

Popular Royal Enfield Motorcycles (Key Features and Pricing)

Cruisers:

1. Royal Enfield Classic 350:

- **Key Features:** Iconic design, 349cc engine, smooth torque.
- **Price Range:** ₹1.93 - ₹2.30 Lakh

2. Royal Enfield Meteor 350:

- **Key Features:** Comfortable touring cruiser, refined 349cc engine.
- **Price Range:** ₹2.06 - ₹2.30 Lakh

3. Royal Enfield Super Meteor 650:

- **Key Features:** Luxurious cruiser with 650cc engine, classic styling.
- **Price Range:** ₹3.64 - ₹3.94 Lakh

Adventure Bikes:

1. Royal Enfield Himalayan:

- **Key Features:** 411cc engine, rugged design for adventure touring.
- **Price Range:** ₹2.85 - ₹2.98 Lakh

2. Royal Enfield Scram 411:

- **Key Features:** Scrambler styling, off-road capabilities.
- **Price Range:** ₹2.06 - ₹2.12 Lakh

Classic Models:

1. Royal Enfield Bullet 350:

- **Key Features:** Timeless design, reliable performance.
- **Price Range:** ₹1.74 - ₹2.16 Lakh

Twins:

1. Royal Enfield Continental GT 650:

- **Key Features:** Café racer style, 650cc engine.
- **Price Range:** ₹3.19 - ₹3.45 Lakh

Brand Inventory

The 4 P's: Product, Price, Place, and Promotion

Product:

- **Iconic Motorcycles:**

Royal Enfield builds motorcycles that combine modern technology with retro style.

Most popular models: Classic 350, Meteor 350, Himalayan. These appeal to nostalgic and modern enthusiasts alike.

- **Customizable Options:**

MIY program enables customers to customize the colour finishes, accessories, and more on their bikes, which helps establish a personal connection with the product.

- **Accessories & Apparel:**

Pushing its lifestyle brand and adventure-based branding, the brand has expanded its range to offer high-quality merchandise like helmets, jackets, T-shirts, and other gear.

Price:

- **Premium Yet Affordable:**

Royal Enfield occupies a middle ground between more affordable brands like Honda and more premium brands like Harley-Davidson, with high-value motorcycles at reasonable prices.

- **Custom Pricing Options:**

MIY allows Royal Enfield to offer upgrades with premium parts to customers who want it thus adding to the brand's premium appeal.

- **International Expansion:**

In comparison to Europe and the U.S. where Royal Enfield has focused on a premium market, the pricing in emerging markets, such as **Southeast Asia and Latin America**, still falls within competitive brackets.

Place:

- **Expansive Dealership Network:**

So, whether you are in India, which has upwards of 2,000 dealerships, or somewhere with a fledgling Royal Enfield presence (hello America), you can get your products.

- **Flagship Stores Worldwide:**

The Royal Enfield experience motorcycles and merchandise are available here, creating its premium image.

Online-to-Offline (O2O) Model: Building an O2O strategy, Royal Enfield leverages the opportunity for customers to explore bikes online and visit dealerships to make a purchase or take a test ride.

- **Online Customization (MIY Program)**

Customers can configure and customize their bikes online and place an order or complete their purchase at a dealership.

- **Merchandise & accessories exclusive to you:**

Riding gear, helmets, jackets, toolkits all kinds of exclusive merchandise are offered, heightening the experience for customers and solidifying their image as a premium lifestyle brand.

Promotion:

You could take traditional marketing approaches:

- **Print Advertising:** Magazine and newspaper advertisements aimed at adventure and classic motorcycle enthusiasts.
- **TV Commercials:** Using emotion-driven stories centred on the riding experience.
- **Billboards & Outdoor Ads:** Alternatively, installed on more urban centres or main roads to catch the eye
- **Dealership Branding:** Personalized showroom treatments to drive customer interaction and engagement.
- **Social Media Marketing:** We have an active presence on Instagram, Facebook, YouTube, and Twitter
- **Video Marketing and YouTube Content:** Featured Bike-Related Documentaries, Customer Stories, & Reviews to Captivate Audiences.
- **Influencer & Celebrity Marketing:** The partnerships with travel influencers, bikers, and celebrities.
- **Hashtag Campaigns:** #LeaveEverywhere #RErides #PureMotorcycling
- **E-Commerce & Website Sales:** Reservation and rate adjustments are available through the MIY program online
- **Community-Centric Marketing:** Aims to create a global community of riders.
- **Riding Events & Experiences:** Organizing events such as Rider Mania, Himalayan Odyssey, and international road trips.
- **Royal Enfield Rider Clubs:** Fostering user-generated content and communities among local riders.
- **Adventure-Based Branding:** Resting motorcycles as traveling companions for road trips and exploration.
- **Lifestyle Marketing:** Making bikes a part of an identity and allure.
- **Limited-Edition Models:** Special editions such as Classic 500 Tribute Black.
- **MotoVerse Festival:** A motorcycle festival to connect people at scale.
- **Placement in Movies:** Were seldom seen (though, big films like Zindagi Na Milegi Dobara (ZNMD) where Katrina Kaif rides a Royal Enfield aligned the brand with adventure, freedom, youth culture).

Brand Positioning and Heritage Storytelling:

Heritage:

Royal Enfield makes the most of its 1901 sweet spot, reminding punters it's also the oldest motorcycle brand still in continuous production. Its marketing operations frequently showcase its bikes as ever-durable, rugged, or classic.

- **Adventure & Lifestyle:**

Royal Enfield markets motorcycles as more than simply a means of getting from point A to point B. They are friends for long road trips and discovery, establishing the brand as a representation of freedom and adventure.

- **Community-Centric Marketing:**

It has created this community via Rider Clubs, and events such as Rider Mania and the Himalayan Odyssey, creating this sense of belonging and inspiring them to share experiences.

- **MotoVerse Festival:**

The festival of a series that brings together enthusiasts, fans, or customers to interact with the company, model, or new experience.

Branch, Visual Identity & Design Language

- **Logo & Typography:**

Simple and bold, it is an instantly recognizable mark. It shows the brand's tradition and roughness, while the typography used in ads and product labels matches the vintage style.

- **Design Consistency:**

From motorcycles to merchandise and showrooms, Royal Enfield showcases a consistent edict, relying on vintage-style logos, classic fonts, and muted color palettes to convey authenticity and adventure.

Brand Extension: Accessories & Apparel

- **Apparel:**

Royal Enfield-branded T's, jackets, and hoodies help the brand promote a lifestyle image for riders as well as nonriders.

- **Helmets & Riding Gear:**

It sells protective gear that is high quality and stylish looking, reinforcing its dedication to safety and adventure.

- **Custom Parts:**

Royal Enfield enhances customer engagement and loyalty with personalized offerings through custom parts.

Global Presence & Expansion

Strategic Global Markets:

Royal Enfield has also launched into a new battleground in Europe, the U.S., Southeast Asia, and Latin America to take on premium brands like Harley-Davidson, Triumph, and Ducati.

Flagship Stores Worldwide:

Royal Enfield has launched exclusive stores in various important cities across the globe, serving not only motorcycles but an entire experience exhibiting the brand's culture, merchandise, and services.

A digital presence and technology adoption

Their digital strategy is at the very heart of this success, making it even more in tune with the convenience-savvy modern customer, leveraging a whole range of platforms and technologies. This is how the brand keeps its digital momentum:

Website & Mobile Apps: Royal Enfield's website not only showcases its product but also allows customer interaction, featuring detailed specifications, booking options, and customization features through the Make It Yours (MIY) program. A mobile app streamlines this software by allowing users to capture product information, upcoming event updates, and dealer location information.

Social-Media: Royal Enfield is active on popular social media channels including Instagram, Facebook, YouTube, and Twitter where the brand has a strong digital footprint. They use social media to announce product launches, share user-generated content, and engage with their community. You know, you are to be viewed and your content is made of a variety of videos from bike reviews to user-generated content, creating an emotional bond with your audience.

Collaboration with influencers & Celebrities: By working with travel influencers, bikers, and celebrities such as Katrina Kaif (who starred in Zindagi Na Milegi Dobara) Royal Enfield expands its reach and connects with new customers. These partnerships not only increase the visibility of the brand but also highlight the lifestyle and adventure aspects of the brand which helps make it aspirational to an even larger audience.

National Media Coverage: Royal Enfield is also effectively using online video content, leveraging YouTube for documentaries, test rides, and customer experiences. Videos of road trips, adventures, and motorcycle reviews provide an immersive experience that appeals to and engages potential customers.

Tech Usage: Royal Enfield is integrating modern technology into their motorcycles, including the Tripper Navigation system, a digital navigation solution that streamlines long-distance rides. These innovations help the brand remain relevant and resonate with tech-savvy consumers who appreciate both heritage and innovation.

Sustainability & Corporate Social Responsibility Activities

It's not that Royal Enfield is only into making high-performance motorcycles, they are also making efforts to lower their carbon footprint and give back to the community. This is how the brand is instilling sustainability and corporate social responsibility (CSR) in its operations;

- **Sustainable Manufacturing:** Royal Enfield has also taken steps to reduce its carbon footprint through sustainable manufacturing practices. This includes more sustainable materials to be used and waste reduction from solar-efficient production methods. Also, their work to enhance fuel economy in their motorcycles plays a part in their green initiatives.

- **Greenfield Moto Sustainability:** The Greenfield Moto brand is now in the business of making themselves outlast your lifetime by making motorcycles that you can maintain or customize. This avoids waste and incentivizes customers to retain their bikes longer, creating a more sustainable ownership model.
- **CSR Initiatives:** Royle Enfield partakes in different community-driven initiatives assisting in social circumstances. This involves nurturing the growth of the motorcycle community through riding communities and gathering events and also contributing to local social projects. Often, the company is focused on youth development through motorcycling skill development activities.
- **Environmentally Friendly Manufacturing:** Many of Royal Enfield's production facilities have been integrating environmentally friendly technologies. To reduce their environmental footprint these facilities are mitigating water use, relying on renewable energy sources and energy-efficient production lines.
- **Corporate Social Responsibility Initiatives:** The brand has partnered with NGOs and other organizations to promote sustainability and community development. They are working with environmental groups to raise awareness of how motorcycling impacts nature and promote better practices within the industry.

Brand Exploratory (Customer-Side Perspective)

Brand Resonance Pyramid

The Brand Resonance Pyramid of Royal Enfield reflects how Consumers Connect with the Royal Enfield Brand Here's how the pyramid breaks down for Royal Enfield:

1. Salience:

Royal Enfield is a highly recognized brand, specifically among passionate motorcyclists, folks who love adventure, and long-distance travellers. The brand is characterized by its iconic design, rich heritage, and embodiment of the spirit of adventure. It is very noticeable among urban and road users, most noticeably, within the motorcycle community

2. Performance & Imagery:

Royal Enfield bikes are rugged, reliable, and authentic. The performance of the company is underscored by its emphasis on reliability and ability to take knocks, making it a reliable option for riders. The brand is closely associated with adventure, freedom, and exploration. Its bikes are not merely devices but an embodiment of self-expression and lifestyle associated with nature and road travel.

3. Judgment & Feelings:

Royal Enfield is considered by consumers to be a reliable, high-quality brand that represents something greater than a motorcycle. It represents freedom, adventure, and a sense of belonging to a tradition. Consumers are emotionally connected to the brand, considering it an extension of their own persona. The brand evokes nostalgia (for experienced riders) and exhilaration (for new riders), with many considering it a rite of passage into a world of fellow riders.

4. Resonance:

The connection between Royal Enfield and its customers is deep, with high brand loyalty. Many riders feel like part of a global community, strengthened through the Royal Enfield Rider's Clubs and events like *Rider Mania* and *Himalayan Odyssey*. The brand fosters a sense of brotherhood,

adventure, and camaraderie among its customers, which keeps them engaged and connected long-term.

Brand Asset Valuator (BAV) Model

The BAV Model is a model that quantifies a brand's assets and its market position. Let's see how it fits Royal Enfield:

1. Differentiation:

Royal Enfield differentiates itself through its unique identity, blending old-world charm with modern motorcycle technology. Its unique vintage styling, coupled with the Tripper Navigation and the customizing features, distinguishes it from its competitors. The company's rich history, having been in production uninterruptedly since 1901, also differentiates it in the current market.

2. Relevance:

The brand resonates with consumers who seek authenticity and adventure, appealing to a broad base of consumers of both young riders and veteran motorcyclists. Royal Enfield is not just about the bike but the experiences and the lifestyle it represents, making it relevant to riders seeking something more than a means of transportation.

3. Esteem:

Royal Enfield commands enormous esteem in the motorcycling community due to its heritage, craftsmanship, and commitment to innovation. The company commands respect not just because of its long history but also because of its ability to remain at the forefront as a premium but affordable motorcycle manufacturer. Its motorcycles are seen as symbols of strength, stamina, and uniqueness.

4. Knowledge:

Consumers worldwide associate Royal Enfield with reliability, ruggedness, and heritage. It's widely known in foreign markets as a brand that blends traditional values with modern-day motorcycle technology. Royal Enfield's growth around the world, particularly in markets like Europe and the USA, has only made it more aware and further strengthened its position.

5Cs Framework for Royal Enfield's Brand Exploratory

The 5Cs Framework is an apt model for understanding the customer-side perspective of Royal Enfield. Here's how it fits the brand:

1. Conversation Channel:

Royal Enfield excels at using both digital and offline media as means to converse and interact with its audience. Key platforms are:

Social-Media: Instagram, Facebook, YouTube, and Twitter, where the brand shares user-generated content as well as professional campaigns.

Events: Rider Mania, Himalayan Odyssey, and other organized rides and custom build events that give direct access to customers.

Rider Clubs: These are local clubs for owners and enthusiasts, creating stronger community bonds and customer advocacy.

2. **Conversation Source:** Key sources of conversation about the brand are:

Brand Content: Posts, stories, and videos on the brand's social media handles showcasing the product and lifestyle, leading to organic conversations.

Influencer Endorsements: Travel bloggers and celebrity personalities, like bikers and actors, endorse Royal Enfield through collaborations, sharing their personal experience with the brand.

Customer Testimonials: Happy customers share their experiences, especially through user-generated content on social media, which leads to peer-to-peer word of mouth and conversations.

3. **Content:** The content developed by Royal Enfield is focused on:

Adventure & Freedom: Emphasizing the adventure spirit that comes with the ownership of a Royal Enfield motorcycle, with visuals of long highway rides, exploring remote locations, and freedom to explore.

Customization: Royal Enfield highlights the Make It Yours (MIY) program, where customers are encouraged to customize their motorcycles, giving a sense of ownership and belonging.

Heritage & Storytelling: The brand regularly shares its rich heritage, manufacturing process, and stories from the riding community, establishing a narrative that speaks to new as well as experienced riders.

4. **Channel-Specific Content:**

Instagram is utilized for visual storytelling by posting visually engaging images of motorcycles placed in stunning and challenging settings, highlighting both the motorcycles and the experiences they represent.

YouTube is utilized as a platform for long-form content such as documentaries, customer reviews, motorcycle customization, and event coverage, enabling the brand to share richer stories and showcase the lifestyle of Royal Enfield ownership.

5. **Context:**

The positioning of Royal Enfield as a brand has a strong connection with the concepts of adventure, rebellion, and nostalgia. It is attractive to those who want more than a motorcycle; it is a lifestyle that represents freedom, uniqueness, and a sense of the brand's heritage. This sense of adventure is often coupled with nostalgia for simpler, bygone times when the purity of motorcycling was in the journey, not the destination.

Qualitative Research: Understanding Rider Emotions & Experiences

Royal Enfield is more than a type of motorcycle one drives, but a symbol of heritage, adventure, and identity. To get a sense of the underlying emotional drivers and affiliations of its riders, a qualitative research approach was used. It consisted of open-ended questions to probe the personal experiences, feelings, and beliefs of Royal Enfield owners.

By using this approach, information regarding why riders prefer Royal Enfield, the feelings behind the riding experience, and what they feel about the development of the brand was obtained. Recurring themes of nostalgia, pride, community, and satisfaction with performance were observed, reflecting how emotionally attached owners are to their motorcycles. Further, issues related to weight management, maintenance expense, and mechanical tuning were raised by a number of users, especially those who have been long-term owners of lower models.

Based on these findings, we categorized the primary findings under Second-Order Attributes and then further categorized them under **First-Order Attributes**, which led to the realization of **two prominent Aggregate Themes** that encapsulate the Royal Enfield experience.

PART 1: Qualitative Data Collection – Open-Ended Questionnaire

Purpose: Capture deep emotions, motivations, and personal experiences with Royal Enfield motorcycles.

Section 1: Emotional Connection & Identity

1. What inspired you to choose Royal Enfield over other motorcycles?
2. Describe how you feel when you ride your Royal Enfield.
3. What three words best describe your relationship with your Royal Enfield?

Section 2: Performance & Experience

4. Can you share a memorable journey or trip with your Royal Enfield?
5. What do you love most about your Royal Enfield's performance and ride quality?
6. If you could change one thing about your Royal Enfield, what would it be and why?

Section 3: Community & Brand Perception

7. How important is the Royal Enfield rider community to you?
8. Do you feel a sense of pride in owning a Royal Enfield? Why?
9. In your opinion, how has Royal Enfield evolved in the past decade?

Section 4: Challenges & Practicality

10. Have you ever faced difficulties with maintenance or handling? If yes, what were they?
11. What factors would make you consider switching to another brand?
12. What advice would you give to someone considering buying a Royal Enfield?

Quantitative Research: Measuring Customer Perceptions & Satisfaction

A quantitative research approach was used to complement qualitative insight and test findings with measurable data. This comprised a methodical survey spanning the crucial realms of brand engagement, riding experience, performance gratification, and ownership conundrums.

Rider agreement, preference ratings, and satisfaction scores on multiple ownership dimensions were scaled using a Likert scale and multiple-choice responses. We were able to assess (based on the data we collected):

- **Brand affinity and emotional connection** (e.g., pride in ownership, sense of community).
- **Riding experience and performance** (e.g., power, handling, fuel efficiency).
- **Challenges and improvement areas** (e.g., maintenance costs, service experience).
- **Future purchase intent** (e.g., willingness to buy newer models vs. preference for older versions).

PART 2: Quantitative Data Collection – Structured Questionnaire

Purpose: Gather measurable data for statistical analysis on customer perception, satisfaction, and experience.

Section 1: Respondent Demographics

1. Age:
 - A. 18-25
 - B. 26-35
 - C. 36-45
 - D. 46+
2. Gender:
 - A. Male
 - B. Female
 - C. Other
3. How long have you owned a Royal Enfield?
 - A. Not own
 - B. Less than 1 year
 - C. 1-3 years
 - D. 4-6 years
 - E. 7+ years

Section 2: Emotional & Brand Connection (Likert Scale: 1 = Strongly Disagree, 5 = Strongly Agree)

4. I feel a strong emotional connection with my Royal Enfield. *(1-5 scale)*
5. Owning a Royal Enfield makes me feel unique and part of a special community. *(1-5 scale)*
6. I take pride in being a Royal Enfield rider. *(1-5 scale)*

Section 3: Performance & Riding Experience

7. Rate the following aspects of your Royal Enfield's performance: (1 = Very Poor, 5 = Excellent)

- A. Power & Torque: _____
- B. Ride Comfort: _____
- C. Fuel Efficiency: _____
- D. Handling: _____
- E. Safety Features: _____

8. Which feature influenced your purchase decision the most? (Select One)

- A. Brand Heritage
- B. Performance & Power
- C. Customization Options
- D. Touring & Adventure Capability
- E. Community & Brotherhood

Section 4: Practical Challenges & Ownership Experience

9. What are the biggest challenges you face with your Royal Enfield? (Multiple Selections Allowed)

- A. Heavyweight Handling
- B. Frequent Maintenance Requirements
- C. High Service Costs
- D. Lack of Fuel Efficiency
- E. Inconsistent After-Sales Service

10. How satisfied are you with the after-sales service from Royal Enfield? (1-5 scale)

11. Would you consider buying another Royal Enfield in the future?

- A. Yes, definitely
- B. Maybe, depends on improvements
- C. No, I would switch to another brand

Questionnaire for Older Royal Enfield Users (Diesel & Kick-Start Models)

Objective: The survey seeks to gain insight into the experience, liking, and perceptions of long-term Royal Enfield users who have owned the older, heavier, diesel, and kick-start models. It checks their affinity for the brand and their apprehensions regarding the newer versions.

Section 1: Rider Background

1. What model of Royal Enfield did you first own?

- A. Bullet 350 (Old Cast Iron)
- B. Bullet 500 (Old Cast Iron)
- C. Royal Enfield Diesel (Taurus)
- D. Any other older model (Please specify) _____

2. How long have you been riding Royal Enfield motorcycles?

- A. Less than 5 years
- B. 5-10 years
- C. 10-20 years
- D. More than 20 years

3. Have you switched to a newer Royal Enfield model?

- A. Yes, and I like it
- B. Yes, but I still prefer my old model
- C. No, I still ride my older model
- D. No, but I am actively looking for an older model to buy

Section 2: Emotional Connection & Brand Loyalty

4. Why did you fall in love with Royal Enfield initially, anyway? (Open-ended)

5. Do you remain as attached to the brand currently? (1-5 Likert Scale: 1 = Not at all, 5 = Completely)

6. Do you feel that the Royal Enfield brand still symbolizes its erstwhile legacy?

- A. Yes, absolutely
- B. Yes, to an extent, though a lot has changed
- C. No, it feels different today

7. Do you proactively look for older models to purchase and restore?

- A. Yes
- B. No
- C. Maybe, if I see a good one

Section 3: Satisfaction with Older vs. Newer Models

8. What is your attitude about these changes on contemporary Royal Enfield's? (Rate on 1-5 scale: 1 = Hate it, 5 = Love it)

- A. Elimination of kick-start: ____
- B. Difference in "dug-dug" exhaust sound: ____
- C. Difference in engine sensation (power delivery, vibrations): ____
- D. Improved technology (ABS, fuel injection, slipper clutch): ____

9. Which feature do you miss the most in new Royal Enfield's?

- A. Kick-start
- B. Thumping exhaust sound
- C. The heavy, raw feel of the older engine
- D. Diesel engine option
- E. Simplicity & ease of repair

10. How do you rate the performance of old vs. new Royal Enfield models? (1 = Old was much better, 5 = New is much better)

- A. Power & Torque: ____
- B. Ride Comfort: ____
- C. Handling: ____
- D. Reliability: ____

11. Would you buy a new Royal Enfield?

- A. Yes, I already have one
- B. Maybe, but only if it keeps the old character
- C. No, I'll continue to ride my old bike
- D. No, I prefer to buy an older second-hand model

Section 4: General Affiliation & Last Thoughts

12. Why is Royal Enfield special to you, even now? (Open-ended)

13. Would you purchase Royal Enfield if they introduced a "Classic Heritage" version with vintage features (Kick-start, heavy weight, dug-dug sound)?

- A. Yes, right away!

- B. Perhaps, if priced fairly
- C. No, I've upgraded from Royal Enfield

14. Is there anything else you'd like to say about Royal Enfield? (Open-ended)

Organizing the Attributes into 2nd Order, 1st Order, and Aggregate Themes

Now, let's group 15 Second-Order Attributes, combine them into 5 First-Order Attributes, and then create 2 strong Aggregate Themes that bring together the views of both young and old Royal Enfield riders.

Step 1: 15 Second-Order Attributes (12 Positive, 3 Negative)

Second-Order Attributes	Description
1. Classic Retro Design	Timeless vintage styling that maintains its strong road presence.
2. Signature "Dug-Dug" Exhaust Sound	The iconic thump sound that gives Royal Enfield its distinct identity.
3. Brand Heritage & Prestige	A legacy brand with over 120 years of history, evoking pride and nostalgia.
4. Powerful Low-End Torque	Engine delivers smooth acceleration and effortless riding in city & highway.
5. Comfortable Ergonomics	Upright riding position, making it ideal for long journeys.
6. Improved Modern Technology	Newer models include ABS, slipper clutch, and fuel injection for better performance.
7. Adventure & Touring Capability	Designed for rough terrains, highway cruising, and long-distance trips.
8. Durable Metal Build	Strong, rugged construction for longevity and endurance.
9. Fuel Efficiency	Good mileage compared to other bikes in the same category.
10. Customization-Friendly	Easy to modify—riders personalize their bikes for uniqueness.
11. Strong Community & Brotherhood	A close-knit global RE riders' community with events and road trips.
12. Resale Value & Brand Loyalty	Older models still hold strong resale demand, reinforcing long-term value.
13. Heavyweight Handling <i>(Negative)</i>	Some riders, especially older ones, feel newer models are lighter and lack the "real" RE feel.

Second-Order Attributes	Description
14. Removal of Kick-Start <i>(Negative)</i>	Older riders miss the traditional kick-start experience.
15. Change in Exhaust Sound & Engine Feel <i>(Negative)</i>	Some say newer models feel smoother but lack the raw power of older versions.

Step 2: First-Order Attributes (Merging 15 into 5 Groups)

First-Order Attribute	Merging of Second-Order Attributes	Emotional Drivers
Heritage & Emotional Appeal	Classic Design, Dug-Dug Sound, Brand Legacy	Nostalgia, Identity, Status, Tradition
Performance & Riding Experience	Powerful Torque, Comfortable Ergonomics, Improved Technology	Confidence, Control, Adventure
Touring & Durability	Adventure Capability, Metal Build, Fuel Efficiency	Freedom, Endurance, Reliability
Customization & Community Bond	Customization, Community Brotherhood, Resale Value	Individuality, Brotherhood, Pride
Handling & Mechanical Changes (Negative)	Heavyweight Handling, Removal of Kick-Start, Change in Exhaust Sound	Struggle, Frustration, Longing for Classic Feel

Step 3: Aggregate Themes (Combining 5 First-Order Attributes into 2 Main Messages)

A. The Timeless Spirit of Royal Enfield: Nostalgia, Brotherhood, and Power"

- Heritage & Emotional Appeal (Legacy, Dug-Dug Sound, Classic Design)
- Performance & Riding Experience (Powerful Torque, Ride Comfort, Modern Refinements)
- Customization & Community Bond (Brotherhood, Personalization, Pride in Ownership)

This theme speaks to why folks LOVE Royal Enfield—it's not just a bike; it's a timeless passion.

B. The Evolution of Royal Enfield: Adventure, Innovation & Tradition"

- Touring & Durability (Long-Distance Capability, Reliability, Ruggedness)
- Handling & Mechanical Changes (Negative) (New vs. Old Experience, Lighter Frame, Kick-Start Removal)

This theme embraces both progress & nostalgia—RE has changed but preserving its soul is important.

Diversification Level of Royal Enfield with the help of Sun-Planet Framework

Sun-Planet Framework is useful in analysing a company's diversification by classifying its core business ¹⁹ (Sun) and associated or unrelated activities (Planets and Satellites).

1. Sun (Core Business):

Mid-size Cruiser and Classic Motorcycles: Royal Enfield's core identity lies in heritage-focused, retro-styled, mid-size motorcycles (350cc-650cc) such as Classic 350, Meteor 350, and Interceptor 650. These motorcycles drive the company's main revenue and market positioning.

2. Planets (Related Diversifications):

Premium Motorcycle Accessories & Apparel: Royal Enfield has diversified into riding wear, apparel, and accessories, further cementing its brand as a lifestyle experience.

Adventure and Off-Road Segment: Himalayan 411 and Himalayan 450 address off-road and adventure touring communities, further growing RE's reach beyond traditional cruisers.

Customization & Personalization: RE provides wide-ranging customization possibilities via Make It Yours (MIY), a function enabling riders to customize their bikes at the time of purchase.

3. Satellites (Peripheral Diversifications):

Electric Vehicles (Future Expansion): Royal Enfield is developing electric motorcycle variants, preparing for the EV shift while maintaining its unique riding experience.

Experiential & Community Engagement: Motoverse (formerly Rider Mania) and special riding clubs enhance customer loyalty.

Competitor's Bikes in the current market scenario :-

Brand	Model	Engine	Price Range (₹)
Bajaj	Avenger 220 Cruise	220cc	₹1.44 lakh
Jawa/Yezdi	Jawa Perak	334cc	₹2.16 lakh
Benelli	Imperiale 400	374cc	₹2.35 lakh
Harley-Davidson	X440	440cc	₹2.40 lakh
Honda	CB350 H'ness	350cc	₹2.10 lakh

Porter's Five Forces Analysis for Royal Enfield

1. Threat of New Entrants (Low to Moderate):

Strong brand history and loyalty make it difficult for new entrants.

High investment is required for distribution, R&D, and brand-building.

2. Bargaining Power of Suppliers (Moderate):

Important components such as engines, chassis, and electronics have few suppliers.

Yet, RE's size offers bargaining power.

3. Bargaining Power of Buyers (Moderate):

Customers have alternatives (e.g., Jawa, Honda CB350), but RE's brand attraction and resale value cause stickiness.

4. Threat of Substitutes (Moderate to High):

Alternatives are sports bikes (e.g., KTM Duke), adventure tourers (e.g., BMW G310GS), or even automobiles.

Emotional connection with heritage motorcycles lowers this threat.

5. Industry Rivalry (High):

Growing competition from Harley X440, Honda H'ness CB350, and Jawa/Yezdi.

RE retains leadership due to strong community support and constant product updates.

Questionnaire for Royal Enfield Owners & Potential Switchers

1. Have you ever owned a Royal Enfield motorcycle?

- A. Yes
- B. No

2. If yes, for how many years have you owned a Royal Enfield?

- A. Less than 1 year
- B. 1-3 years
- C. More than 3 years

3. Would you ever switch to a different cruiser brand (e.g., Harley-Davidson X440, Honda CB350, Jawa Perak)?

- A. Yes
- B. No
- C. Maybe, if another brand has a similar masculine touch to Royal Enfield

Results Interpretation:

- People who have never owned a Royal Enfield → 17% likelihood of switching to another cruiser.
- Existing Royal Enfield owners → Just 3% probability of changing, and only if they believe that the other brand has what it takes to rival the masculine charm Royal Enfield was known for.

Royal Enfield has built a strong hold in the cruiser motorcycle category, especially in India. The company enjoys about 85% market share in the 250-500cc category, and its models such as the Classic 350 have played a crucial role in dominating the market. In the larger motorcycle industry, Royal Enfield has a 4.42% total market share and a 6.83% share in the bike segment. Current figures point towards an increase in the company's market share to 4.84% from 4.29% during the last fiscal year. Its strong market presence highlights the strong role of Royal Enfield in the cruiser motorcycle industry.

Recent Events at Royal Enfield

1. Digitization

Make It Yours (MIY): Enables customers to customize motorcycles before buying them.

Increased Online Presence: RE has increased e-commerce for merchandise and accessories and online-to-offline interactive social media interaction.

2. Sustainability Initiatives

EV Roadmap: Creating an electric motorcycle platform (codename: "Luna") to introduce its first electric bike in 2025.

Eco-friendly Manufacturing: RE is concentrating on clean energy and green manufacturing at its plants.

3. Contending with Controversies

ABS & Quality Complaints: Contained complaints regarding ABS braking problems and vibrations in aged models by introducing better J-series engines.

Emission Norms Compliance: Successfully upgraded its models to conform to BS6 Phase 2 norms without losing performance.

4. Future Plans

International Expansion: Consolidating the base in Europe, Latin America, and South-East Asia.

New Product Introductions:

- a) Royal Enfield Guerrilla 450 (Coming soon) – A new roadster variant.
- b) Electric Royal Enfield (EV) – To be launched in 2025, as per global EV trends.

Brand Recommendations

To maintain its heritage while adjusting to changing consumer demands, Royal Enfield should work on the following strategic domains:

1. Innovation & Sustainability

Electric Mobility: In line with growing demand for green transport, Royal Enfield can invest in electric motorbikes that preserve the brand's signature looks and feel along with the riding experience, addressing sustainability-minded customers.

Lightweight & Fuel-Efficient Models: Launching lighter models with enhanced fuel efficiency can attract city riders and entry-level buyers.

2. New Market Penetration

Asian & African Market Penetration: Expanding economies in Asia and Africa offer a promising market for mid-range motorcycles. Strategic growth through localized production and dealer networks can propel brand acceptance.

Affordable Financing & After-Sales Service: Offering competitive finance options and strong service infrastructure will increase access and brand confidence in these new markets.

3. Further Enhancement of Digital Marketing

Personalized Digital Campaigns: Using customized bike content, owner endorsement, and interactive social media campaigns will improve engagement and strengthen brand loyalty.

Influencer & Community Collaborations: Collaborating with riding influencers, travel vloggers, and cycling communities can promote brand awareness among younger audiences and adventure enthusiasts.

Conclusion

Royal Enfield has been able to go beyond being merely a motorcycle brand—it's a lifestyle, passion, and heritage. With its strong emotional bond with riders, the brand has become a market leader in the mid-size motorcycle segment.

Future expansion, however, will be subject to innovation and flexibility. Its adoption of sustainable mobility, further expansion into high-potential new markets, and enhancing digital connect will help it continue its market leadership. By holding firm to its inherent identity and modifying itself with emerging consumer needs, Royal Enfield can go on to continue influencing riders across the globe.

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