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THe RENAULT KWID: DISRUPTING INDIA’S HATCHBACK MARKET[[1]](#endnote-1)

Jones Mathew, Banasree Dey, and Sandeep Puri wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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The Renault KWID was successfully launched in India in the entry-level car segment for its class of design and price. Renault-Nissan sold over 56,000 units of the new KWID in April to September 2016, the first six months of the financial year (FY) 2016–17, and reached sales of almost 86,000 by the end of October. The launch was proving to be serious competition for rival Maruti Suzuki Alto, the best­-selling passenger car in the country. The Alto had sold 263,422 units in FY 2015–16, but the period of April to August 2016 recorded a drop in sales of about 16 per cent from the previous year, to under 93,000. The Alto’s market share fell to 40.6 per cent in August 2016, from 48.5 per cent in March 2016. By this same time, Renault’s new KWID was enjoying a market share of about 19.8 per cent.[[2]](#endnote-2)

Despite its remarkable success, questions remained for both the car and the overall brand. Renault needed to consider a product portfolio analysis and performance evaluation. The company also needed to develop a competitive strategy for market leaders versus market disruptors. Although Renault’s new product was itself a new entrant into the market, a strategy was also essential to defend against the threat of newer entrants, which could follow in the near future. Customers could soon have the bargaining power of a wide variety of choice. Suppliers could also take advantage of the many choices to demand more profit from manufacturers. The industry could see greater rivalry or experience a competitive crisis. Was Renault confident of its product portfolio, or was the sudden success of the KWID just a rare occurrence? Did the KWID given market leaders have reason to worry?

ENCORE FOR RENAULT

About a year after Renault launched the KWID in September 2015, more than 100,000 consumers in India had either reserved or bought the newest offering from the French automaker.[[3]](#endnote-3) However, the KWID was not the automaker’s first successful launch. Renault had previously achieved success with the entry-level Duster, a muscled-up sports utility vehicle (SUV).

For the KWID, Renault focused on a design strategy that symbolized dynamic performance, robust strength, and a taste for adventure,[[4]](#endnote-4) which was a departure from what consumers were offered from the age-old hatchback styling popularized by the Maruti Suzuki 800 back in 1983. The Maruti Suzuki 800 had the second-longest production run for a car in India—1983 to 2013—with 2.7 million units produced.[[5]](#endnote-5) However, a crossover design trend soon captured the mini-SUV consumer’s imagination with body styling and aggressive pricing. Renault capitalized on this shift with the Duster, a unique and edgy design that stood out in the cluttered Indian car market.[[6]](#endnote-6) Renault was attempting an encore performance with the launch of the KWID.[[7]](#endnote-7)

WORRIED RIVALS

The impact of the KWID was so powerful that Kenichi Ayukawa, Maruti Suzuki’s managing director, felt obliged to acknowledge Renault’s success: “We have to congratulate them but we are not happy, so we have to have some counter measures. We are deciding what kind of product is needed in that segment.”[[8]](#endnote-8) Maruti Suzuki, a joint venture between India and Japan, was the undisputed market leader of the small car segment since first introducing the hatchback model in the 1980s. However, with the launch of Renault’s KWID, Maruti Suzuki and rival Hyundai realized that they were losing India’s small car consumer.[[9]](#endnote-9)

THE INDIAN AUTOMOBILE INDUSTRY—RACING AHEAD

In 2016, Credit Suisse and automotive forecasting firm IHS Automotive predicted that India would be the only bright spot in an otherwise gloomy global automobile outlook.[[10]](#endnote-10) The Society of Indian Automobile Manufacturers[[11]](#endnote-11) announced that sales of passenger vehicles in April 2015 to February 2016 grew by 7.5 per cent over the same period the previous year. Within the passenger vehicles segment, passenger cars recorded the highest growth level at 8.73 per cent, followed by utility vehicles at 4.77 per cent and vans at 2.87 per cent.[[12]](#endnote-12)

During FY 2015–16, the Indian automobile industry put 3.2 million passenger vehicles on the road. With a 7.1 per cent contribution to the gross domestic product (GDP), India accounted for one of the largest automobile industries in the world. In July 2016, the overall passenger vehicle segment commanded a 13 per cent market share of the total automobile industry in the country. Between April 2000 and December 2015, the industry had attracted foreign direct investment totalling US$14.32 billion[[13]](#endnote-13) (averaging nearly $1 billion each year). Major global car manufacturers, as well as accessories suppliers, had set up shop in India. Ford introduced its iconic Mustang, Nissan Motors planned to introduce electric and hybrid engine technologies, General Motors planned to invest $1 billion by 2020, and major airbag suppliers such as Autoliv[[14]](#endnote-14) and Takata Corporation[[15]](#endnote-15) had invested heavily in India’s automotive sector.

The Government of India also decided to make the automobile sector the cornerstone of its ambitious Make in India policy. The government’s Ministry of Shipping and Road Transport and Highways set up an independent department for transport with experts from the auto sector to help resolve issues pertaining to the industry.[[16]](#endnote-16) The Indian government’s automobile mission plan of 2006 to 2016 focused on accelerating and sustaining growth in this sector. Together with the well-established regulatory framework of the Ministry of Shipping and Road Transport and Highways, the plan played a major role in boosting growth in this crucial sector.

India’s automotive industry, with approximately 97 per cent indigenous companies, had become one of the most competitive industries in the world. Market leader Maruti Suzuki predicted that India’s passenger car market would reach 5 million units by 2020, boosted by moderate interest rates and lower fuel prices.[[17]](#endnote-17) The industry was expected to create $300 million in revenues by 2026, creating around 65 million jobs and contributing more than 12 per cent to the country’s GDP.[[18]](#endnote-18) India’s automotive market certainly seemed to have a bright road ahead.

In May 2016, the Indian car market had 15 manufacturers, with the top three capturing 74 per cent of total car sales. Of the remaining dozen companies, seven had only 2 per cent or less market share, and three others had less than 0.5 per cent.[[19]](#endnote-19) Passenger car sales had grown steadily from 2010 to 2016. In 2016, passenger cars comprised 13.62 per cent of all vehicles sold in the country (see Exhibit 1).

THE INDIAN ENTRY-LEVEL CAR MARKET—A RED OCEAN

In the Indian passenger car industry, the hatchback segment generally accounted for more than 50 per cent of the market. The other half consisted of multi-utility vehicles (13 per cent), sport utility vehicles (14 per cent), and sedans (20 per cent) in annual sales, with minor variations on a monthly basis[[20]](#endnote-20) (see Exhibits 2 and 3).

The entry-level segment, which accounted for a large share of the market, was usually a source of excitement in the industry. For three decades, Maruti Suzuki’s 800 and Alto K10, with a price range of ₹240,000–330,000,[[21]](#endnote-21) shared the top spot in this segment with Hyundai’s Santro and i10, with a price range of ₹450,000–536,000. In recent years, Tata’s Nano, with a price range of ₹206,000–303,000,[[22]](#endnote-22) had provided some competition after launching in 2008. Most recently, excitement in the entry-level segment had again been sparked by the launch of the KWID. However, Nissan, another Japanese automaker, also launched an aggressive campaign for its Redi-GO from its Datsun division, expected to launch in June 2016.[[23]](#endnote-23) Higher on the price spectrum, two other Maruti Suzuki stalwarts remained unchallenged: the WagonR, with a price range of ₹350,000–440,000; and the Swift, with a price range of ₹476,000–636,700.

Rakesh Srivastava, Hyundai’s senior vice-president of sales and marketing, assessed the market: “The entry-level car market had been declining due to lack of new product launches. With that situation now changed, the segment is expected to recover.”[[24]](#endnote-24) The entry-level segment was also bound to grow as two-wheeler owners aspired to upgrade. The potential was enormous, as the very low car penetration in India of only 12 vehicles per 1,000 people in 2010 was projected to grow to 72 cars per 1,000 people by 2025.[[25]](#endnote-25) To tap into this lucrative segment, Srivastava claimed that Hyundai was planning to launch at least two new products each year. According to Jnaneswar Sen, Honda Cars India Limited’s senior vice-president of marketing and sales, the sales growth rate of passenger cars needed to reach 15 per cent, and government reforms would play a critical role in generating a sustainable “feel good” factor.[[26]](#endnote-26)

RENAULT INDIA—THE UPSTART

Renault marked its presence in India when the Renault-Nissan alliance announced the signing of a memorandum of understanding with the government of Tamil Nadu on February 22, 2008 to build a new manufacturing plant in Chennai, India.[[27]](#endnote-27) Akira Sakurai, managing director and chief executive officer of Renault Nissan Automotive India Private Limited spoke at the inauguration of the first plant in India on March 17, 2010. “The opening of any new plant is a significant achievement, but the speed and quality of execution at this plant in Chennai has been exceptional,” he stated.[[28]](#endnote-28) With a capacity of 400,000 cars per year, the Chennai plant was designed to employ 1,500 workers and cost ₹45 billion.[[29]](#endnote-29) Since 2008, Renault India had achieved many milestones. With the launch of the Renault KWID, Renault India registered a growth of 160 per cent in domestic sales in December 2015.[[30]](#endnote-30) In March 2016, the automaker launched the new Renault Duster, which promised to drive its market share even higher.[[31]](#endnote-31)

RENAULT INDIA PRODUCT PORTFOLIO—FIVE MISSES, TWO HITS

In 2016, Renault had a seven-product portfolio, including the KWID (see Exhibit 4). The seven models ranged in price from ₹262,000 for the KWID to ₹2,347,000 for the premium SUV Koleos.[[32]](#endnote-32) Although not the most extensive of product portfolios in the industry, two of the products—the Duster and the KWID—were a great success.

In 2011, after a failed association with rival Mahindra to launch the Logan, Renault adopted a top-down approach to manage the Indian market and launched the Fluence to compete against Honda’s Civic and Toyota’s Corolla. That launch was followed by several other product offerings: the upmarket SUV Koleos, the four-wheel drive and affordable SUV Duster (by the end of 2012), the hatchback Pulse, and the sedan Sunny (by 2013). Renault aimed to become one of the top 10 manufacturers in India by 2013.[[33]](#endnote-33)

In August 2016, Renault India recorded its highest ever sales, at 12,972 units, an eight-fold increase over the same period the previous year. In the first eight months of 2016, Renault India sold 86,835 cars, compared to 26,559 units in the same period the previous year.[[34]](#endnote-34)

THE DISRUPTIVE KWID

Unlike Tata’s Nano, the KWID was designed to compete strongly against more expensive vehicles in the same class, rather than against two-wheelers.[[35]](#endnote-35) Renault India continued its expansion with the KWID by offering customers a vehicle that was stylish, robust, and easy to use. With a seven-inch infotainment system, Bluetooth connectivity, genuine interior trim (rather than plastic imitation), best-in-class ground clearance, and aggressive SUV-style body design, the KWID was a superior entry-level product.[[36]](#endnote-36)

Renault India sensed the shift that Indian consumers were making by moving away from mere functionality and utility to demand an aesthetically superior automobile, even at the entry level.[[37]](#endnote-37) By August 2015, the automaker had sold 130,000 units of the Duster.[[38]](#endnote-38) This success was followed by the KWID, which gained 8 per cent market share against Maruti Suzuki and Hyundai.[[39]](#endnote-39) In early 2016, Sumit Sawhney, Renault India’s managing director, stated that “there were a lot of exciting products in the pipeline.”[[40]](#endnote-40) The KWID had been a runaway success for the company, which previously had just one product with significant sales in India. In February 2016, after more than 125,000 sales in just six months,[[41]](#endnote-41) Renault India’s KWID sales surpassed Renault Russia’s numbers to become the fourth-largest global Renault market.[[42]](#endnote-42)

Renault India’s rise was significant because it was the only car maker, apart from Hyundai, to pose a real threat to Maruti Suzuki in the lucrative entry-level segment. Maintaining the momentum would now be crucial for the company. When the Duster was launched, it was with a deep understanding of an “image hungry India,” which saw the car kick off a surge in the country’s compact SUV class.[[43]](#endnote-43) Although the Duster was a great success, Renault was unable to sustain the momentum beyond the second year by taking too long to upgrade the model. After its launch in 2012, the first upgrade, labelled the New Generation Duster, did not occur until 2015.[[44]](#endnote-44) In the case of the KWID, success was largely due to Renault India’s decision to develop a local supply chain with vendors who were able to innovate and supply components and parts at competitive prices. With a 98-per-cent indigenous supply chain and aggressive pricing, the car established a foothold in the entry-level segment.[[45]](#endnote-45)

In its drive to improve distribution and service, Renault India drastically increased the number of dealers and service centres in the country. Between 2011 and 2016, the number of dealer and service centres rose from 14 to 255.[[46]](#endnote-46) To meet the growing demand, the company planned to increase production capacity by 50 per cent at its factory in Oragadam, Chennai, which would help reduce waiting periods that were as high as 10 months in some cities—too long a wait for many customers.[[47]](#endnote-47)

Demand for the KWID was strong across different population densities, including Tier I cities (with populations between 100,000 to 49,999), Tier II cities (with populations between 50,000 and 99,999),[[48]](#endnote-48) and smaller towns. Sawhney saw a positive trend as India’s consumers were supporting the Renault brand. Many first-time car buyers were choosing Renault cars. Renault India was expected to be one of the few companies in the country to achieve a 5 per cent market share in a short span of only six years. According to Renault India’s vice-president of sales and marketing, Rafael Trequer, “In 2016, the company intended to maintain 4-per-cent market share.”[[49]](#endnote-49)

Fuel economy was a crucial factor in India’s hypersensitive entry-level car segment, and the KWID excelled in that respect. With a rating of 25.17 kilometres per litre,[[50]](#endnote-50) the company claimed it had the most fuel efficient rating in the country.[[51]](#endnote-51) The other crucial factor for consumers was availability and affordability of spare parts, which Renault India had already accomplished with a 98-per-cent indigenous supply chain. Therefore, the KWID was considered a serious competitor by India’s two automotive giants Maruti Suzuki and Hyundai.[[52]](#endnote-52)

The KWID was continuing on its path toward the top of the market. It overtook Hyundai’s Eon to reach second place behind Maruti Suzuki’s Alto. Between November 2015 and October 2016, the KWID sold an average of 8,450 cars per month, up from 5,074 the previous year.[[53]](#endnote-53) The KWID became one of the top 10 car brands in India, claiming seventh position overall in passenger vehicle sales in India (see Exhibit 5).

Carlos Ghosn, chairman and chief executive officer of both Renault and Nissan, had reason to be optimistic about the car’s Indian frugal engineering blended with French and Japanese design:

I am expecting the KWID to do much better than any other (in the segment), as it has its genes in India. There is 98 per cent localization in this car. No other car from Renault or Nissan has this kind of localization. The targeted milestone of five per cent market share for Renault in India will be based on the push from the Duster, Lodgy, and KWID.[[54]](#endnote-54)

To emphasize the KWID’s design and increase its brand visibility, a replica of the car was hung from the roof of the Mumbai airport. Virat Khullar, head of marketing for Renault India, commented on the company’s efforts:

Innovation is synonymous with Renault and we use this not only in the development of our products, but also in the way we are engaging with our customers. We opened the bookings for Renault KWID with the Renault Virtual Showroom and the Renault KWID mobile app, which are revolutionary in the industry. With this iconic display, we take customer engagement to new levels, in line with the positioning of Renault KWID, which is “Live for More.”[[55]](#endnote-55)

In terms of distribution, Renault India planned to open 60 more outlets in 2016 to reach 270.[[56]](#endnote-56) Consistent with its marketing strategy, Renault India was maintaining an aggressive stance, forcing the existing players to stand up and take notice.

Despite its success, the KWID did receive some negative customer feedback. Some online posts expressed dissatisfaction with certain key parameters such as lower than claimed mileage, drag when the air conditioning was on, loud engine noise, and lower quality interiors.[[57]](#endnote-57)

COMPETITION’S RESPONSE

To the major automakers in India, it seemed that Renault had just invaded the giant hatchback market space that Maruti Suzuki and Hyundai dominated. With just 10 years of knowledge and operations in the Indian market (during which most product launches were failures), Renault India was now taking on the market leaders. As one auto industry commentator noted, the giants were being provoked by a challenger with a superior design, well-appointed interiors, a sporty instrument panel, better ride height, and a first-in-class media navigation system.[[58]](#endnote-58) There was a marketing disaster waiting to happen for the leaders if they did not respond proactively.

The two market leaders faced a new challenge: how to respond to the claims of the new competitor’s chairman Ghosn, who boasted that, “at present, the products available at the entry-level segment offer either affordability or attractiveness or innovativeness; the KWID will offer all three.” Hyundai had accelerated its plans to launch a new model, code-named Hyundai AH. With the launch of the KWID and Redi-Go from Datsun, more and more car manufacturers were eager to enter the lucrative small car segment. However, Hyundai’s response to the KWID was not likely to hit the market until the second half of 2018, which gave Renault a two-year head start.[[59]](#endnote-59)

The immediate success of the KWID was forcing the market leaders to take some steps: analyze their marketing strategies; unravel their segmentation, targeting, and positioning outlook; examine the strengths and weaknesses of Renault’s product portfolio; and plan a strong response to the success of the Renault KWID. Renault too needed to examine the performance of the KWID to date and chart a course for the next five to 10 years, knowing that the market leaders were preparing their own strategies, with the intent of regaining their status in India’s entry-level hatchback market.

EXHIBIT 1: 2010–2016 AUTOMOBILE SALES IN INDIA

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Vehicle Category** | **2010–11** | **2011–12** | **2012–13** | **2013–14** | **2014–15** | **2015–16** |
| Passenger vehicles | 2,501,542 | 2,629,839 | 2,665,015 | 2,503,509 | 2,601,236 | 2,789,678 |
| Commercial vehicles | 684,905 | 809,499 | 793,211 | 632,851 | 614,948 | 685,704 |
| Three-wheelers | 526,024 | 513,281 | 538,290 | 480,085 | 532,626 | 538,092 |
| Two-wheelers | 11,768,910 | 13,409,150 | 13,797,185 | 14,806,778 | 15,975,561 | 16,455,911 |
| **Total** | **15,481,381** | **17,361,769** | **17,793,701** | **18,423,223** | **19,724,371** | **20,469,385** |

Source: Prepared by the authors using data from “Domestic Sales Trends,” Society of Indian Automobile Manufacturers, accessed June 3, 2016, www.siamindia.com/statistics.aspx?mpgid=8&pgidtrail=14.

EXHIBIT 2: CLASSIFICATION OF CARS

|  |  |  |
| --- | --- | --- |
| **Segment** | **Length** | **Example Models** |
| A1 Segment | Mini: up to 3,400 mm | Maruti 800, Tata Nano |
| A2 Segment | Compact: 3,401 to 4,000 mm | Alto, WagonR, Zen, I10, A-Star, Swift, I20, Palio, Indica |
| A3 Segment | Midsize: 4,001 to 4,500 mm | City, Sx4, Dzire, Verito, Excent, Fiesta, Verna |
| A4 Segment | Executive: 4,501 to 4,700mm | Corolla, Civic, C Class, Optra, Octavia |
| A5 Segment | Premium: 4,701 to 5,000 mm | Camry, E Class, Accord, Sonata, Laura, Superb |
| A6 Segment | Luxury: above 5,000 mm | Mercedes S Class, 5 Series |
| B1 Segment | Van | Omni, Versa, Magic |
| B2 Segment | MUV and MPV | Innova, Tavera, Sumo |
| SUV Segment | — | CRV, Vitara |

Note: Classification is based on the length of the vehicle; mm = millimetre; MUV = multi-utility vehicle; MPV = multi passenger vehicle.

Source: “Car Segmentation by Society of Indian Automobile Manufacturers,” India Marks, accessed on September 5, 2016, www.indiamarks.com/car-segmentation-society-indian-automobile-manufacturers.

EXHIBIT 3: CLASSIFICATION OF CAR SHAPE TYPES

|  |  |  |
| --- | --- | --- |
| **Vehicle Type** | **Description** | **Examples** |
| Van or MPV (One-Box) | Engine area, passenger area, and luggage area all in one box | * Maruti Suzuki Omni * Tata Ace Magic * Maruti Suzuki Versa |
| Hatchback (Two-Box) | Engine area in a separate cabin but passenger area and luggage area together | * Maruti Suzuki Alto * Hyundai Santro * Hyundai i10 * Maruti Swift |
| Sedan or Saloon or Notchback (Three-Box) | Engine area, passenger area, and luggage area in separate cabins | * Maruti Suzuki SX4 * Honda City * Ford Fiesta * Maruti Suzuki Swift Dzire * Maruti Suzuki Ambassador * Maruti Suzuki Indigo CS |
| Sports Utility Vehicle (SUV) | Large tires, higher seating, higher ground clearance; separate engine area, but enclosed passenger and luggage area; usually equipped with a four-wheel drive system | * Honda CRV * Tata Safari * Maruti Suzuki Grand Vitara * Mitsubishi Pajero |
| Estate or Station Wagon | A sedan with an extended roof to the rear to create more storage space | * Indigo Marina * Octavia Combi |

Source: “Car Segmentation by Society of Indian Automobile Manufacturers,” India Marks, accessed September 5, 2016, www.indiamarks.com/car-segmentation-society-indian-automobile-manufacturers.

EXHIBIT 4: RENAULT INDIA GROWTH SHARE MATRIX

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Product** | **RMS** | **MGR** | **Units Sold** | **Average Price (in** ₹**)** | **Sales Value (in** ₹ **Million)** |
| KWID | High | High | 5,985 | 256,000 | 1,532.16 |
| Pulse | High | High | 166 | 600,000 | 99.60 |
| Scala | Low | Med | 102 | 715,000 | 72.93 |
| Duster | High | High | 1,349 | 950,000 | 1,281.55 |
| Fluence | Low | Low | 1 | 1,475,000 | 1.48 |
| Koleos | Low | Low | 5 | 2,420,000 | 12.10 |
| Lodgy | Low | High | 423 | 820,000 | 346.86 |

Note: RMS = relative market share; MGR = market growth rate.

Source: “Renault KWID Sales Figures,” Auto Portal, accessed October 2016, www.autoportal.com; “Our Range,” Renault India, accessed October 2016, www.renault.co.in/vehicles/personal-cars.html.

EXHIBIT 5: SALES OF THE KWID AND ITS COMPETITORS, MAY 2015 to JUNE 2016

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **May**  **2015** | **June**  **2015** | **July**  **2015** | **August**  **2015** | **September**  **2015** | **October**  **2015** | **November**  **2015** | **December**  **2015** | **January**  **2016** | **February**  **2016** | **March**  **2016** | **April**  **2016** |
| Renault KWID | 0 | 0 | 0 | 0 | 381 | 5,195 | 5,469 | 6,888 | 5,985 | 7,544 | 9,743 | 9,795 |
| Maruti Suzuki Alto | 11,297 | 10,557 | 11,106 | 11,507 | 10,329 | 11,430 | 10,997 | 11,294 | 10,731 | 10,643 | 11,050 | 8,291 |
| Hyundai Eon | 6,449 | 5,313 | 4,407 | 4,540 | 4,607 | 6,479 | 7,154 | 6,563 | 5,431 | 5,539 | 5,460 | 5,417 |
| Tata Nano GenX | 1,365 | 1,700 | 2,120 | 2,235 | 2,415 | 2,300 | 2,263 | 1,368 | 1,608 | 1,414 | 732 | 1,100 |
| Datsun GO | 659 | 663 | 687 | 696 | 685 | 691 | 494 | 846 | 673 | 1,414 | 659 | 906 |
| **Total** | **19,770** | **18,233** | **18,320** | **18,978** | **18,417** | **26,095** | **26,377** | **26,959** | **24,428** | **26,554** | **27,644** | **25,509** |

Sources: “Renault KWID Sales Figures,” Autoportal, accessed October 2016, https://autoportal.com/newcars/renault/kwid/sales-statistics; “Maruti Suzuki Alto 800 Sales Figures,” Autoportal, accessed October 2016, https://autoportal.com/newcars/marutisuzuki/alto-800/sales-statistics; “Hyundai Eon Sales Figures,” Autoportal, accessed October 2016, https://autoportal.com/newcars/hyundai/eon/sales-statistics; “Tata Nano GenX Sales Figures,” Autoportal, accessed October 2016, https://autoportal.com

/newcars/tata/nano/sales-statistics; “Datsun GO Sales Figures,” Autoportal, accessed October 2016, https://autoportal.com/newcars/datsun/go/sales-statistics.

Endnotes

1. This case has been written on the basis of published sources only. Consequently, the interpretation and perspectives presented in this case are not necessarily those of Renault or any of its employees. [↑](#endnote-ref-1)
2. Sharmistha Mukherjee, “Renault Recalls 50,000 Units of KWID over Faulty Fuel System, Hose Clip,” *Economic Times,* October 13, 2016, accessed October 26, 2016, http://economictimes.indiatimes.com/industry/auto/news/passenger-vehicle/cars/renault-recalls-50000-units-of-kwid-over-faulty-fuel-system-hose-clip/articleshow/54810576.cms. [↑](#endnote-ref-2)
3. Ketan Thakkar, “Renault KWID Changes Rules of the Game; and Maruti Suzuki, Hyundai Considering Modifying Entry-Level Strategy,” *Economic Times,* April 16, 2016, accessed July 22, 2016, http://economictimes.indiatimes.com/industry/auto/news

   /renault-kwid-changes-rules-of-the-game-maruti-suzuki-hyundai-considering-modifying-entry-level-strategy/articleshow/51849174.cms. [↑](#endnote-ref-3)
4. “Live for More with the Renault KWID,” Renault, accessed November 8, 2016, www.renault.co.in/vehicles/personal-cars/kwid/features.html. [↑](#endnote-ref-4)
5. “Maruti Suzuki Stops Production of Iconic 800,” Live Mint, February 7, 2014, accessed October 8, 2016, www.livemint.com/Companies/bUcUvv3llyvnwSi4ZUX5BK/Maruti-Suzuki-stops-production-of-Maruti-800.html. [↑](#endnote-ref-5)
6. S. Murlidhar, “Storming the Bastion,” Business Line, September 16, 2015, accessed July 5, 2016, www.thehindubusinessline.com/specials/auto-focus/renault-kwid-review-storming-of-the-bastion/article7659812.ece. [↑](#endnote-ref-6)
7. Nityanandh Karuppawamy, “Upcoming Maruti Alto (CNY1K) to Get a Crossover Design,” Rush Lane, October 10, 2016, accessed November 2016, www.rushlane.com/next-gen-maruti-alto-crossover-ish-tall-boy-like-kwid-12194196.html. [↑](#endnote-ref-7)
8. Ibid. [↑](#endnote-ref-8)
9. Vishal Mathur, “Will Renault KWID Worry Maruti Suzuki, Hyundai?” Live Mint, June 13, 2015, accessed October 5, 2016, www.livemint.com/Companies/30JWzpZ9xZA6P61KYzknaO/Will-Renault-Kwid-worry-Maruti-and-Hyundai.html. [↑](#endnote-ref-9)
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