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motorcafe: scaling up

Professor Somnath Chakrabarti, Sanjay Chaudhary, and Prem Prakash Dayal 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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On February 22, 2017, Manpreet Singh, chief executive officer of the mid-size, multi-brand Bosch car service workshop Motorcafe,[[1]](#endnote-1) was pondering ways to scale up his car service venture in Mohali, in the suburbs of Chandigarh, India. Singh needed to invest either in the online car workshop model, using the knowledge he had gathered during the seven years of operations at his workshop, or in physical infrastructure and capital equipment, with additional capital investments following Bosch car services workshop guidelines. As Singh looked for ways to scale up his venture in the uncertain environment of the Indian car service industry, his mind was clouded with thoughts. He wondered if multi-brand car service was a sustainable business model in the Indian car services market, currently dominated by single-brand original equipment manufacturer (OEM) workshops[[2]](#endnote-2) and small kiosk workshops.[[3]](#endnote-3) Would he be able to serve his existing clients at economical prices, considering the impending additional investments in his venture?

Motorcafe

Motorcafe was a Bosch car service provider. Bosch offered expert maintenance, repair, and retrofitting, and was a global supplier of original automotive equipment, with more than 500 workshops in India.[[4]](#endnote-4) Motorcafe’s annual turnover as of March 31, 2016 (end of FY 2015–16) was around US$74,724.[[5]](#endnote-5) The initial success of the venture was an endorsement of Singh’s belief that it was viable to provide quality multi-brand car service; until early 2017, car services in India had been dominated by single-brand OEM workshops[[6]](#endnote-6) and small kiosk workshops.

As part of their agreement with Bosch, independent car service workshops were designed according to Bosch’s workshop layout, and the workshops had to deploy Bosch signage according to their guidelines. These workshops also had to pay annual fees to Bosch for usage of its signage and layout. Furthermore, all Bosch car service providers, including Motorcafe, were provided with Bosch car parts, which they had to use for carrying out repairs. Since car service software and hardware were provided by Bosch, all Bosch car service providers had to pay an annual subscription fee for software. As specified in its guidelines, Bosch allowed these service providers to charge for labour (e.g., car repairs) and for parts (e.g., lubricants and filters).

A hands-on entrepreneur and electrical engineering graduate, Singh was involved in the day-to-day operations of the multi-brand Bosch car service workshop he had set up in 2010. To exploit innovative vehicular technology in the form of a Bosch car diagnostics scanner,[[7]](#endnote-7) and to provide value to customers owning the new generation of cars being sold in the Indian market, Singh had trained himself as a service engineer. He had been doing so since the start of his venture to gain knowledge of multi-brand car servicing. His technological expertise helped him to differentiate his unit from other Bosch car service providers, a few of which had shut down because of non-viability and an inability to leverage innovative car service technologies.

Over the seven years since its inception, Singh’s venture had provided mixed results. Singh was satisfied with the financial performance of his workshop initially, as it had survived the initial turbulent phase, but following this, he had to look for ways to move his business to a higher performance level. Moreover, Singh was not able to fully leverage the first mover advantage as a provider of Bosch car services in the growing market of multi-brand car services in India’s Tier II and Tier III cities (those with a population of over a million). Internal analysis pointed out that, even after seven years of operation, Singh’s venture was still not able to earn a majority share in car services in his neighbourhood. A significant share in the category was still held by small kiosk workshops, which enjoyed cost advantages despite suffering from technological disadvantages.

Additionally, Singh had not been able to leverage initial cost advantages—despite very low capital investment—in setting up the workshop. The cost advantage due to initial low capital investments was currently under serious threat due to the proposed implementation of revised guidelines in the workshop’s service provider agreement with Bosch. Singh was also up against the heavy capital investments being made by Bosch’s competitors, such as Mahindra First Choice Services Ltd. Singh faced the dilemma of whether to make an additional capital investment in the current business model or wait for the implementation of Bosch’s revised guidelines.

Bosch car service providers, including Motorcafe, also faced renewed competition from OEM workshops. With car service being more profitable than car sales, OEMs had started to refocus on increasing car service revenues to sustain profitability in their businesses. OEM car workshops were also making renewed attempts to provide value for money in car services by offering additional service options to Indian car owners at economical rates—posing another threat to Singh’s venture. Lastly, the emerging profitability of online car services was another proposition Singh had to contend with. Thus, the fast changing car service scenario of Indian market led Singh to reflect on how to adapt.

THE INDIAN automobile INDUSTRY

The Indian automotive industry, one of the largest in the world, accounted for 7.1 per cent of the country’s gross domestic product in FY 2016–17.[[8]](#endnote-8) The automotive sector, which had revenues of $74 billion in 2015, was expected to achieve a compound annual growth rate of 15 per cent and revenue of $300 billion by 2026.[[9]](#endnote-9)

The Car Service Industry

With the country’s automobile market expected to reach 5 million units in annual sales by 2020, India’s multi-brand car servicing networks were expected to leverage the needs of car owners for viable car service solutions.[[10]](#endnote-10) The car servicing market in India was therefore expected to achieve a healthy growth level, reaching around $4.94 billion in 2020—up from $2.99 billion in 2016.[[11]](#endnote-11) An increase in the number of cars in India was likely to continue, owing to inadequate government investment in public transportation in both urban and rural areas.

In early 2016, nearly 46 per cent of cars were serviced by OEM workshops, 53 per cent were serviced by the unorganized sector in the form of kiosk workshops, and only 1 per cent were serviced by multi-brand car service centres; however, multi-brand car servicing networks were expected to take at least 8 per cent of the business by 2020.[[12]](#endnote-12) While OEM workshops catered to jobs for service falling primarily within a car’s warranty period, post-warranty car services were mainly provided by small kiosk workshops and emerging multi-brand car workshops.

Each of the 23.6 million off-warranty cars of the 30 million cars on Indian roads needed an average of 2.5 services and 0.25 repairs a year, adding up to 65 million services required every year as of early 2016. With an average cost of ₹3,500 for a service and ₹5,000 for repairs, the value of the car service industry at that time was around ₹200 billion.[[13]](#endnote-13)

In addition, due to wide diversity in the India market, with a higher concentration of cars in metropolitan cities[[14]](#endnote-14) and a lower density of cars in Tier III and IV cities, it was not viable for OEMs to appoint dealers because of a lack of economies of scale. This was illustrated by car manufacturer Datsun India, who attempted to enter tie-ups with multi-brand car service providers for warranty and post-warranty car service jobs.[[15]](#endnote-15)

Post-warranty car services were primarily offered by independent kiosk workshops, which provided non-standardized services. Multi-brand car service workshops were expected to fill the void this created in the Indian market by providing a consistent level of quality. Opportunities existed for multi-brand car services as viable alternatives to OEM workshops and kiosk workshops in small towns, because multi-brand car services provided customers with standardized and credible car service solutions. This huge opportunity encouraged existing players to scale up their services and created opportunities for Indian entrepreneurs.

A snapshot of car service options available to Indian urban and rural customers revealed differences in workshop concepts.

Single-Brand OEM Workshops

Single-brand OEM workshops were appointed by a car manufacturer to offer warranty and post-warranty services for the cars it sold. These workshops were run by entrepreneurs equipped with sufficient financial resources and experience in car sales and services (see Exhibits 1 and 2).

These workshops were of a standard format, following the car manufacturer’s terms, and offered services in line with those terms and conditions. They were also equipped with standardized equipment as required by the manufacturer’s guidelines. The targeted customers were the owners of the particular brands of car manufactured by the OEM.

All of the marketing operations at the single-brand OEM workshops followed the standardized format provided by the OEM, which it standardized for implementation of car services guidelines across India. OEMs also performed regular audits of these workshops to review customer relationship management practices. The workshops offered customers post-warranty services, accidental repairs under insurance, and used car certification.[[16]](#endnote-16) Charges for these services were according to the OEM’s guidelines and were usually higher than the market rates.

Because customers had no other option within their car’s warranty period, they had to settle for the services offered by an OEM workshop. Another disadvantage of the single-brand OEM workshops was a lack of flexibility in pricing due to the standards of the parent OEM and the high costs incurred in setting up an OEM workshop. Lastly, some OEM workshops repaired car parts unnecessarily to inflate the labour costs charged to the customer.[[17]](#endnote-17) As a result, many customers tended to shift toward cheaper options in the post-warranty period.

Small Kiosk Workshops

Small kiosk workshops were individually owned by technicians with both formal and non-formal technical training in car repairs. The workshops were formally registered or unregistered, and the owners usually did not pay sales tax. The kiosks were small (less than 47 square meters) and were located on highways and local streets. Because the owners of kiosk workshops typically lacked sufficient resources, they bought spare parts on credit or in cash from local retailers. Small car workshops offered customers quick car service,[[18]](#endnote-18) tire services,[[19]](#endnote-19) car washes, and services for roadside break downs[[20]](#endnote-20) in local areas. The workshops offered services for all car brands. They were able to attract customers because of the advantages they enjoyed by evading taxes, and because they used less expensive spare parts to fix the cars of customers who lacked technical knowledge.

Small kiosk workshops suffered heavily due to low profitability in spare parts, poor marketing skills, and a large stock of dead inventory. The authenticity of the auto parts used by these workshops for car repairs was doubtful because the parts were purchased by cash and because imported and poor-quality cheaper spare parts were easily available. Kiosk workshops did not offer any warranty repairs, but offered to replace parts in the event of damages, to maintain positive relationships with car owners. However, the use of cheaper parts and non-standardized tools were always threats to a car’s performance. Lastly, customers sometimes faced high lead times due to these workshops’ poor supply of critical car parts. Hence, there existed a need for standardized car services that could be offered under one roof at value for prices (see Exhibits 3 and 4).

**Multi-Brand Car Workshops**

The huge entrepreneurial opportunity in the car service industry drew existing players to scale up their multi-brand car services. Multi-brand car service workshops provided post-warranty services for all car manufacturers and were continuously trying to fill the market space left vacant by both OEM and small kiosk workshops. The major players in the multi-brand car service market were TVS Automobile Solutions Pvt. Ltd. (MyTVS),[[21]](#endnote-21) Mahindra First Choice Services Ltd.,[[22]](#endnote-22) and Carnation Auto, founded in 2009.[[23]](#endnote-23) MyTVS had launched a re-branding exercise in August 2016. Bosch, a pioneer in the multi-brand car service market, was launched through service providers such as Motor Industries Company in 2002.[[24]](#endnote-24)

Mahindra First Choice Services Ltd. was part of the Mahindra Group’s after-market sector, established in 2008 to create a business ecosystem in the organized sector that replicated the ecosystem for new vehicles. It operated in the used car service and car inspection market. It achieved a turnover of ₹1 billion in FY 2016–17, and involved 1,220 franchisees spread over 650 towns in high regional penetration pan-India.[[25]](#endnote-25)

Carnation Auto was conceptualized by the ex-chief executive officer of Maruti Suzuki—the automobile manufacturer with the largest overall market share in India and by 2017, a subsidiary of Japanese multinational Suzuki. Carnation Auto adopted the franchise model but asked for large investments from initial entrepreneurs. However, with volumes not meeting breakeven, Carnation Auto changed its strategy to combat the losses it had accumulated over the years. Carnation Auto subsequently planned to become a car inspection company with a focus on selling used cars.

Multi-brand car workshops were owned by experienced technicians who had upgraded themselves from small kiosk workshops, or by entrepreneurs who hired good technicians. The workshops provided customers with comprehensive car services including air conditioning repairs, tire services, auto electrical services,[[26]](#endnote-26) quick service, roadside assistance in both local and upcountry areas, car insurance, used car certification, used car sales and purchases,[[27]](#endnote-27) and car washes. Not all multi-brand workshops offered all of those services, and might, instead, serve customers’ particular needs. For example, some multi-brand car workshops might offer only quick car services and not car insurance, used car certification, air conditioning, or tire service.

These multi-brand car workshops were supported by a good supply of spare parts; technical expertise; access to the new market, leveraging the parent brand; and training by the parent companies. These workshops were attempting to enter the vacant car services space by offering services for all brands of cars available in the Indian market. They also benefited from the small kiosk workshops’ failure to offer transparent operations. However, multi-brand car workshops faced threats due to the emergence of car service aggregators who planned to offer online services to Indian customers.

Online Car Workshops[[28]](#endnote-28)

Online car workshops, an emerging concept in the Indian car service market, operated through two business models: doorstep multi-brand car service, and multi-brand car service aggregators. The doorstep car service provider turned customer parking bays into car servicing points, where technicians visited to provide general service for cars. Car workshop aggregators had tie-ups with multi-brand car workshops and deployed extensive online and offline media campaigns to attract post-warranty car business.

Online car workshops that became multi-brand aggregators connected car owners with multi-brand car garages. They provided free pick-up and drop-off services for car owners. They neither employed paid technicians nor owned car workshops. Their value proposition was a transparent billing process and extended warranty services for out-of-warranty cars, not provided by the small kiosk workshops. Because online workshops had no physical infrastructure, they offered less expensive car repairs to enhance their customer base. However, they faced a disadvantage in their inability to offer comprehensive car service options at owners’ doorsteps in the form of standardized limited repair options.

MOTORCAFE

Singh had started his business career at a small kiosk workshop, and upgraded to become a Bosch car service provider in Mohali’s information technology (IT) hub. The exact model to be deployed for multi-brand car service was not apparent to Singh at the start of the venture, though he knew that in the multi-brand car services sector, Bosch supplied car parts, car diagnostics, and training solutions globally through its service provider network.[[29]](#endnote-29)

The seed capital of the project came from Singh’s personal savings and from family investments. Singh’s venture was distinctive in that investments were made especially in Bosch workshop equipment and in car diagnostics software. Bosch’s car product range was a unique proposition in the automobile service market in India, not offered by any of the existing competitors. This provided Singh with initial recognition in the market. However, the Bosch car service concept was still new to the car service market, despite Bosch being a recognized player in the diesel component service.

**Niche Service Product Offer**

The multi-brand car workshop model was a high investment project owing to the complexity of car service requirements. Singh understood it was not possible for him financially to offer a comprehensive portfolio of car services; hence, he decided to enter a niche segment of the multi-brand car services market by offering car diagnostics, car air conditioning repairs, and regular car services. As a start-up, Singh’s car service venture was equipped with an auto scanning technology, a radical innovation provided by Bosch KTS 570.[[30]](#endnote-30) It helped scan for defects in any car running on Indian roads.[[31]](#endnote-31) Because this technology was new to the market, Singh adopted it as a value proposition for Indian households owning multiple car brands.

Initial Days of the Venture (2010–2013)

Because Singh had decided to enter a niche segment of the car services market, the initial customer footfall was low due to his lack of comprehensive car services. However, the no-frills workshop concept helped him to compete with OEM workshops, despite his lack of resources.

Indian car service workshops usually operated in clusters to have ready access to customers, so Singh faced challenges with acquiring new customer because of his location in the IT hub. Support from Bosch to marketing this new concept was feeble, which further affected the workshop’s initial customer footfall. Singh also faced serious challenges during the initial phase of the business due to customers’ lack of brand recognition of Bosch as a major global player in car services. Customers were inclined to visit either OEM car workshops or neighbourhood kiosk workshops because they had had relationships with these workshops ever since purchasing their cars. Further, Indian customers were price conscious and preferred kiosk workshops owned by local technicians.

Singh’s problem was compounded by a lack of local support as promised by Bosch. Because Bosch was also in the learning phase in India, it failed to provide initial support, with the exception of workshop branding support to promote the Bosch brand, and car diagnostics technology. A critical challenge Bosch faced in terms of its workshops in India was a lack of available trained technicians to service cars. Trained technicians preferred to either work with OEM workshops or set up their own ventures after their initial training and experience with OEMs. Singh had trained for two years in the Bosch System Technician program—through which Bosch certified its system technicians—and stood first in the examination. This training equipped him with knowledge of car fault diagnosis and repair. It also enabled him to control the quality of the car services he offered and to build trusting relationships with customers.

Growth Phase (2013–2016)

Singh recognized that the support offered by Bosch was not in line with the market expectations and requirements for developing the brand equity of multi-brand car service workshops. With most of the premium car manufacturers having entered the Indian market by around the end of the last decade (2010), there was an untapped market opportunity to service the premium car segment. Small kiosk owners were unable to service this untapped market because of a lack of the required knowledge in car diagnostics. To boost services for premium cars, employees at Singh’s workshop were encouraged to establish long-term relationships with customers, based on trust, for creating differentiation. In addition, customers were encouraged to give feedback on social media, and any negative comments posted by customers were viewed as a scope for improvement. In contrast, the practices of customer relationships and customer experience management were lacking at OEM workshops.

Closely related to customer experience management practices, transparent operations were developed at Singh’s workshop. Singh allocated additional funds to investing in IT to ensure transparent invoicing for customers. To avoid causing inconveniences to customers due to an unavailability of parts, IT systems were deployed to manage the optimum inventory level and to reduce high inventory holding costs. Singh also used reverse engineering with car parts on his own to enhance his knowledge of part identification and fitment, which helped him to overcome the supply constraint of multi-brand spare parts.

Singh’s Business Dilemma

Nearly seven years after the launch of his venture, Singh and his team were now convinced of the viability of the multi-brand car service model, where the competition, such as Carnation Auto and Mahindra First Choice Services Ltd., was yet to establish a foothold in the market. The next step was to find the best way to scale up the operations of the multi-brand car workshop. The initial distinguishing value proposition in the form of car diagnostic software was now offset because of an availability of cheaper international products at competitors’ multi-brand workshops.

Singh’s first option was to upgrade his workshop to provide comprehensive services including servicing of common rail diesel cars in India and to carry out accident repairs. These activities required high capital expenditure. The common rail diesel service was a Bosch competency, and saw high demand among preferred taxi providers such as Uber and Ola, which had generated new market opportunities in diesel car services in India. Accident repair capability was another scale-up investment option, but it would result in additional investment requirements, eroding the initial profitability of Singh’s workshop. As an additional business option for multi brand car service, the workshop could pursue further vehicle certification, and moving into other emerging areas.

The second option was to enter the online car workshop space and provide home and office service for car owners.[[32]](#endnote-32) This would help to offload minor car repairs to customers’ locations, and would provide opportunities to offer lucrative breakdown services in local areas. The learning obtained in providing car services to individual customers at their doorsteps could enable the development of future capabilities to facilitate vehicle services at the locations of taxi aggregators.

Thirdly, Singh could leverage his knowledge of multi-brand parts to initiate a business selling spare parts online. This would enable new learning of spare parts data base capability, which was critical for building multi-brand car service capabilities.

Lastly, Singh considered seeking additional funding through venture capitalists. However, this could threaten to dilute Singh’s initial vision of providing transparent and low-cost multi-brand car services. In many ways, Singh ran one of the very few successful Bosch service provider workshops—it had sustained business despite initial hiccups—and the venture was profitable. By successfully implementing service innovation, Singh had established a viable multi-brand car workshop model, worthy of emulation by young entrepreneurs. However, scaling up this model would involve compromises, and the selection of the right alternative would require critical thinking on Singh’s part.

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Exhibit 1: Equipment Investment for Multi-brand and OEM Car Workshops offering Comprehensive service

|  |  |
| --- | --- |
| **Standard Equipment Detail** | **Minimum Quantity Required** |
| **Mandatory** | |
| Two pole lift | 10 |
| **Tire service** | |
| Wheel aligner | 1 |
| Wheel balancer | 1 |
| Tire changer | 1 |
| Nitrogen inflator | 1 |
| **Air conditioning service** | 1 |
| **Accident service** | |
| Paint booth | 1 |
| **Car diagnostic service** | |
| Car scanner | 1 |

Note: OEM = original equipment manufacturer

Source: Created by the case authors.

Exhibit 2: Investment Model for Multi-brand Car Workshop competitors

|  |  |
| --- | --- |
| **Investments** | |
| Land requirement | 25,000 square feet |
| Investments in building and land | ₹175 million |
| Equipment costs | ₹100 million |
| Information technology infrastructure costs | ₹1 million |
| Spare parts holding costs | ₹10 million |
| Marketing expenses | ₹2 million  per year |
| **Revenues** | |
| Vehicle service |  |
| Vehicle service potential per day (number) | 30 |
| Vehicle service potential per month  (25 working days) | 750 |
| Accident repair |  |
| Accident service potential per month (Number) | 100 vehicles |
| Monthly spare consumption at ₹8,000 per vehicle | 8 |
| Labour expenses per month | ₹1.5 million |

Note: ₹ = INR = Indian rupee; ₹1 = US$0.015 on February 22, 2017; vehicle service monthly spare consumption at ₹3,500 per vehicle; vehicle service gross margin at 18%; vehicle service labour charges at ₹1,200 per vehicle; accident repair gross margin at 8%; accident repair labour charge at ₹4,000.

Source: Created by the case authors.

Exhibit 3: Equipment Investment for Kiosk workshopS

|  |  |
| --- | --- |
| **Standard Equipment Details** | **Minimum Quantity (Number) Required** |
| **Mandatory** | |
| Two pole lift | nil |
| **Tire service** | |
| Wheel aligner | 1/nil |
| Wheel balancer | 1/nil |
| Tire changer | 1/nil |
| Nitrogen inflator | nil |
| **Air conditioning service** | nil |
| **Accident service** | |
| Paint booth | nil |
| **Car diagnostic service** | |
| Car scanner | nil |

Source: Created by the case authors.

Exhibit 4: Investment Model for small Kiosk Workshops

|  |  |
| --- | --- |
| **Business Investment Model** | |
| Land requirement | 100–1,000 square feet/nil |
| Investments in building | ₹1 million/nil |
| Equipment costs | ₹0.2 million |
| Information technology infrastructure costs | nil |
| Spare parts holding costs | nil |

Note: ₹ = INR = Indian rupee; ₹1 = US$0.015 on February 22, 2017.

Source: Created by the case authors.

EndNotes

1. Multi-brand car service workshops operated independently or were part of a service provider relationship, and offered multi-brand (Toyota, Maruti Suzuki, Tata, etc.) services under one roof. The workshop area was typically between 5,000 and 10,000 square feet. [↑](#endnote-ref-1)
2. OEM workshops referred to the workshops of car dealers (e.g., Maruti Suzuki, Mahindra & Mahindra, Toyota) offering service for a single brand of car. [↑](#endnote-ref-2)
3. Small kiosk workshops were roadside workshops in areas ranging from 100 to 1,500 square feet, operated formally or informally by trained technicians. Some technicians operated kiosks with no roofs and with tin boxes containing the necessary tools for carrying out car repairs. [↑](#endnote-ref-3)
4. “Start a Multi Brand Car Workshop Franchise,” India Franchise (blog), February 01, 2017, accessed October 31, 2017, www.indiafranchiseblog.com/2017/02/start-bosch-multi-brand-car-workshop.html. [↑](#endnote-ref-4)
5. All dollar amounts are in U.S. dollars unless otherwise specified; US$1 = ₹66.9125 on February 22, 2017; ₹ = INR = Indian rupee. [↑](#endnote-ref-5)
6. Single-brand OEMs were authorized to service cars manufactured by a single OEM. [↑](#endnote-ref-6)
7. A car scanner was connected to the engine control unit of a car to diagnose any defects. The scanner was equipped with software to diagnose defects in different brands of cars, and provided information about the defects to a technician. [↑](#endnote-ref-7)
8. “Automobile Industry in India,” India Brand Equity Foundation, June 2017, accessed February 11, 2017, www.ibef.org/industry/india-automobiles.aspx. [↑](#endnote-ref-8)
9. BMR Advisors, “Indian Automotive Industry: The Road Ahead,” *Forbes India* (blog), October 20, 2015, accessed February 11, 2017, www.forbesindia.com/blog/business-strategy/indian-automotive-industry-the-road-ahead/. [↑](#endnote-ref-9)
10. Amrit Raj, “India to be a Five Million Car Market by 2020: Maruti Suzuki’s RC Bhargava,” Live Mint, July 26, 2016, accessed April 14, 2017, www.livemint.com/Industry/AAc3ZjIMCk4CrVsnuTUBdI/India-to-be-a-five-million-car-market-by-2020-Maruti-Suzuki.html. [↑](#endnote-ref-10)
11. Avishek Banerjee, “Auto Servicing Market in India to be Worth Rs34,000 Cr by 2020: CarXpert,” *Business World*, May 10, 2017, accessed June 28, 2017, http://businessworld.in/article/Auto-Servicing-Market-In-India-To-Be-Worth-Rs-34-000-Cr-By-2020-CarXpert/10-05-2017-117902; Sohini Das, “Multi-Brand Car Servicing to Grow,” *Business Standard*, January 23, 2016, accessed July 6, 2017, www.business-standard.com/article/companies/multi-brand-car-servicing-to-grow-116012100723\_1.html. [↑](#endnote-ref-11)
12. Das, op. cit. [↑](#endnote-ref-12)
13. Ibid. [↑](#endnote-ref-13)
14. Mumbai, Chennai, Delhi, Kolkata, Hyderabad, Banglore, Pune, and Ahmedabad were among the designated metropolitan cities in India. [↑](#endnote-ref-14)
15. Jalshankar Jayaramiah and Kiran Bajad, “Datsun India Partners MyTVS to Strengthen Service Network Across India,” Autocar Professional, June 9, 2016, accessed June 12, 2017, www.autocarpro.in/news-national/datsun-india-partners-mytvs-strengthen-service-network-india-20254. [↑](#endnote-ref-15)
16. Used car certification was a standardized procedure to validate the condition of a used car. [↑](#endnote-ref-16)
17. OEM workshop investment included land, the workshop area, a full range of tools and equipment, and investment in spare parts following OEM appointment guidelines. [↑](#endnote-ref-17)
18. Quick car service included an engine oil change and the minimum low-priced car service needs. [↑](#endnote-ref-18)
19. Tire services referred to the repair of deflated tires due to poor Indian roads. [↑](#endnote-ref-19)
20. Roadside services were emergency repair services provided by a technician in the case of a breakdown within local city boundaries. [↑](#endnote-ref-20)
21. “MyTVS All Car Services,” MyTVS, accessed February 11, 2017, www.mytvs.in; “Car Service Provider MyTVS Rebrands Itself, Opens Service Showroom in Madurai,” *Hindu Business Line*, February 23, 2017, accessed May 29, 2017, www.thehindubusinessline.com/news/national/car-service-provider-mytvs-rebrands-itself-opens-service-showroom-in-madurai/article9557015.ece. [↑](#endnote-ref-21)
22. Mahindra First Choice (website), accessed February 11, 2017, http://mahindrafirstchoice.com; “Mahindra First Choice Posts 40% Rise in Sales in FY17,” *Economic Times*, May 23, 2017, accessed June 26, 2017, http://economictimes.indiatimes.com/industry/auto/news/industry/mahindra-first-choice-posts-40-rise-in-sales-in-fy17

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23. “Online Car Sales, Car Insurance and Car Servicing at Carnation Auto,” Carnation, accessed February 21, 2017, www.carnation.in; Shally Seth Mohile and Ashish K. Mishra, “The Humbling of Jagdish Khattar,” Live Mint, June 23, 2015, accessed February 21, 2017, www.livemint.com/Companies/ZHw3ql9SC7tvRO37xaxpEP/The-humbling-of-Jagdish-Khattar.html; Biswarup Gooptu, “Carnation Auto is on a Fund-Raising Drive,” *Economic Times*, April 25, 2017, accessed May 11, 2017, http://economictimes.indiatimes.com/small-biz/money/carnation-auto-is-on-a-fund-raising-drive/articleshow/58354322.cms. [↑](#endnote-ref-23)
24. “Mico Launches Bosch Car Service Workshop,” *Economic Times*, April 26, 2002, accessed May 7, 2017, http://economictimes.indiatimes.com/mico-launches-bosch-car-service-workshop/articleshow/8000167.cms. [↑](#endnote-ref-24)
25. Ibid. [↑](#endnote-ref-25)
26. Auto electrical services referred to repairs to a car’s battery system and vehicle lighting system. [↑](#endnote-ref-26)
27. Used car sales were sales of used cars repaired by multi-brand car workshops that included the offer of a warranty to buyers. [↑](#endnote-ref-27)
28. Online car service providers had no physical workshop. They either provided a few services at customers’ doorsteps by deploying mobile service vans, or operated as aggregators with tie-ups with multi-brand workshops. [↑](#endnote-ref-28)
29. “Bosch Auto Parts,” Bosch, accessed February 24, 2017, https://in.bosch-automotive.com. [↑](#endnote-ref-29)
30. KTS 570 was diagnostic hardware and software for diagnosing engine-related defects in a car of any make. [↑](#endnote-ref-30)
31. Rachel Boagey, “Under the Microscope: We Talk to Stuart Thomas, Head of Fleet at the AA,” Businesscar, June 9, 2017, accessed July 12, 2017, www.businesscar.co.uk/analysis/under-the-microscope/under-the-microscope-we-talk-to-stuart-thomas,-head-of-fleet-at-the-aa. [↑](#endnote-ref-31)
32. For home and office service, the parking bay was converted to a service bay, and mobile service technicians were deployed to do home service. [↑](#endnote-ref-32)