



Walmart

Best of Both Worlds

A Market Analysis Presented
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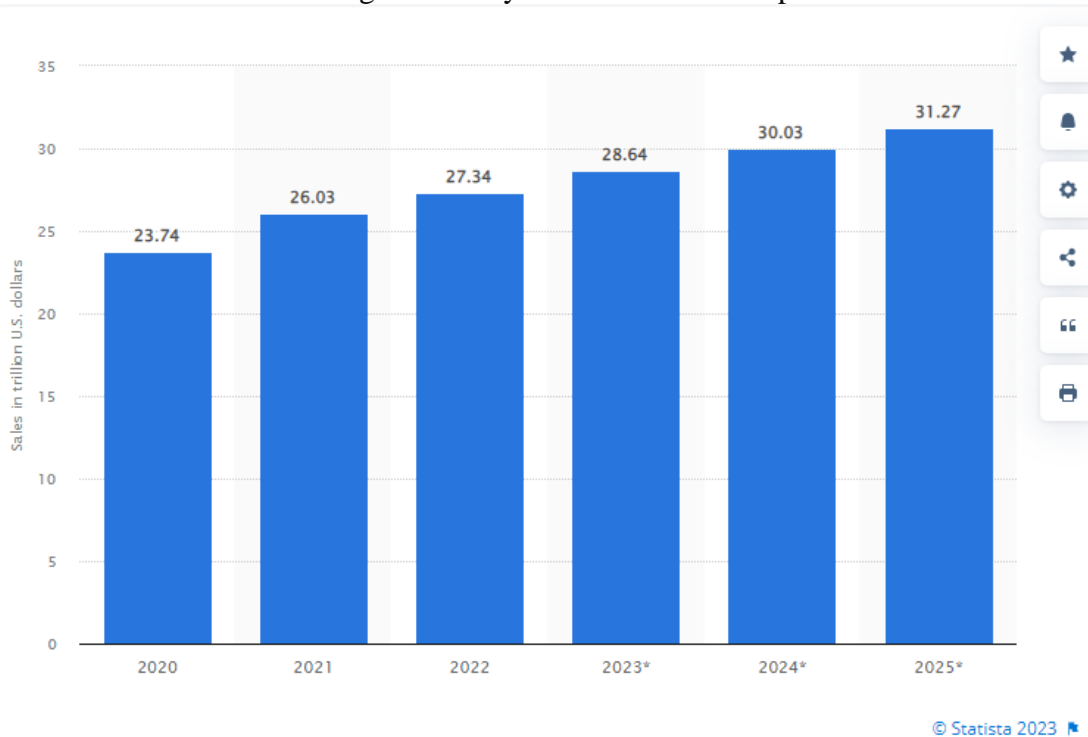
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1. WALMART INTRODUCTION

Walmart –An emerging corporation headquartered in Bentonville, Arkansas. The company founded in 1962 has become the one of the world’s largest retailers, (Walmart, 2023). Walmart's **mission** is “**Save people money, so they can live better**. Its resolute commitment to customer satisfaction and innovation has enabled the company to adapt continuously to the ever-changing retail landscape. In the fiercely competitive world of retail. As of 2022, Walmart’s total equity is \$91.891 billion. For the fiscal year 2022, the company’s revenue increased by 2.43%, reaching \$572.745 billion. In the first quarter of 2022, which wrapped up on May 1, it achieved total revenue of \$141.57 billion versus the \$138.94 billion. (litcommerce, 2023)

The Walmart has estimated its growth for year 2020 to 2025 as provided chart



(Sabanoglu, 2023)

Fig 1

2. Situation Analysis – Macro Environment

2.1 PESTEL Analysis

A PESTEL analysis helps to understand the key external factors and helps professionals and senior managers in strategic decision-making. Here are some of the key factors which we will have to consider.

<p>2.1.1 Political</p>	<p>Recently, the Chengdu Bureau of Market Regulation is investigating Sam's Club regarding to security of food safety concerns. According to the Wall Street Journal, “the probe follows consumer complaints, about spoiled beef, the regulator, and a local branch of China’s top market observer, said.” (Shoulberg, 2022)</p>
<p>2.1.2 Economical</p>	<p>Since its entry into the Chinese market in 1996. Walmart's success in China can be attributed to various economic factors such as:</p> <p>Market Size: Walmart has been able to tap into a large consumer market in China due to the country's vast population and the expanding middle class.</p> <p>Low Labor Costs: China's low labor costs have been advantageous for Walmart, as the company has been able to maintain competitive prices by leveraging this cost advantage in its supply chain.</p> <p>Government Policies: Favorable conditions for Walmart to operate in China have been created by the Chinese government through policies aimed at supporting the growth.</p> <p>Supply Chain Efficiency: Walmart planed for investing in its supply chaining logistics in China by 8 billion RMB, or about 1.2 billion dollars in building or upgrading more than 10 logistics distribution centers over the next 10-20 years. (DONGGUAN, 2019)</p> <p>Localization: Walmart competes with local retailers in China by offering smaller stores and stocking more locally sourced products that appeal to Chinese consumers</p>
<p>2.1.3 Social</p>	<p>Walmart faces controversy in China for removing Xinjiang-sourced products. Companies like H&M and Nike face backlash for refusing to use Xinjiang cotton. (Case, 2021).</p> <p>Walmart has faced criticism in China for its employment and environmental practices.</p>
<p>2.1.4 Technological</p>	<p>Walmart faces several technological challenges in China, including:</p> <ul style="list-style-type: none"> ➤ E-commerce competition: Platforms like Taobao and JD.com have disrupted traditional retail in China. Walmart with JD launched Offerings to Inflate Choices for Chinese e-commerce Consumers (JD.com, 2016) ➤ Digital payments: Cashless payment systems like WeChat Pay and Alipay are very popular in China, and Walmart has had to adapt to these payment methods to remain competitive. ➤ Supply chain management: China’s complex supply chain makes it difficult for Walmart to source products and manage inventory.

	<p>Walmart has invested in technology and partnerships to improve its supply chain.</p> <ul style="list-style-type: none"> ➤ Data privacy and security China's strict data privacy and security regulations can be challenging for companies like Walmart. Walmart has ensured compliance to avoid penalties and maintain customer trust.
2.1.5 Legal	Walmart must comply with <u>Chinese labor laws and regulations</u> , Walmart was fined \$469,000 by the Chinese government in 2011 for violating labor laws related to the employment of minors and contract workers.
2.1.6 Environmental	<p>Air pollution: Measures to improve indoor air quality in its stores and warehouses, such as installing air purifiers and HVAC systems that filter pollutants.</p> <p>Water scarcity: Water conservation measures in its stores and supply chain operations to reduce its water usage and increase efficiency.</p> <p>Waste management: Waste reduction and recycling programs in its stores and supply chain operations to reduce its environmental impact.</p> <p>Climate: Walmart has implemented measures to lessen its greenhouse emissions of gases and increase its use of renewable energy sources in its operations.</p>

2.2 Hofstede Cultural Dimensions

The Hofstede framework, based on research by Geert Hofstede, helps to understand cultural differences between societies. Cultural differences can have significant implications for business practices and relationships.

CHINA	UNITED STATES
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2.2.1 Power Distance	
A Society that believes that inequalities amongst people are acceptable.	A society with lower power distance, which means that people be likely to value equality and autonomy.

2.2.2 Individualism vs. Collectivism	
Collectivist culture implies that people be likely prioritizing the needs and goals.	Liberated culture, people likely to prioritize their own goals and values other than those of the group

2.2.3 Masculinity vs. Femininity

Highly masculine traditions implies that there is a much larger importance on competition, reaching, and emphasis

Also has masculine culture but less than China

2.2.4 Uncertainty Avoidance

China has more uncertainty avoidance, which means that people be likely to feel more anxious about vague or unfamiliar situations. This can lead to a greater reliance on rules, procedures, and traditions to guide behavior.

USA with less uncertainty negligence, people likely be more comfortable with continuous change & uncertainty.

2.2.5 Long-Term vs. Short-Term Orientation

The Chinese people tend to focus more on long-term goals and values such as persistence, perseverance, and thrift

The Americans has a briefer orientation, which means that people be likely to focus more on quick results and gratification.

2.2.6 Indulgence vs. Restraint

China has sober culture. Chinese people tend to place a greater emphasis on self-discipline, control, and frugality.

United States likely to have more indulgent culture, which means that people likely to be more permissive and tolerant of gratification and pleasure.

Here is the Summary represented in Graph of both countries about **Hofstede Cultural Dimensions**

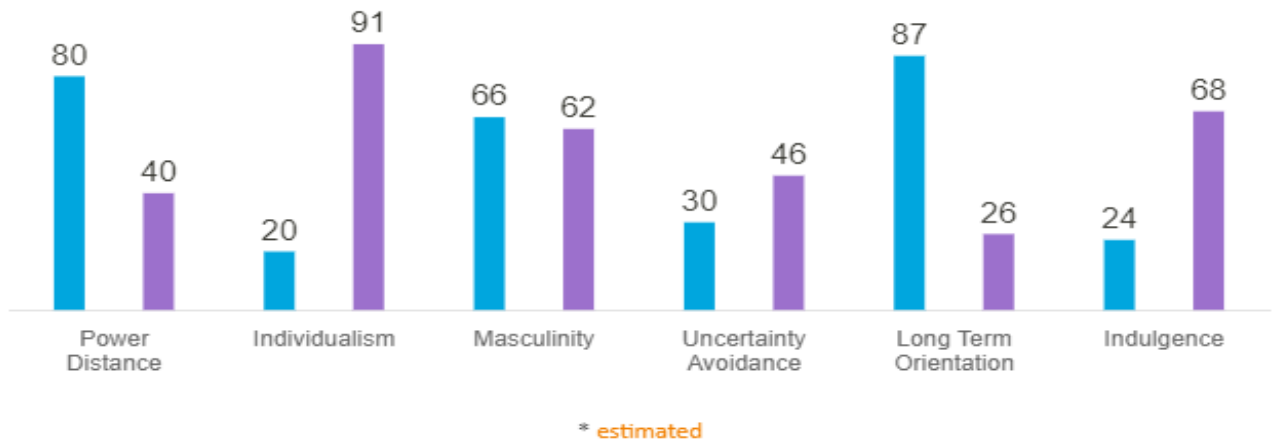


Fig 2

(hofstede-insights, n.d.)

2.3 Home Nation Competitive Advantage

Here are some potential benefits that Walmart in the United States may have over Walmart in other countries

2.3.1 Bargaining power of suppliers: In China, where other dominant retailers are present, Walmart may have less bargaining power. As of June 2022, Walmart had a 6.3% market share in the US.

2.3.2 Entry of new Competitor: The threat of new entrants is likely lower for Walmart in the United States due to high hurdles, such as economies of scale, money requirement and, established grouping channels

2.3.3 Severity of merciless conflict: Walmart faces regressive competition from other large retailers of US and even more intense competition from local retailers in China and other countries, which could affect its profitability.

2.3.4 Threat of substitutes: In the United States, Walmart faces the threat of substitutes such as online retailers and other brick-and-mortar stores. However, the level of threat may be higher in China and other countries due to the prevalence of platforms like Alibaba, JD.com and Carrefour

2.3.5 Bargaining power of buyers: Walmart likely has significant bargaining power over buyers in both the US and China due to its low prices and wide selection.

3. Situation Analysis – Meso Environment

3.1 Porter's Five Forces Analysis

The Porter's Five Forces discuss in the domain of business strategy to analyze the competitive environment of any industry. The five forces are:



Fig 3

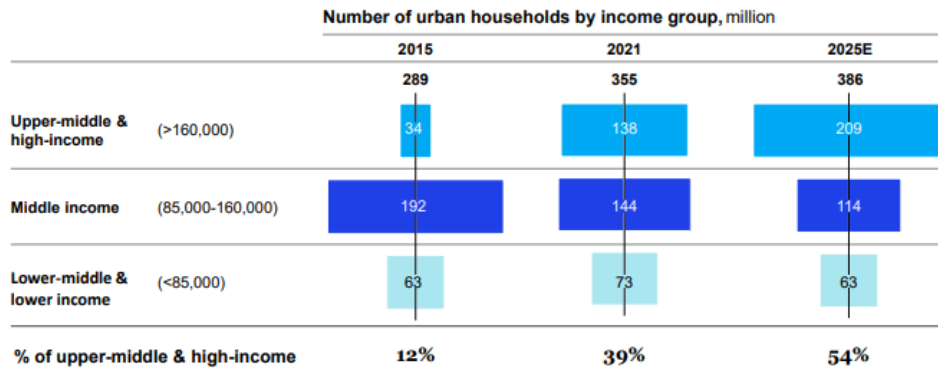
Let discuss them one by one according to china perspective.

3.1.1 Bargaining power of suppliers: Walmart relies on local suppliers in China and can negotiate lower prices and higher quality due to its large scale.

3.1.2 Bargaining power of buyers. Chinese consumers are highly price-sensitive and have many retail options. Walmart needs to offer competitive prices and services to attract.

Annual household disposable income in China

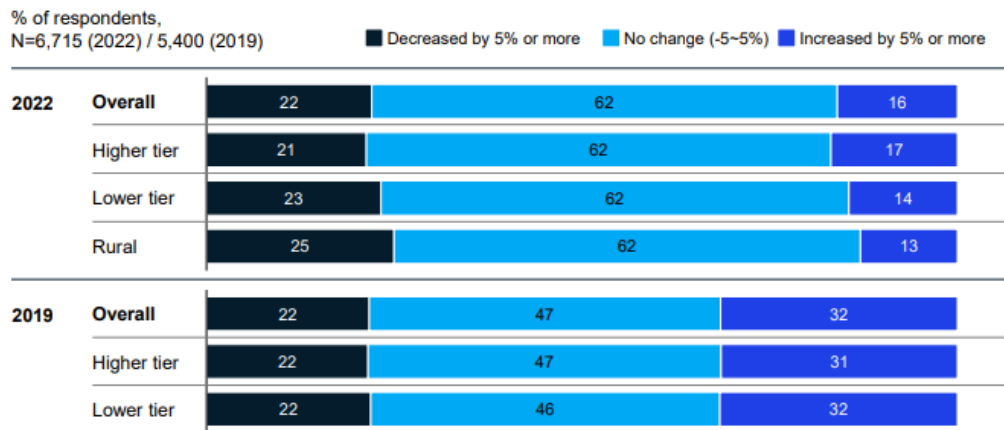
2020 real RMB



Source: MGI Insights China macro model

Fig 4

Change in actual spending in China¹ by city tiers



1. Question: Thinking of your/your family's consumption behavior in 2022, do you notice any change of spending in categories listed below when compared with 2021? What is the level of change per below? Higher tier=Tier 1 & 2 cities, Lower tier=Tier 3 & 4 cities

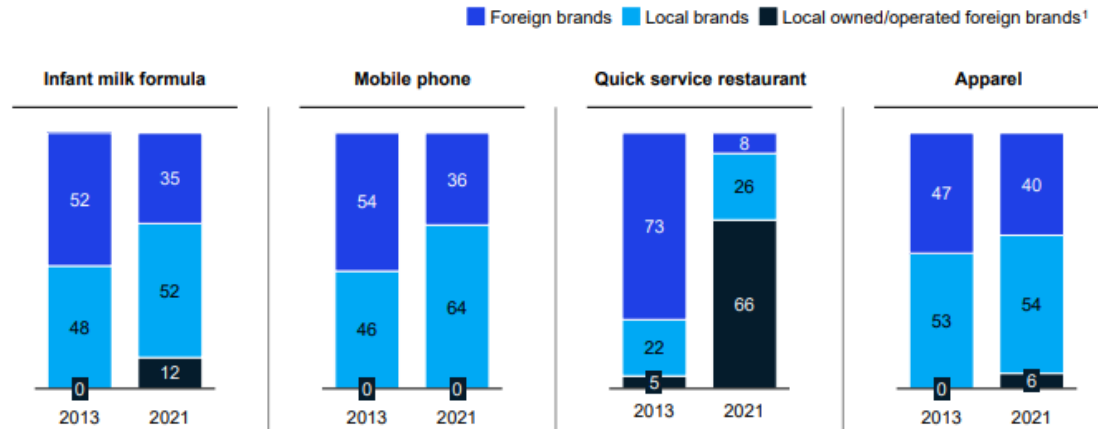
Source: 2019 and 2022 McKinsey China Consumer Survey

Fig 5

3.1.3 Threat of Substitutes: Walmart faces significant competition from local retail chains and online marketplaces in China. Chinese consumers prefer platforms e.g Alibaba and JD.com.

Value share of top 20 brands, by brand type

Percent



1. Including foreign brands acquired by local players and brands with China entity operated/listed independently.

Source: Euromonitor (infant milk formula, QSR, apparel), IDC (mobile phones)

Fig 6

(mckinsey.com, 2023)

- 3.1.4 Rivalry among existing competitors:** Competitors like Sun Art Group, Carrefour, Tesco, 1688 have established a strong presence in China and offer similar products and services to Walmart.
- 3.1.5 Government policies:** The Chinese government has implemented policies to protect local businesses and promote domestic consumption (international trade administration, 2023)

3.2 Competitor Analysis of Walmart in China

The top Walmart competitors in the retail industry in China:

3.2.1 Alibaba's Group

3.2.2 Sun Art Group

3.2.3 Carrefour

3.2.4 Yonghui Superstores

3.2.5 Local Companies Affecting Walmart in China

3.2.1 Alibaba's Group:

Alibaba manages several retail marketplaces in China that cater to consumers, including:

1. Taobao Marketplace
2. Tmall Platform
3. Juhuasuan

Alibaba has now exceeded 1 billion active customers in China, marking the first time the company has achieved this milestone. Globally, Alibaba boasts over 1.3 billion customers. (Monica, 2022)

(Bloomberg) report says Alibaba Group has done \$2.9 billion deal to buy a slice of China's largest hypermart chain pits it against Wal-Mart Stores Inc. in the world's largest retail arena. (digitalcommerce360, 2017)

3.2.2 Sun Art Group: The Sun Art Group with a market share of 8.2 percent. Sun Art, with Alibaba as a shareholder, posted sales revenue of 54.06 billion in the first half of 2018 (chinadaily.com.cn, 2020). As of September 2021, RT-Mart had a market share of 6.9 percent. (chinadaily.com.cn, 2020)

3.2.3 Carrefour: Carrefour is the eighth most popular supermarket chain in China with over 200 stores generating revenue of 27.3 billion USD in 2022. The closure of over 24 stores is a part of Carrefour's ongoing struggles in the Chinese market following Sunning's acquisition of its retail operations in 2019. (daxue consulting, 2023)



Fig 7

3.2.4 Yonghui Superstores

In 2019, The Chinese Chaining Store and Franchise Association release the list of Chinese top 99 chain stores based on compound offline and online sales figures. The Youghui Superstores has Sales **93.15 billion** Yuan with the Sale growth of **21.3%** whereas Walmart has Sales **82.28 billion** Yuan with the Sale Growth of **3.8%** (F, 2020)

According to data from the Chinese Chaining Store & Franchise Association, the number of Yonghui supermarket stores reached a peak of 1,440 in 2019. The number of stores declined by 18.6% in 2020 and a further 7% in 2021, when only 1,090 stores remained open. According to Yonghui's official website, as of Aug. 31, only 1,049 stores remained in operation. (G, 2022)

3.2.5 Local Companies Affecting Walmart in China

Price Competition: Local companies are able to tailor their product offerings to local consumer preferences than Walmart, which may have a more standardized global product selection.

Product Offerings: Local companies may have an advantage over Walmart when it comes to product offerings, particularly in categories such as fresh food and regional specialty items.

Government regulations: The Chinese government has implemented policies that favor local companies over foreign competitors in some cases. For example, the government has incentivized the development of domestic retail chains through subsidies and tax breaks, which can make it more difficult for foreign companies like Walmart to compete.

3.3 SWOT ANALYSIS

SWOT analysis shows localization of Walmart's opportunities for transformation and competitive strength through supply chain logistics and E-commerce.

3.3.1 WALMART'S STRENGTHS

1. Strong Cooperation with Local E-commerce

Walmart cooperated with JD.com, to adapt the needs of Chinese consumers'-commerce retailing mark up about 25% of China's total retail sales in 2023. (Ma, 2023). Walmart eventually paid \$1.5 billion for 5% stake in JD.com that has since then upgraded to 12% (CHU, 2020). Walmart and JD jointly invested \$500 million in Dada-JD Daojia, an online grocery store that offers delivery services. (Hensel, 2019)

McKinsey's survey revealed that 25% of Chinese consumers started using grocery delivery services, and 50% increased their usage since the outbreak of Covid-19. (Textor, 2022).

Walmart's partnership with JD.com allows customers to use WeChat or JD.com's app to purchase and receive groceries and daily essentials seamlessly in China. This integration is a safe and effective option during the pandemic. (CHU, 2020)

2. Successful Supply Chain Logistics

Walmart's most effective supply chain enables the global transportation of goods and materials. Its investment of over 100 million dollars in the South China Fresh Food Distribution Centers set 99+ stores in the Guangdong and Guangxi to deliver 165,000 boxes of products on daily basis, with an annual energy saving of over 330,000 kilowatt-hours (Dan Berthiaume, 2019).

Walmart's supply uses Data Lake International's Big Data Platform Managers monitor performance operate mobile apps, and a quality testing lab at the distribution center conducts frontline testing on food legality and pesticide residues (Dan Berthiaume, 2019)

3.3.2 WALMART'S WEAKNESSES

1. Inappropriate Management Style

Walmart's human resource managers did not consider the cultural differences between America and China, leading to inequality, tension over labor and workplace rights, and a strike by 40 workers at the Shenzhen branch. This was due to a lack of understanding and sensitivity to local Chinese culture. (ivypanada, 2021)

2. Decentralization and Centralization

Chinese people lives heterogeneous society in a decentralized process. Chinese managers require more power due to their need to manage vast networks, while Americans do not emphasize power distance as centralized management leads to a moderate supplier network. (ivypanada, 2021)

3. Collectivism and Individualism

China's collectivist culture values teamwork and collective effort, with a focus on equity in incentives and rewards. Wages and benefits are based on education and work experience, while personal relationships and political affiliations often determine promotions. In contrast, the company emphasizes upon performance, which differs significantly from the Chinese approach. (ivypanada, 2021)

3.3.3 WALMART'S OPPORTUNITIES

Walmart's strategies in China have not yielded the same growth rate as in USA, but with 25 years of experience and financial support, it has become a strong player in the Chinese retail industry.

China's Immense Potential of Integrating Tech in Retailing: the people of china are changing to the benefits of retail system which is both online and offline. The market is expected increase to 3.3 billion (daxueconsulting, 2023). Following the invention of a quick payment method, the interests are watched obviously. Customers fed up with amount of time waiting in lines and are ready to check out. The stores also have a much less operating cost by hiring less employees.

- 1. Customers Demand and Supply:** The integration with the database results in collecting of buyer's information generate more specialty in the economical, business, and Management Research, Volume 203 2923 personalized products. "Combining the large data to tear down the original images, learn and train different patterns; secondly, according to user's choice and other data matching to automate digital ads, the system shows multiple ads after scoring" (daxueconsulting, 2019) .
- 2. Localization:** To succeed in China, Walmart must prioritize cultural values, adapt to local needs, and employ more local managers with a deep understanding of Chinese culture and consumers.
- 3. Getting Compact:** The expansion of large stores, such as hyper-markets and large - supermarkets, has lessen in recent years. According to the World Bank, China GDP growth is expected to decelerate to 7.6 percent due to the slowing down of salary growth, which is having a significant impact on consumer spending and retail sales in the region. (forbes, 2014). Walmart set a goal to open over 500 new stores in China in the next 5-7 years, with a focus on community grocery stores. Walmart faces challenges due to differences in Chinese consumption culture, which includes frequent, small purchases and buying without a list (HUANG Jun and JIA Yu, 2015). "Senior Vice President of Walmart in China tells that in the following 5-7 years, Walmart plans to open up to or may be more than 500 new stores while the community grocery store will be prioritized" (daxueconsulting, 2023). Chinese consumers are shifting from bulk consumption shifting on fast consumption. "Online shopping in China is driven by the country's growing middle class, high smartphone usage with strong internet connectivity." (Pham, 2019)

3.3.4 Walmart Threats

Sun-Art Retail group is outperforming Walmart in China by better understanding their Chinese consumers and creating a supermarket with the look and feel of a local Chinese street. This means that they tend to buy things on the go, and they are more likely to frequent supermarkets that are located conveniently.

4. Marketing Operations

4.1 STP strategy of Walmart in China

Walmart has started work for China operations in 1994 when it sent a team of executives to China. The operations in China are started in August 1996 at Shenzhen with the opening of first Super-Centre and Sam's Club in partnership with Shenzhen International Credit Investment Company.

4.1.1 Segmentation

Walmart has segmented the Chinese market into different groups based on demographics, psychographics, and behaviors. The company has identified the following segments:

Urban consumers: Walmart has targeted consumers living in cities with high disposable income and a preference for quality products.

Rural consumers: Walmart has targeted consumers living in rural areas with lower disposable income and a preference for low prices and basic products.

Expats: Walmart has targeted expats living in China who prefer familiar international products.

Online shoppers: Walmart has targeted online shoppers who prefer the convenience of shopping from home.

4.1.2 Positioning

Walmart had adopted the practice of EDLP and the three-pronged approach in China.

- The Walmart is focused on localization procuring thus decreased procurement cost. On the other hand, it maintained good buyer-supplier relationship during entry years, and takes only 3-7 days for payment clearance to suppliers. Also, the Walmart has established modern commodity distribution networks, computerized management thus improve effectiveness and reduce the overall cost.
- Opposite to Chinese companies, at Walmart, other found a high transparency in relation to career growth. The new comers went through three months of training at city Shenzhen. Walmart valued the merit system rather than personal connections when promoting an employee.

4.1.3 Targeting

The place is a crucial subject. It determines how easy it is to get to hence location is important for every business. Walmart's applied a bunch of strategies to make sure about all aspects of location

- Walmart emphasizes its commitment to quality, affordability, and convenience in China
- Adapts its products and services to meet the needs and preferences of Chinese consumers
- Establishes stores in convenient locations that are easily accessible to Chinese consumers
- Emphasizes its Chinese roots and cultural sensitivity to build trust with Chinese consumers

- Utilizes various marketing strategies, including online advertising and promotions, to target a wider audience
- Establishes partnerships with local businesses to expand its reach and appeal to a broader audience.

4.1.4 Selected Standardized or Adapted Strategy of Walmart in China

Affordability: Walmart positions itself as a low-cost retailer, offering competitive prices on a wide range of products.

Convenience: Walmart focuses on providing convenient shopping experiences for Chinese consumers by opening stores in accessible locations, offering online shopping options, and providing home delivery services.

Localization: Walmart adapts its product offerings to meet the specific needs and preferences of Chinese consumers

Trust-building: Walmart emphasizes its commitment to quality, safety, and ethical business practices in China, building trust with Chinese consumers through initiatives such as its Food Safety Program and Sustainable Supply Chain Program.

Cultural sensitivity: Walmart demonstrates cultural sensitivity by understanding of local customs and traditions through initiatives such as the "My Chinese New Year" campaign.

5. Effectiveness of Online Activities of Walmart vs. other players

Analytics tells the 50% of Business to Consumer online sales happens through marketplaces in 2016 and that is estimated to increase to 70% by 2022. Here are some of the Important facts about Taobao.com which operates in china has more Visitors than Walmart.

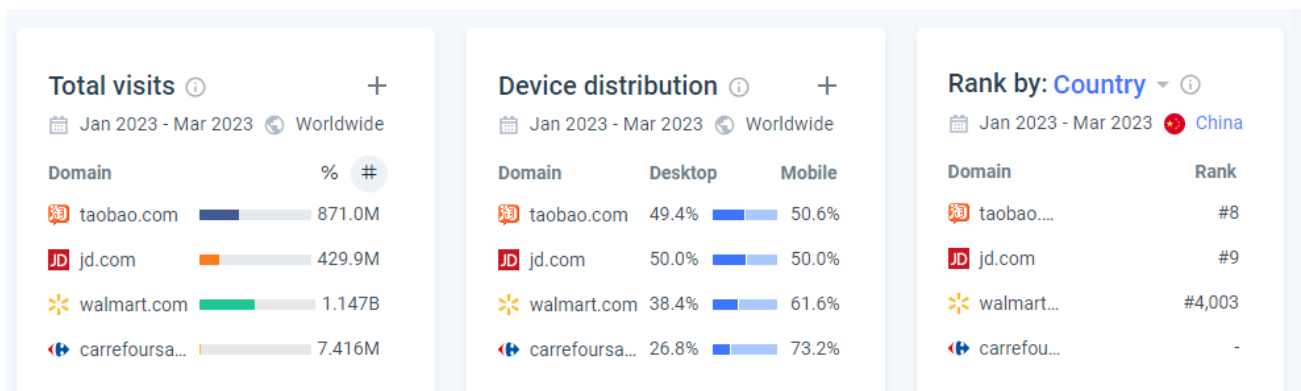


Fig 8

The people of China with 173 million shopping online, Chinese industry is estimated to grow 750 billion Yuan in gross market value in 2011, and its higher than the gross domestic product of Vietnam. It is expected to become the world's largest online market in 2015, Boston Consulting Group said in a report.

“More investing in Yihaodian demonstrates that we are committed to investing in China in a key growth industry and developing all that goes with it i.e. logistics, infrastructure, innovative talent and new technologies...,” Neil Ashe, President and CEO of Walmart Global e-commerce, said in the statement. (Kwok, 2023). Besides Alibaba hegemony, Walmart site has been making slow but gradual progress and it has 100 million registered users now, from only 4 million in 2010. Walmart's sets its target to integrate their physical stores with Yihaodian's mobile and online services for a better shopping experience. (Kan, 2015)

6. Recommendations and Conclusion for Walmart Recommendations

Walmart can integrate terms such as "eco-friendly" and "sustainable features" into their advertising efforts in China. By doing so, they can position their products as environmentally responsible, appealing to consumers who prioritize eco-consciousness and aligning with the Chinese government's environmental initiatives.

Walmart can expand its collaboration beyond JD to other e-commerce partners in China, such as Tencent, a corporation with significant marketing and communication influence. Walmart can enhance logistics efficiency and convenience, ultimately improving customer satisfaction and expanding its e-commerce operations. This move can potentially drive up sales and revenue for Walmart.

Walmart recognized that Chinese consumers are becoming more discerning and are willing to pay for better quality products. Walmart opens new distribution channels in China to make sure fresher food and produce, which is a key factor to understand Chinese customers who want to inspect products before purchasing to ensure freshness. Walmart is addressing the desires of its Chinese customers and ensuring that it remains competitive in the Chinese market. (Loeb, 2013)

Conclusion

Walmart's entry into the Chinese market has not been without its challenges, including intense competition from domestic players, cultural differences, and regulatory hurdles. To compete with local players, Walmart has focused on offering affordable but better-quality products and improving its supply chain to ensure fresher and more varied merchandise. The company has also emphasized its commitment to sustainability and environmental protection in its advertising campaigns, appealing to Chinese consumers' growing awareness of these issues.

In the e-commerce space, Walmart has invested heavily in its online platform and mobile app, providing a seamless shopping experience for customers. The company has also collaborated with multiple Chinese e-commerce partners, including JD.com and Tencent, to expand its reach and improve logistics. Despite challenges, Walmart has established itself as a reliable and affordable retailer in China. Walmart's ability to adapt to the unique challenges of the Chinese market bodes well for its long-term success in the region.

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2023

BAJAJ RE WHEELS OF TRUST

STUDY BY
BUDDHIMA CHAMITH DE MEL



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INTRODUCTION



Bajaj RE, a renowned name in India, has become a trusted companion for millions of Indians over the past 50 years. As the world's largest manufacturer of three-wheelers and the leading exporter of three-wheelers in India, the company holds a significant position in the automotive industry. Its impact extends beyond India, as the brand has established a strong presence in 36 countries worldwide.

One of the key problems is the increasing reliance on informal public transport (IPT) modes, such as three-wheelers or autos, due to the unfortunate conditions of public transport systems like buses and trains in Sri Lanka. This reliance has led to a significant rise in the demand for three-wheelers, putting pressure on the existing infrastructure and creating a need for improved management and regulation of the industry. Furthermore, the inherent weaknesses of three-wheelers, including their reputation as the "poor man's vehicle," instability, and vulnerability to road accidents, present significant safety concerns. Studies conducted in Sri Lanka have revealed that a considerable number of road traffic accident victims are occupants of three-wheelers. This calls for measures to enhance the safety features and stability of three-wheelers to reduce the risk of accidents and improve passenger safety. Additionally, while passenger carrier three-wheelers enjoy a dominant market share in Sri Lanka, goods carriers only account for 30% of the three-wheelers sold. As the country experiences rising urbanization, population growth, and industrial development, there is a growing need for efficient and reliable goods transportation. Enhancing the capabilities and efficiency of three-wheelers for goods transportation can contribute to addressing this demand and creating more business opportunities for individuals. Moreover, the presence of mobile app-based on-demand taxi services, such as Uber and Pickme, has transformed the transportation landscape in Sri Lanka. These services have increased the self-employment opportunities and boosted the demand for three-wheelers as taxi vehicles. However, integrating technology and digital solutions to optimize the operations of these on-demand taxi services and enhance the overall customer experience remains a challenge. However, we can change the thinking process of the customers towards Bajaj RE and generally three wheelers.

I. 3 Aspects of Perception Theory

We can apply different aspects/Stages of perception theory in order to change the present perception of customers towards the Bajaj RE in the domestic market.

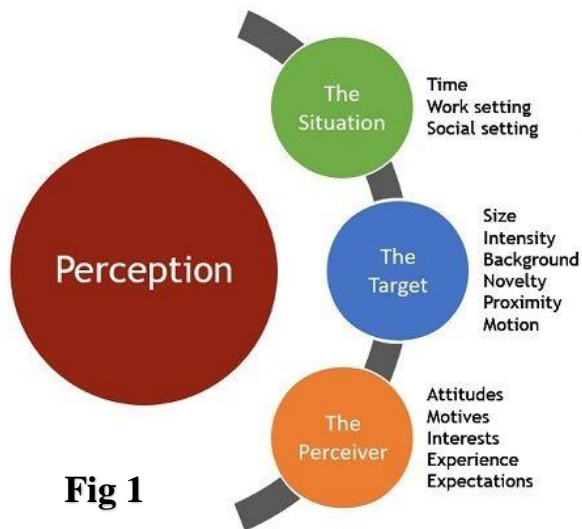
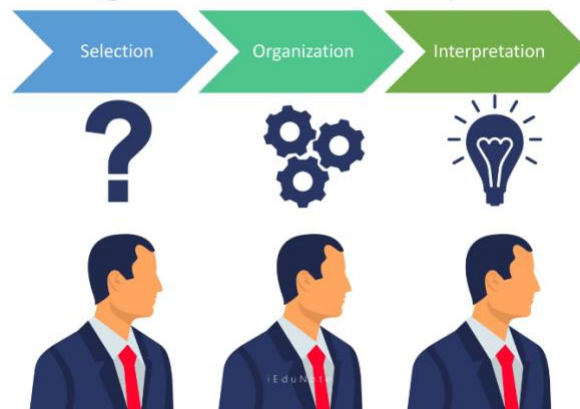


Fig 1

Stages of Perception



(iedunote.com, 2020)

Fig 2

1. Selection:

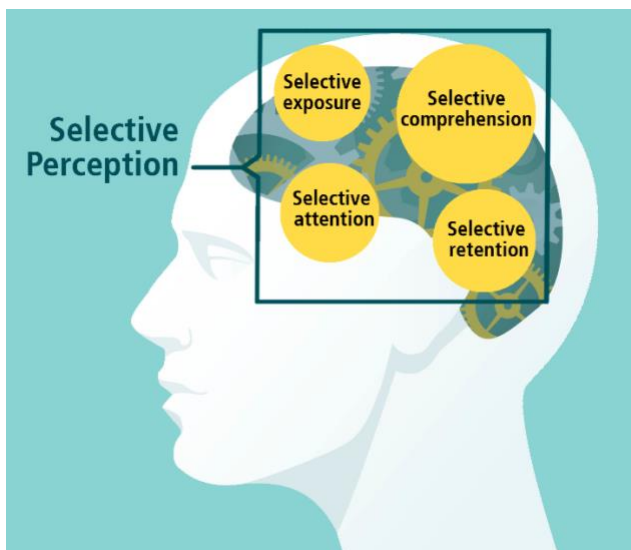


Fig 3

To apply selection in perception theories, you would consider the following:

1.1 Selective Attention: Determine what aspects of the Bajaj RE three-wheelers to highlight in your campaign to capture including emphasizing features like fuel efficiency, durability, low fuel consumption, and the convenience of manoeuvring through crowded streets. (Cross, 2019)

1.2 Selective Exposure: Since the scenario mentions the rising popularity of mobile app-based on-demand taxi services like Uber and Pickme, you might consider utilizing those platforms for advertising, along with other traditional advertising channels such as television, radio, and billboards.

1.3 Selective Comprehension: Focusing on their benefits to potential buyers. This could involve emphasizing the affordability, compactness, and suitability for personal use or as an income-generating vehicle. (Ogunjimi, 2019)

1.4 Selective Retention: Involves using persuasive storytelling, catchy slogans, or memorable jingles to enhance brand recall and increase the likelihood of potential customers. *Use Sri Lankan Language for marketing campaign's so user can customers understands better*

Examples of how selective perception theory could be applied to the marketing:

- A target people who live in urban areas by highlighting the fuel efficiency and manoeuvrability of the vehicle.
- Target people who have a need for a fuel-efficient and affordable mode of transportation by emphasizing the low cost of ownership of the vehicle.
- People who are looking for a vehicle that is reliable and durable by highlighting the fact that Bajaj RE three-wheelers are built to last and come with a comprehensive warranty.

2. Organization:

In the given scenario of marketing Bajaj RE three-wheelers, here's how organization can be applied:

2.1 Gestalt Principles: The Gestalt principles of perception can help organize the visual elements in advertisements to create meaningful and impactful



designs. All Important aspects are listed for

- **Proximity:** By presenting the benefits in close proximity, customers perceive them as interconnected and reinforcing each other, creating a more positive overall perception of the vehicle.
- **Similarity:** Emphasize the unique and distinctive features of the Bajaj RE that set it apart from other three-wheelers in the market. Highlight visual characteristics, such as the vehicle's design, colour schemes, or branding elements.
- **Continuity:** Present a consistent and coherent brand image and messaging across different marketing channels. Ensure that all communication efforts and touch points with customers align with a clear and unified brand identity.

3. Interpretation:

Perception interpretation involves higher-level cognitive processes, such as attention, memory, learning, and the influence of prior knowledge and expectations. (opentextbc.ca, 2002)

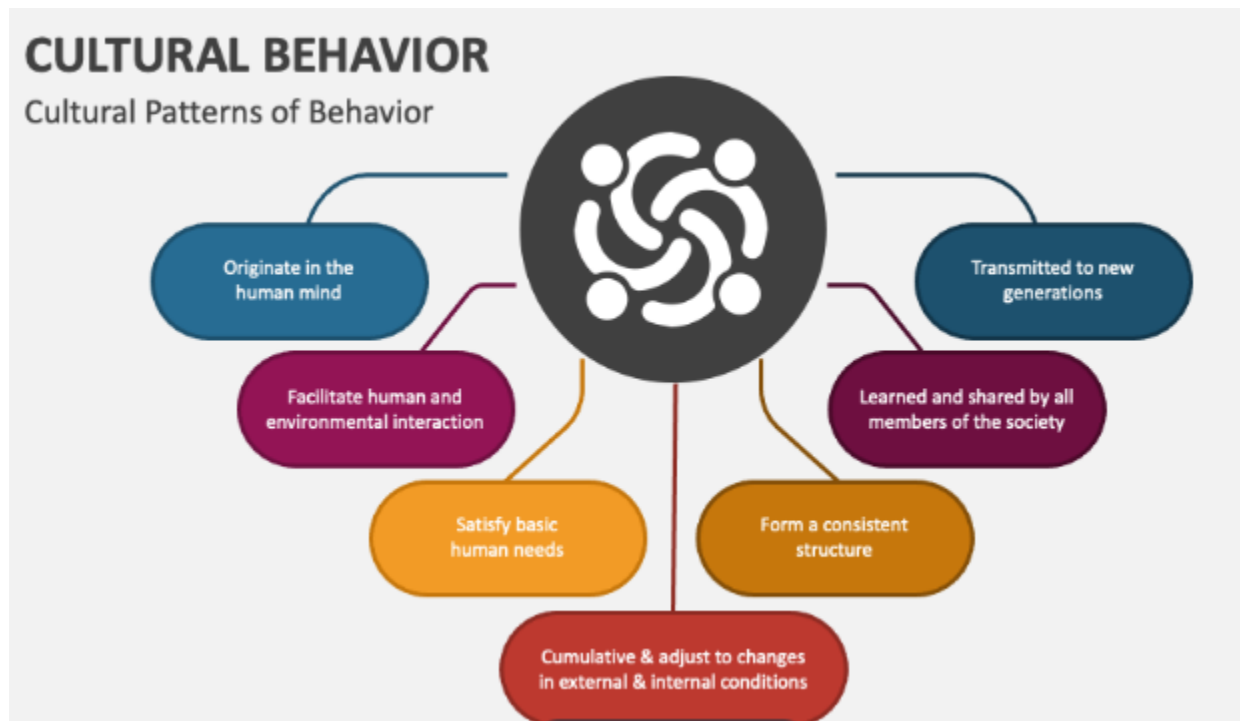


Fig 5

3.1 Interpretation of Informal Public Transport (IPT) Modes: Individuals in Sri Lanka may interpret the reliance on IPT modes like three-wheelers as a consequence of the inadequate public transport system. They might perceive three-wheelers as a necessary alternative, highlighting the importance of improving public transport infrastructure and management.

3.2 Perception of Safety Concerns: People's perception of the safety risks associated with three-wheelers can significantly impact their decision to use or avoid these vehicles. Enhancing safety features and raising awareness about safety measures can help improve the perception and increase passenger confidence.

3.3 Interpretation of Social Proof: Leveraging positive customer experiences and testimonials can influence the interpretation of potential buyers and help change their perception of Bajaj RE.

3.4 Interpretation of Goods Transportation: Individuals and businesses may interpret the limited goods transportation capabilities of three-wheelers as a barrier to efficient logistics and supply chains. Addressing these interpretations by introducing enhanced models or alternative solutions can help overcome these limitations.

3.5 Perception of On-Demand Taxi Services: People's perception of on-demand taxi services, facilitated by mobile apps, can influence their decision to use three-wheelers as a means of self-employment or personal transportation. Integrating technology, ensuring reliable service, and improving the overall customer experience can shape the perception and encourage greater utilization of on-demand taxi services.

II. Strategies to change the attitudes of local consumers towards Bajaj RE

We need to stick on customer-centric approach as shown in diagram.

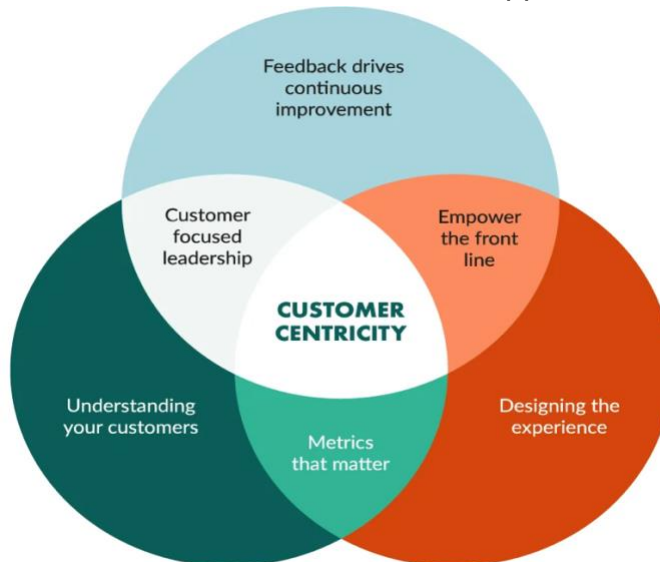


Fig 6

To change customers' attitudes towards Bajaj RE three-wheelers in Sri Lanka, the following strategies can be implemented:

- 1. Safety Campaigns:** The Company should initiate safety campaigns and educational programs to raise awareness among customers and the general public about safe driving practices and the importance of wearing seat belts.
- 2. Enhanced Stability and Safety Features:** This could include incorporating anti-roll technology, improving suspension systems, and enhancing the overall structural integrity of the vehicles. By highlighting these safety enhancements, customers may develop a more positive perception of the product.

3. **Collaboration with Insurance Providers:** Partnering with insurance companies to offer affordable and comprehensive insurance packages for three-wheeler owners can help mitigate the financial risks associated with accidents.
4. **Customer Testimonials and Success Stories:** Encourage satisfied customers to provide testimonials and share their positive experiences on various platforms, including social media, websites, and print advertisements. Genuine stories of customers benefiting from the reliability and fuel efficiency of Bajaj RE three-wheelers can help build trust and confidence in potential buyers.
5. **Promote Financial and Environmental Benefits:** Emphasize the environmental advantages of using Bajaj RE three-wheelers, such as their low fuel consumption and reduced carbon footprint compared to other vehicles.
6. **Collaborate with Ride-Hailing Services:** Partnering with popular ride-hailing platforms in Sri Lanka, such as Uber and Pickme, can increase the visibility and accessibility of Bajaj RE three-wheelers. Promote the benefits of using Bajaj RE vehicles for ride-hailing services, such as lower operating costs for drivers and convenient transportation for passengers.
7. **After-Sales Service and Support:** Focus on quick and efficient service, availability of genuine spare parts, and trained technicians. This commitment to customer satisfaction can foster positive word-of-mouth recommendations and improve the overall perception of the brand.
8. **Engage with the Community:** Actively engage with the local communities where Bajaj RE three-wheelers are widely used. Sponsor local events, participate in community initiatives, and support social causes.

Overall the process involves for attitude change is:

ATTITUDE CHANGE

Methods to Bring Attitude Change



Fig 7

III. Ways of applying classical conditioning theory to develop promotional strategies for Bajaj RE in Sri Lanka.

Classical conditioning theory can be applied to develop promotional strategies for Bajaj RE in Sri Lanka by creating positive associations and emotional connections with the brand. Here are some ways to implement classical conditioning principles:

- 1. Create positive associations:** Associate the Bajaj RE three-wheeler with positive emotions, experiences, and values. Use advertising campaigns that depict happy and satisfied customers enjoying their rides in various settings, such as scenic landscapes, bustling city streets, and family outings. By consistently portraying positive experiences, the brand can build a positive association in the minds of the target audience. (Neilson, 2014)
- 2. Pair the brand with desirable stimuli:** Create associations between the Bajaj RE three-wheeler and other desirable stimuli or experiences. For example, feature endorsements or partnerships with popular celebrities, sports personalities, or influential individuals who have a positive image among the target market. By associating the brand with respected figures, the positive attributes of those figures can transfer to the brand itself. (marketing-schools.org, 2020)
- 3. Utilize memorable jingles or slogans:** Develop catchy jingles or slogans that are memorable and easily recognizable. Use them consistently in advertising campaigns, social media platforms, and other marketing channels. The repetitive exposure to these jingles or slogans will help in creating a strong association between the brand and the positive emotions or messages conveyed by the music or words. (barnesfirmjimg, 2019)
- 4. Use conditioning techniques in advertising:** Employ classical conditioning techniques in advertising by pairing the Bajaj RE three-wheeler with positive experiences. For example, show the three-wheeler in conjunction with symbols of reliability, durability, and affordability. Emphasize features like low fuel consumption, easy manoeuvrability, and spacious interiors. Through repetition and consistent pairing, consumers will start associating these positive attributes with the brand. (Leuschen, 2019)
- 5. Use classical conditioning to overcome negative associations:** As mentioned, there is a perception in Sri Lanka that three-wheelers are unsafe. Bajaj RE could use classical conditioning to overcome this negative association. For example, the company could create advertising campaigns that show the Bajaj RE being used safely and responsibly. This would help to change people's attitudes towards the brand and make them more likely to consider buying it. (healthline.com, 2020)

6. **Use classical conditioning to create a sense of urgency:** One way to do this is to offer limited-time discounts or promotions. This would create a sense of urgency and make people more likely to buy the Bajaj RE before the offer expires.

IV. **Applicability of Maslow's need hierarchy theory for developing marketing strategies for Bajaj RE in the Sri Lankan market**

Maslow's need hierarchy theory, also known as Maslow's hierarchy of needs, suggests that individuals have a hierarchical arrangement of needs, with lower-level needs requiring fulfilment before higher-level needs can be addressed. The theory proposes that people are motivated to fulfil their physiological, safety, social, esteem, and self-actualization needs in that order.

(Saul Mcleod, 2023)



Fig 8

Maslow's hierarchy of needs

When developing marketing strategies for Bajaj RE in the Sri Lankan market, the applicability of Maslow's need hierarchy theory can be critically discussed in the following ways:

1. **Addressing physiological needs:** Bajaj RE can emphasize the fuel efficiency and affordability of their three-wheelers, highlighting how they provide an economical mode of transportation that meets the basic physiological need for mobility. The marketing messages can focus on how the vehicle helps individuals fulfil their need for transportation in a cost-effective way.

- 2. Enhancing safety and security:** Bajaj RE can promote the safety features of their three-wheelers, such as sturdy construction, reliable brakes, and stability, to address the safety needs of the customers. Emphasizing the durability and reliability of the vehicle can help create a sense of security and meet the customers' need for safety.
- 3. Fostering social connections:** Bajaj RE can position their three-wheelers as a means of enhancing social connections and community engagement. Marketing efforts can highlight the convenience of carrying multiple passengers, enabling people to travel together and foster social interactions. Emphasizing the vehicle's role in facilitating family outings, group transportation, and shared experiences can appeal to the customers' need for social belongingness.
- 4. Building esteem and status:** Bajaj RE can develop marketing strategies that associate their three-wheelers with prestige and social status. This can be achieved by highlighting the quality, design, and comfort aspects of the vehicle. Positioning the three-wheeler as a desirable choice that reflects the owner's taste and success can help fulfil the customers' need for esteem and recognition.
- 5. Supporting self-actualization:** Bajaj RE can showcase how owning their three-wheeler can enable individuals to pursue their personal and professional goals. The marketing strategies can highlight the flexibility, independence, and entrepreneurial opportunities that come with owning a Bajaj RE three-wheeler. By positioning the vehicle as a tool for self-empowerment and personal growth, the company can tap into the customers' need for self-actualization. (Saul Mcleod, 2023)

Important suggestions for David Pieris Motor Company:

It is advised that the company concentrate on a few key areas in order to propel Bajaj RE's performance in the Sri Lankan market. First and foremost, improving product development is essential. Research and development investments should be made to enhance design, functionality, and safety features. Equally crucial is enhancing the brand's perception by promoting attributes like dependability, fuel economy, and minimal maintenance expenses. Easy accessibility and effective after-sales service will be provided by expanding the distribution network through partnerships with dealerships and service facilities. The distinctive selling characteristics of Bajaj RE will be promoted and made known by spending money on effective marketing and advertising campaigns across a variety of media. Prioritizing customer support services, encouraging partnerships and collaborations, focusing on sustainability, and carrying out ongoing market research are also important.

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