

ENHANCING MARKETING APPROACHES AND SERVICE QUALITY IMPACT ON OEMS AT HL MANDO ANAND INDIA PRIVATE LIMITED, SRIPERUMBUDUR

K.R. Mahalakxmi¹, Suma² and M. Monisha³

^{1,3}Department of Management Studies, University College of Engineering, Bharathidasan Institute of Technology Campus, Anna University, Tiruchirappalli, India

²Department of Management Studies, Crescent School of Business, BS Abdur Rahman Crescent Institute of Science and Technology, India

Abstract

India's automotive industry has experienced rapid expansion due to increasing demand for vehicles and automotive components. Original Equipment Manufacturers (OEMs) are central to this growth, necessitating effective marketing strategies tailored to their specific requirements. This study investigates the existing marketing practices implemented for OEMs customer in HL Mando Anand India Private Limited, Sriperumbudur, focusing on Steering, Suspension, and Brakes. The primary objective is to identify areas for improvement in marketing approaches and service quality to enhance satisfaction and loyalty among OEMs using the SERVQUAL model's dimensions are Tangibility, Reliability, Responsiveness, Assurance, and Empathy. The study aims to enhance the current marketing strategies employed by HL Mando Anand India Private Limited towards OEMs practices through a Descriptive Research design. A structured questionnaire, validated using Cronbach Alpha and factor analysis, was administered to 53 OEM respondents selected via census sampling. Data analysis employed SPSS and statistical tool such as Chi-Square, Correlation. The findings provide actionable insights to improve marketing approaches and cultivate stronger OEM relationships in the HL Mando Anand India Private Limited industry, thereby fostering sustainable growth in the automotive component sector.

Keywords:

Service Quality, OEM, Automotive Industry, Customer Satisfaction, Marketing Approach, SERVQUAL

1. INTRODUCTION

The automotive industry in India has experienced robust growth, driven by increasing demand from an expanding middle class and expanding global exports [1]. This growth has attracted both domestic players and international entrants into the market, fostering a competitive landscape [2]. Within this dynamic environment, the auto components sector is crucially divided into organized and unorganized segments [3]. The organized sector caters primarily to Original Equipment Manufacturers (OEMs), specializing in high-precision components essential for vehicle production, while the unorganized sector serves the aftermarket with more basic offerings [4].

This study focuses on evaluating the impact of marketing approaches and service quality within the Business-to-Business (B2B) domain [5] at HL Mando Anand India Private Limited in Sriperumbudur. HL Mando Anand India Private Limited is a key player engaging with prominent OEMs [6] such as Hyundai, KIA, Mahindra, TATA, Maruti, and Stellantis, providing specialized automotive components including steering, suspension, and brakes [7].

The core objective of this study is to assess how effective marketing strategies and service quality initiatives influence OEM relationships at HL Mando Anand India Private Limited.

This evaluation involves the strategic development and dissemination of customized information, such as technical day details and product demonstrations, aimed at enhancing product awareness and promoting additional services [8]. The study aims to assess the effectiveness of frameworks such as the SERVQUAL model in improving service quality and ultimately boosting customer satisfaction [9].

Understanding these dynamics is pivotal for HL Mando Anand India Private Limited to strengthen its position in the automotive component sector by fostering robust partnerships and maintaining high standards of service delivery. This study seeks to provide actionable insights that can drive strategic improvements, optimize customer relationships, and contribute to sustained growth in a competitive market environment [10].

1.1 STATEMENT OF THE PROBLEM

The statement of the problem for the study Enhancing Marketing Approaches and Service Quality Impact on OEMs at HL Mando Anand India Private Limited, Sriperumbudur in the dynamic automotive industry, HL Mando Anand India Private Limited faces the challenge of optimizing its marketing approaches and service quality to better cater to Original Equipment Manufacturers (OEMs) [11]. The study seeks to investigate how improvements in marketing strategies and service quality can influence OEM satisfaction, loyalty, and the overall competitive position of the company in the market.

2. OBJECTIVES OF THE STUDY

- To study the existing marketing practices implemented for OEMs customer in HL Mando Anand India Private Limited, Sriperumbudur.
- To evaluate the current marketing strategies employed by HL Mando Anand India Private Limited towards OEMs
- To identify areas for improvement in marketing approaches and service quality to enhance satisfaction and loyalty among OEMs.

3. NEED FOR THE STUDY

The need of the study on the effectiveness of marketing approaches in business to business (B2B) with OEMs in HL Mando Anand India Private Limited, includes analyzing the current and previous marketing tactics, assessing competitive strategies, identifying the target customers like Hyundai, Tata, KIA, Mahindra, evaluating customer satisfaction, examining the technology effectiveness, customizing the product for OEMs (Original equipment manufacturers), which means An OEM is a

company whose goods are used as components in the products of another company, known as a value-added reseller (VAR).

4. METHODOLOGY

4.1 RESEARCH DESIGN

The research design adopted for this study is descriptive in nature. The descriptive research is concerned with describing the characteristics of a particular individual or of a group. It is also concerned with specific predications with narration of facts and characteristics concerning individual, group or situation.

4.2 QUESTIONNAIRE DESIGN

A structured questionnaire was used as a research instrument. Accordingly, a structured questionnaire was prepared based on the objectives of the study. Then the questionnaire was distributed to HL Mando Anand India Private Limited customers. Data were collected using close ended questions. The total number of questions in the questionnaire is 30.

4.3 SURVEY DESIGN AND SCALING TECHNIQUE

Survey data was collected using the direct interview method. For this study measurement scaling technique, the interval Scale is used for collecting demographic data and five point Likert Scale is used for the analysis approach.

4.4 SAMPLING FRAMEWORK

Sample size- the sample taken for this service quality in HL Mando customers was 53 for this study. The sampling technique adopted for this study is the Census method.

4.5 SOURCE OF DATA COLLECTION

The data was collected using both primary and secondary data. The primary data are those that are collected for the first time and thus happen to be original in character. The primary data was collected through using the SERVQUAL method structured questionnaire from the OEM respondents in HL Mando. In this study, the collection of primary data was collected by a structured questionnaire. The secondary data have been collected from research papers, journals and websites.

4.6 LIMITATION OF THE STUDY

- The study is limited to the OEMs available time period in HL Mando
- The period of the study was 3 months

5. RELIABILITY TEST

5.1 RELIABILITY TEST OF THE QUESTIONNAIRE

Table.1. Reliability check for Customers

Reliability Statistics for customer		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.898	25

To check the reliability of the service provider questionnaire has been Cronbach' Alpha value is 0.898 which means the questionnaire is good.

6. DATA ANALYSIS AND INTERPRETAION

6.1 DESCRIPTIVE STATISTICS

Descriptive statistics was run on the various categories that categories were assessed, and the result are presented below.

Table.2. Demographic characteristics

	Age	Experience	Gender	OEMs	CUSOFHL MAIL
N Valid	53	53	53	53	53
Mean	2.43	2.96	1.1132	5.13	3.5849
Median	3.00	3.00	1.0000	5.00	4.0000
Mode	3	3	1.00	1	4.00
SD	1.010	.784	.31988	3.241	.56955
Variance	1.020	.614	.102	10.501	.324
Range	3	3	1.00	12	2.00
Sum	129	157	59.00	272	190.00

The mean age is 2.43 but the median and the modal age of the respondents are both 3. The minimum and maximum ages of respondents are 21 and 45 respectively. The ages of respondents are left-skewed, meaning that majority of the respondents have ages greater than the mean age.

Table.3. Descriptive Statistics

	Mean	Std deviation	Analysis N
Tangible variable 1	4.6604	.47811	53
Tangible variable 2	4.4340	.57209	53
Tangible variable 3	4.3774	.56249	53
Tangible variable 4	4.3774	.56249	53
Tangible variable 5	4.3962	.49379	53
Tangible variable 6	4.6604	.47811	53
Reliability variable 1	4.6038	.49379	53
Reliability variable 2	4.6226	.48936	53
Reliability variable 3	4.5849	.49745	53
Reliability variable 4	4.6981	.46347	53
Reliability variable 5	4.6792	.47123	53
Reliability variable 6	4.6981	.46347	53
Responsiveness variable 1	4.4151	.56955	53
Responsiveness variable 2	4.6415	.48415	53
Responsiveness variable 3	4.3962	.49379	53
Responsiveness variable 4	4.5472	.53945	53
Responsiveness variable 5	4.5660	.53742	53
Responsiveness variable 6	4.5472	.53945	53
Assurance variable 1	4.4717	.54079	53

Assurance variable 2	4.7358	.44510	53
Assurance variable 3	4.5094	.54146	53
Assurance variable 4	4.6415	.48415	53
Assurance variable 5	4.5283	.57525	53
Assurance variable 6	4.5283	.57525	53
Empathy variable 1	4.6604	.47811	53
Empathy variable 2	4.4528	.50253	53
Empathy variable 3	4.6415	.48415	53
Empathy variable 4	4.5472	.53945	
Empathy variable 5	4.6038	.53131	53
Empathy variable 6	4.6415	.48415	53

The study presents descriptive statistics for service quality dimensions including Tangible, Reliability, Responsiveness, Assurance, and Empathy. Across these dimensions, respondents rated tangible aspects, such as physical facilities and equipment, highly with mean scores ranging from 4.3774 to 4.6604, showing consistent perceptions. Reliability, reflecting the service's dependability, also scored high (mean range: 4.5849 to 4.6981) with moderate variability. Responsiveness, indicating promptness and willingness to assist, varied moderately (mean range: 4.3962 to 4.6415). Assurance, encompassing staff knowledge and courtesy, had means ranging from 4.4717 to 4.7358, showing some variability. Empathy, emphasizing personalized customer care, scored consistently high (mean range: 4.4528 to 4.6604)

with moderate variability. Overall, the findings suggest that while service quality is perceived positively across all dimensions, attention to variability in reliability, responsiveness, assurance, and empathy perceptions can guide targeted improvements to enhance customer satisfaction and loyalty.

6.2 CORRELATION

Null hypothesis (h_0): In the overall model there is no significant correlation between the two variables which includes reliability, responsiveness, tangible, assurance, and empathy in the customer relationship and marketing approach.

Alternative hypothesis (h_1): In the overall model there is a significant correlation between the two variables which includes reliability, responsiveness, tangible, assurance, and empathy in the customer relationship and marketing approach.

The interpretation of the correlation and p-values is done based on their strength and direction:

6.2.1 The Correlation Values Range from -1 to 1.

- Positive values indicate a positive relationship.
- Negative values indicate a negative relationship.
- Values close to 0 indicate no relationship.

6.2.2 P-values Determine the Statistical Significance:

- A p-value less than 0.05 typically indicate statistical significance it rejects the null hypothesis.

Table.4. Correlation

Correlation	State whether the tangible of HL MAIL helps the Customer relationship and market approach to be effective	Do you think Reliability will help customer relationships and market approach to improve HL MAIL	Do you think the responsiveness of HL MAIL stays effective relationships among the customers and approaching clients?	State whether the HL MAIL will Assurance among the services to customers and marketing approach	Rate the empathy of HL MAIL among the Customers and Marketing Approach
State whether the tangible of HL MAIL helps the Customer relationship and market approach to be effective	1.000	0.049	0.436	0.036	0.045
Do you think Reliability will help customer relationships and market approach to improve HL MAIL	0.049	1.000	0.135	0.033	-0.063
Do you think the responsiveness of HL MAIL stays effective relationship among the customers and approaching clients	0.436	0.135	1.000	0.042	0.176
State whether the HL MAIL will Assurance among the services to customers and marketing approach	0.036	0.033	0.042	1.000	0.417

Rate the empathy of HL MAIL among the Customers and Marketing Approach	0.045	-0.063	0.176	0.417	1.000
Do you think Reliability will help customer relationships and market approach to improve HL MAIL	0.727	-	0.335	0.816	0.654
P Values	State whether the tangible of HL MAIL helps the Customer relationship and market approach to be effective	Do you think Reliability will help customer relationships and market approach to improve HL MAIL?	Do you think the responsiveness of HL MAIL stays effective relationships among the customers and approaching clients?	State whether the HL MAIL will Assurance among the services to customers & marketing approach	Rate the empathy of HL MAIL among the Customers and Marketing Approach
Do you think the responsiveness of HL MAIL stays effective relationship among the customers & approaching clients	0.001	0.335	-	0.765	0.206
State whether the HL MAIL will Assurance among the services to customers & marketing approach	0.800	0.816	0.765	-	0.002
Rate the empathy of HL MAIL among the Customers & Marketing Approach	0.747	0.654	0.206	0.002	

When the analysis goes through each pair among the Tangible vs Reliability: The correlation value is 0.049, and the p-value is 0.727, fails to reject the null hypothesis since there is no significant correlation between the Tangible and Reliability. When the pair goes along with the Tangible vs. Responsiveness the correlation value is 0.436, and the p-value is 0.001, we reject the null hypothesis. There is a significant positive correlation between Tangible and Responsiveness. The Relationship between the Tangible vs Assurance correlation value is 0.036, and the p-value is 0.800. Since we fail to reject the null hypothesis there is no significant correlation between Tangible and Assurance. The correlation relationship between the Tangible and Empathy correlation value is 0.045 and the p-value is 0.747, we fail to reject the null hypothesis due to there is no significant correlation between the Tangible and Empathy. When the analysis goes along with the Reliability vs Responsiveness the correlation value is 0.135 and the p-value is 0.335 since we fail to reject the null hypothesis and there is no significant correlation relationship between the Reliability and Responsiveness. When the pair along with the Reliability vs Assurance the correlation value is 0.033 and the p-value is 0.816, we fail to reject the null hypothesis. There is no significant correlation between Reliability and Assurance. The Correlation relationship between Reliability vs Empathy the correlation value is -0.063, and the p-value is 0.654 because we failed to reject the null hypothesis and there is no significant correlation between Reliability and Empathy. When

the correlation relationship between Responsiveness vs Assurance the correlation value is 0.042, and the p-value is 0.765, we fail to reject the null hypothesis. There is no significant correlation between Responsiveness and Assurance. When the pair goes along with the Responsiveness vs Empathy the correlation value is 0.176 and the p-value is 0.206 since we fail to reject the null hypothesis and there is no significant correlation between the Responsiveness and Empathy. The relationship between the Assurance vs Empathy correlation value is 0.417, and the p-value is 0.02, we reject the null hypothesis and there is a significant positive correlation between Assurance and Empathy.

7. INTERPRETATION

Therefore, the null hypothesis is rejected, there is a significant correlation between Tangible and Responsiveness, and Assurance and Empathy can positively impact customer relationships and market approaches, while other aspects may not have a significant influence.

7.1 INFERENCE

There is a significant correlation between Tangible and Responsiveness, and Assurance and Empathy can positively impact customer relationships and market approaches, while other aspects may not have a significant influence.

7.2 FINDINGS

Findings from the study is found a significant positive correlation between Tangibility (physical facilities and equipment) and Responsiveness (promptness in service), there was also a significant positive impact identified between Assurance (knowledge and courtesy of employees) and Empathy (caring and individualized attention). However, the study did not find significant associations between the remaining SERVQUAL dimensions (Reliability and Responsiveness) and their impact on customer relationships and marketing approaches at HL Mando Anand India Private Limited

7.3 SUGGESTION

Based on the findings from the study, here are some strategic suggestions for HL MAIL to further enhance customer relationships and marketing approaches.

- Focus on enhancing tangible aspects like product packaging and delivery processes to improve responsiveness.
- Strengthen customer trust through reliable and empathetic communication strategies, emphasizing assurance-related interactions. These steps will leverage significant correlations between Tangible and Responsiveness, as well as Assurance and Empathy, to enhance the overall customer experience at HL Mando Anand India Private Limited. This implies that enhancing employee training and customer support initiatives could strengthen customer relationships and improve market approaches with OEMs. The study suggests that while the service is perceived positively across all dimensions, there are variations in how reliability, responsiveness, assurance, and empathy are perceived. These findings can guide targeted improvements to enhance specific aspects of service quality, thereby potentially increasing customer satisfaction and loyalty. Marketing and Communication Enhancements: Improve marketing communications by focusing on transparency, clarity, and value propositions. Highlight success stories, customer testimonials, and case studies to build credibility. Innovative Customer Engagement: Explore innovative ways to engage with customers, such as interactive online platforms, virtual product demonstrations, and personalized marketing campaigns.
- Leadership Involvement: Encourage greater involvement of senior leadership in customer interactions and negotiations to demonstrate commitment and build stronger relationships.
- Regular Monitoring and Evaluation: Continuously monitor and evaluate the effectiveness of implemented strategies. Use key performance indicators (KPIs) to track progress and make necessary adjustments.

8. CONCLUSION

The study on enhancing marketing approaches and service quality for OEMs at HL Mando Anand India Private Limited, Sriperumbudur, identified significant insights into improving customer relationships in the automotive component sector. Key findings highlighted strong correlations between Tangibility and

Responsiveness, as well as Assurance and Empathy, underscoring areas where HL Mando can enhance customer satisfaction and loyalty. While the study noted strengths in tangible improvements and assurance-related interactions, gaps in Reliability and Responsiveness suggest opportunities for refining service delivery processes. Strategic recommendations include focusing on tangible enhancements, investing in employee training for improved customer interactions, enhancing marketing transparency, exploring innovative customer engagement strategies, increasing leadership involvement, and implementing robust monitoring and evaluation systems for continuous improvement. These actions aim to strengthen HL Mando's market position and foster sustainable growth.

REFERENCES

- [1] N Boysen, S Emde, M Hoeck and M Kauderer, "Part Logistics in the Automotive Industry: Decision Problems, Literature Review and Research Agenda", *European Journal of Operational Research*, Vol. 242, No. 1, pp. 107-120, 2015.
- [2] M.G. Jacobides and J.P. MacDuffie, "Agency, Structure, and the Dominance of OEMs: Change and Stability in the Automotive Sector", *Strategic Management Journal*, Vol. 37, No. 9, pp. 1942-1967, 2016.
- [3] Fabien Mahut, Joanna Daabout, M Bricogne and Benoit Eynard, "Product Service System for Servitization of the Automotive Industry", *International Journal of Production Research*, Vol. 55, No. 7, pp. 2102-2120, 2017.
- [4] Eduardo Lucio and Rodrigo Marcal Gandia, "New Business Models and the Sharing Economy: Impact and Challenges for the Traditional Automotive Industry", *International Journal of Automotive Technology and Management*, Vol. 19, No. 3-4, pp. 301-320, 2019.
- [5] Marin Narinov, Tony Coz and George J Avlonitis, "Marketing Approaches in Bulgaria", *European Journal of Marketing*, Vol. 27, No. 11-12, pp. 34-46, 1993
- [6] Keerthana Vaidheswaran, "Market Analysis and Market Acceptance for B2B Product: A Strategic Approach using Porter's 5 Force Model", *SIMS Journal of Management Research*, Vol. 4, pp. 1-12, 2020.
- [7] Donny Oktavian Syan, "Identifying the Factor that Promotes Vertical Partnership", *Indonesian Journal of Science and Technology*, Vol. 4, No. 1, pp. 119-133, 2019.
- [8] Norzulianna M. Nazir and Kamran Shavarbei, "A Review of Global Automotive Industry's Competitive Strategies", *World Journal of Science, Technology and Sustainable Development*, Vol. 16, No. 4, pp. 170-183, 2019.
- [9] V.J. Thomas and Elicia Maine, "Market Entry Strategy for Electric Vehicle Start -UOS in the Automotive Industry", *Journal of Cleaner Production*, Vol. 235, pp. 653-663, 2019.
- [10] G Volpato, "The OEM-FTS Relationship in Automotive Industry", *International Journal of Automotive Technology and Management*, Vol. 4, No. 2-3, pp. 166-197, 2004.
- [11] R Subramaniam and D Huisingh, "Remanufacturing for the Automotive Aftermarket-Strategic Factors: Literature Review and Future Research Needs", *Journal of Cleaner Production*, Vol. 17, No. 13, pp. 113-1774, 2009.