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Student Name: Khushi Rajeshbhai Goraniya

Student ID: 2527497

**Assessment Component – Individual Report on Honda Sael
Cars India Ltd.**

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Section 1

1. Organisational Context and Overview

1.1 Summary of the organisation

Honda Siel Cars India Ltd is the main subsidiary of Honda to penetrate the Indian passenger vehicle market in 1995 and was rebranded as Honda Cars India Limited (HCIL) in 2012 with full ownership from Indian partners like Maruti Suzuki's predecessors and presented as Honda Motor Co. (Honda Car India, 2012). Honda has the mission to expand mobility services with technological innovation, safety leadership and environmental stewardship, which presents a global vision of becoming "a company society wants to exist".

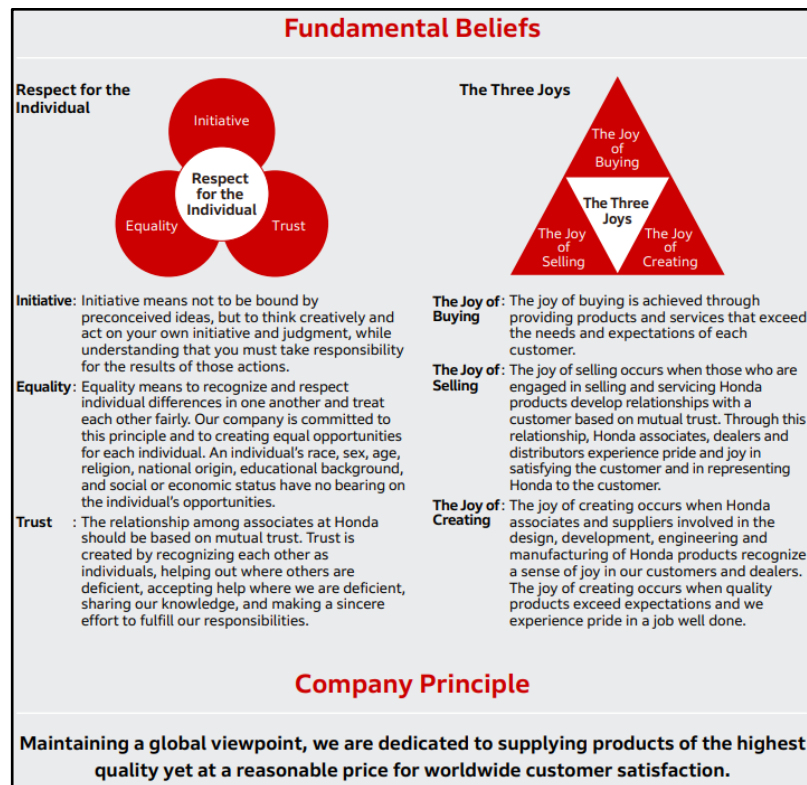


Figure 1: Fundamental beliefs

(Source: Honda Global, 2026)

Honda's differentiation-based business model has ensured technological reliability and sustainable mobility solutions in its Indian portfolio, highlighting Amaze, City, City e:HEV hybrid and Elevate SUV models (Honda Car India, 2026).

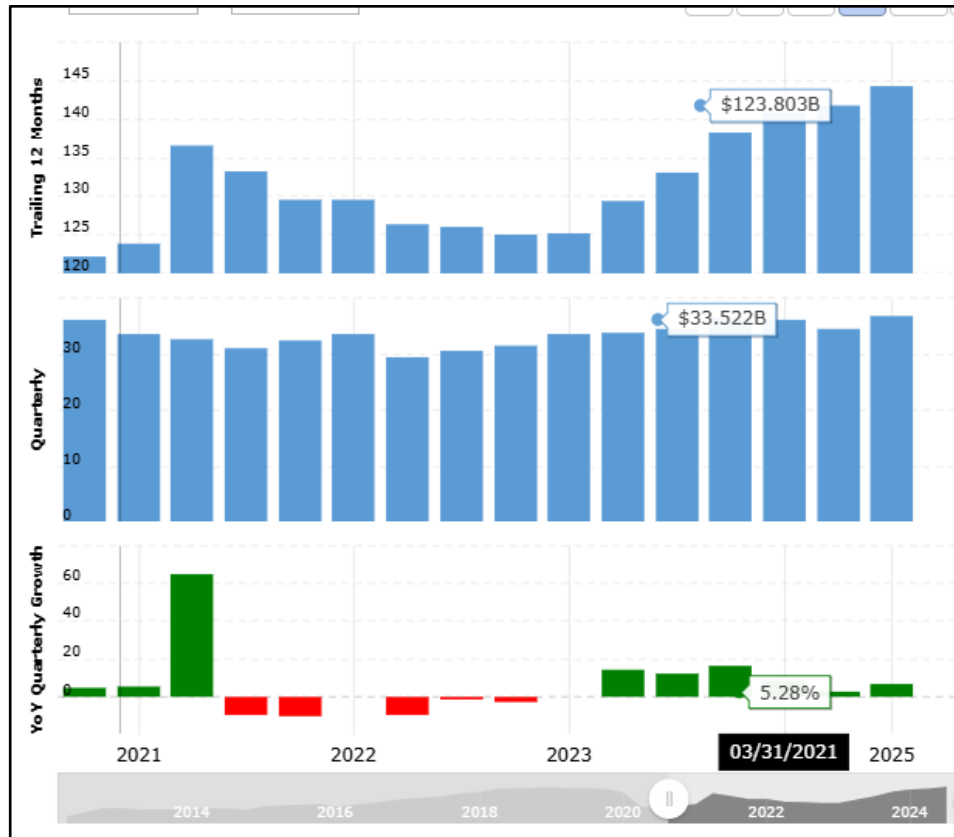


Figure 2: Revenue trend

(Source: Macrotrends, 2025)

Domestic sales of 91,241 vehicles in FY2025–26 represented only 2% of India's passenger vehicle market, which reported sales of a total of 4.68 million units (The Economic Times, 2026; SIAM, 2026). The limited capacity of the Tapukara facility (180,000 units) has constrained the approach to highly competitive pressure from the Indian automobile sector. In FY2024-25, HCIL generated revenue of ₹17,219 crore, with -9% in net profit due to weaker domestic demand (Macrotrends, 2025). HCIL undertook the current strategic priorities to expand SUV portfolio along with deployment of hybrid technology, localisation and BS6 compliance with ₹1,200 crore investment in EV manufacturing at Tapukara to return to the competition (ET AutoDesk, 2026).

1.2 Industry overview, competitors and market position

India's passenger vehicle (PV) industry is considered the fastest-growing automotive market, with annual sales of 4.6-4.7 million units in 2025 and a CAGR of 7.51% till 2031 (Mordor Intelligence, 2026). Shift in customer preference for SUVs accounted for 53-56% of total PV sales in 2025, with a 6.35% CAGR in the Indian market (Mordor Intelligence,

2026). Hybrid vehicle adoption is also reported to grow, representing 2.7% of PV market sales, while electric vehicle sales represent >5%.

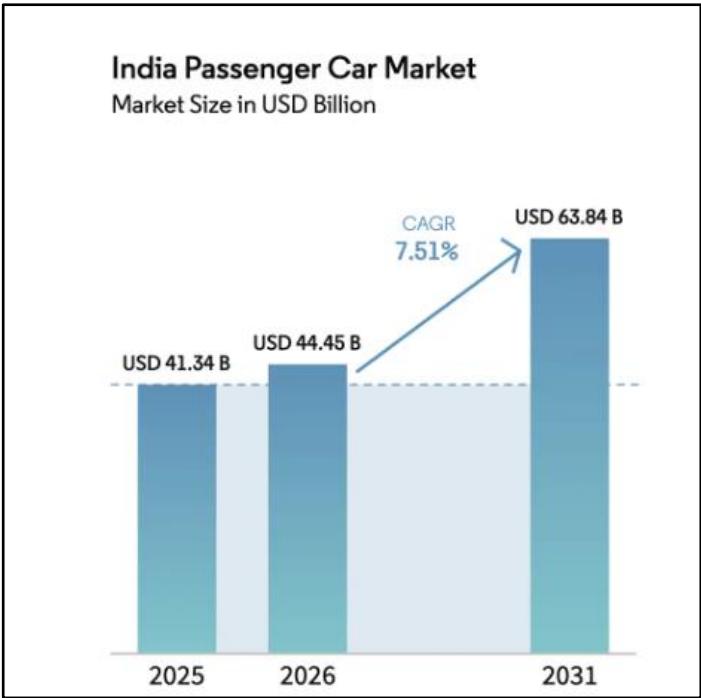


Figure 3: Passenger car market of India
(Source: Mordor Intelligence, 2026)

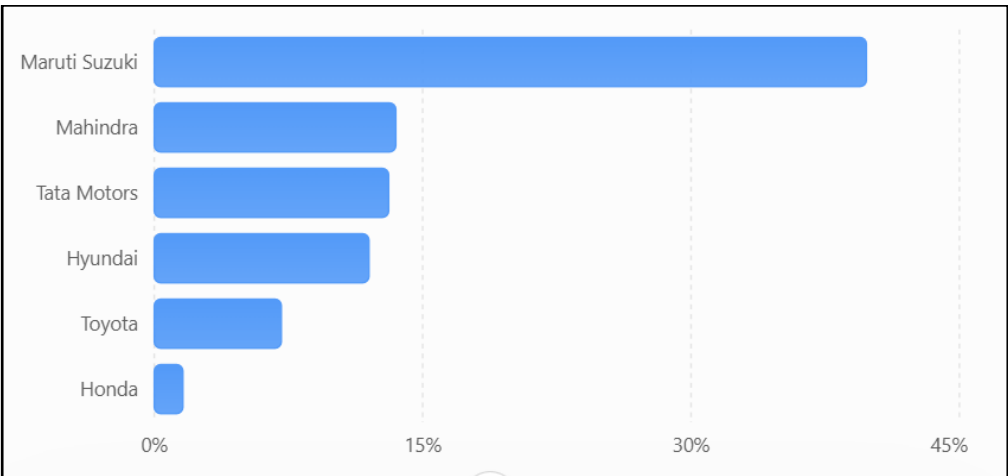


Figure 4: Market share comparison of Honda’s competitors in India
(Source: Influenced by Munde, 2026; Daniels, 2026)

Comparing the market share of Honda with its competitors, as presented in the figure above, showed a decline of 7-8% in market position due to a limited SUV portfolio and EV models, demonstrating heavy reliance on sedan models (Munde, 2026; Daniels,

2026). Hence, the strategic gap is evident for Honda to opt for rapid transition to EVs and utility vehicles.

2. External and Internal Analysis

2.1 Evaluation of External Factors

For analysing the external factors, the PESTLE analysis has been taken into focus, which is a simple and effective tool used for identifying the key external forces that might affect an organisation (Week 2, slide 14).

Political

The political environment of India is quite favourable for the electric mobility, where the government's PM E-DRIVE scheme has a total outlay of Rs. 10,900 crores, and it also envisages support of Rs. 2,000 crores to set up adequate public charging infrastructure (Heavyindustries.gov.in, 2025). This is relevant for reducing the "charging anxiety" perception among common people. Moreover, under the scheme for promoting the manufacturing of EVs in this nation, the approved applicants would be allowed to import "Completely Built-in Units" (CBUs) of e-4W with the minimum CIF value of USD 35,000 at reduced consumer duty of 15% for a time period of 5 years from the approval date of the application (Pib.gov.in, 2025). To get this, there is a need for a minimum investment of Rs. 4,150 crores.

Opportunities

- For the Honda cars, this is effective in creating strategic opportunities for localizing the EV or the hybrid-electric production.
- Moreover, the firm can also use India as the manufacturing and export base for the long-term.

Threats

- Competitors such as Hyundai, Tata, and Mahindra are already moving faster as they have such visible EV products.
- However, the current vehicle lineup for Honda in India consists of Amaze, City, and others with no such mass-market BEV.

Economic

As of 2025, the sales of passenger vehicles have been identified as 45,219,913 in India, and Mahindra has been identified as the 2nd-largest carmaker of the nation (Autopunditz, 2025).

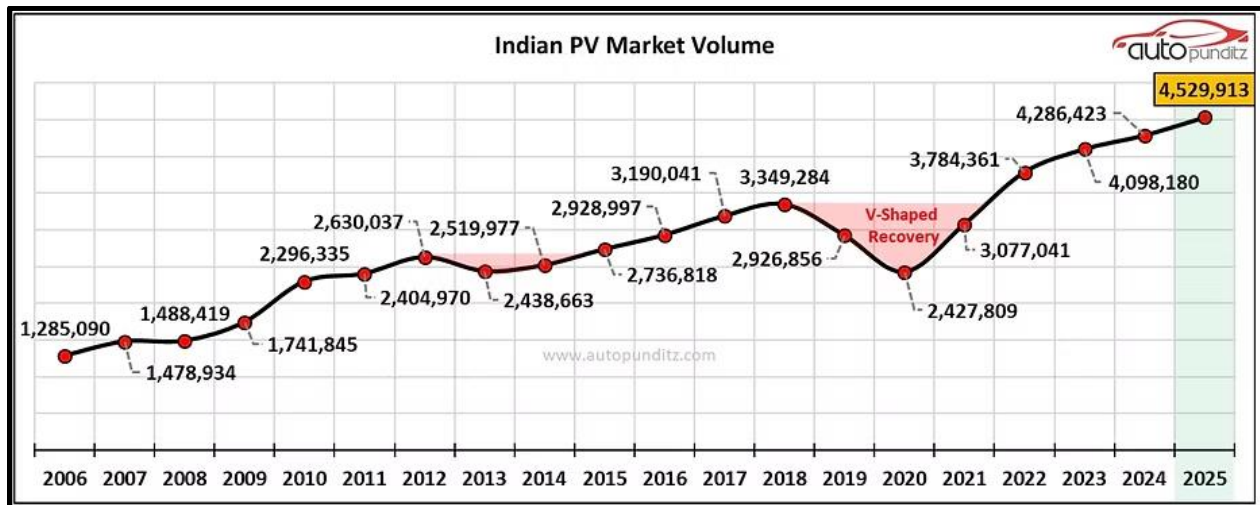


Figure 5: Mass market passenger vehicle industry of India from 2006 to 2025

(Source: Autopunditz, 2025)

Moreover, Maruti Suzuki sold the largest number of passenger cars in the Indian market, such as 1.7 million, whereas Honda was able to sell only 64,727 cars (figure below).

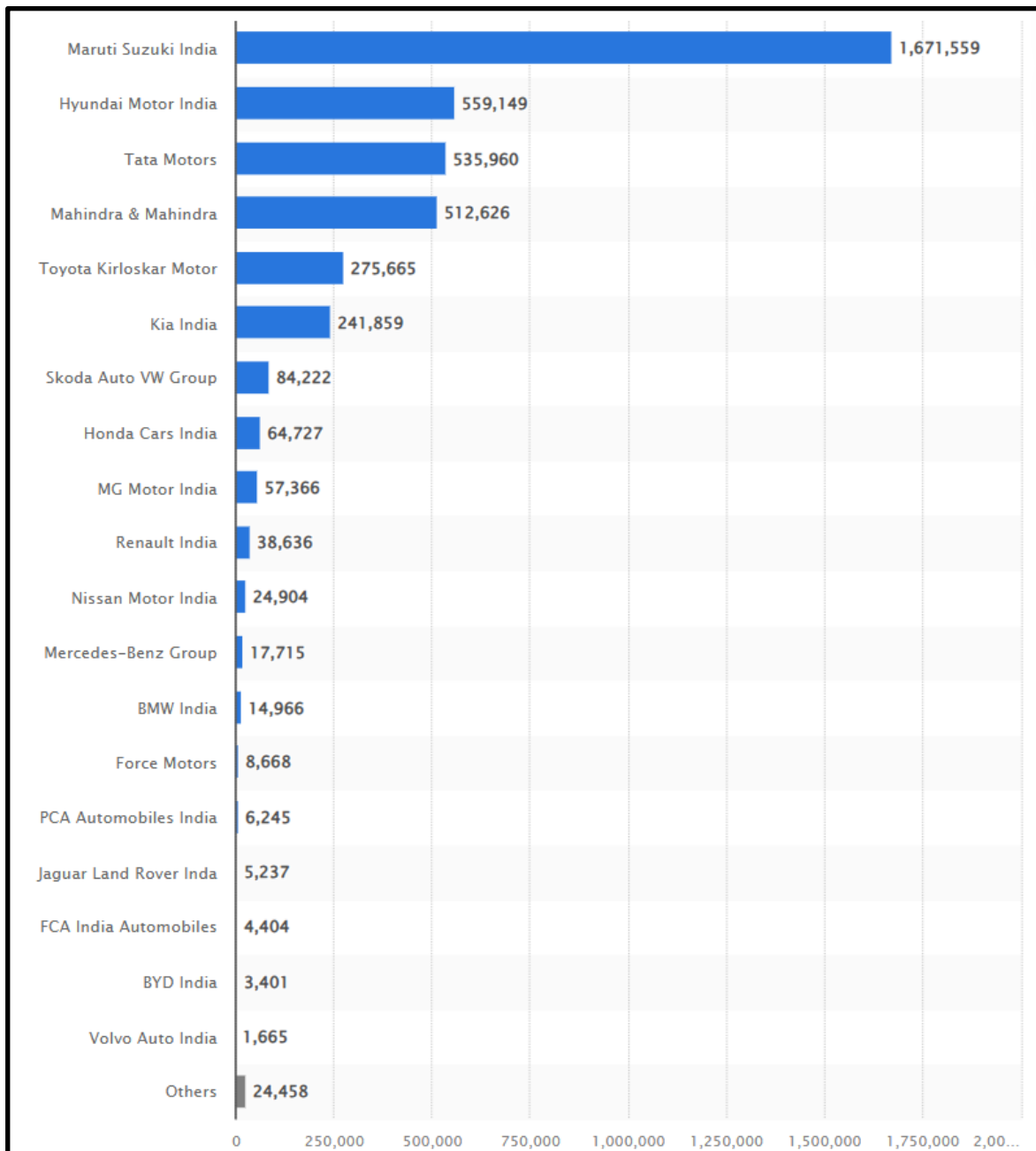


Figure 6: Volume of sold passenger cars in India in 2025

(Source: Statista, 2025)

The utility vehicles (UVs) seemed to drive growth as well, now contributing 65% of total PV sales compared to about 60% in 2023-24 (Siam.in, 2025). This is relevant enough as Honda's 4-wheeler business is still dependent on sedans and has the limited SUV depth compared to other marketers.

Opportunity

- The Indian economy grew at 7.8% in Q1 2026, which is much faster than the RBI estimate of 6.5% (Manoramayearbook.in, 2026). This is relevant to support customer spending and vehicle demand for Honda.

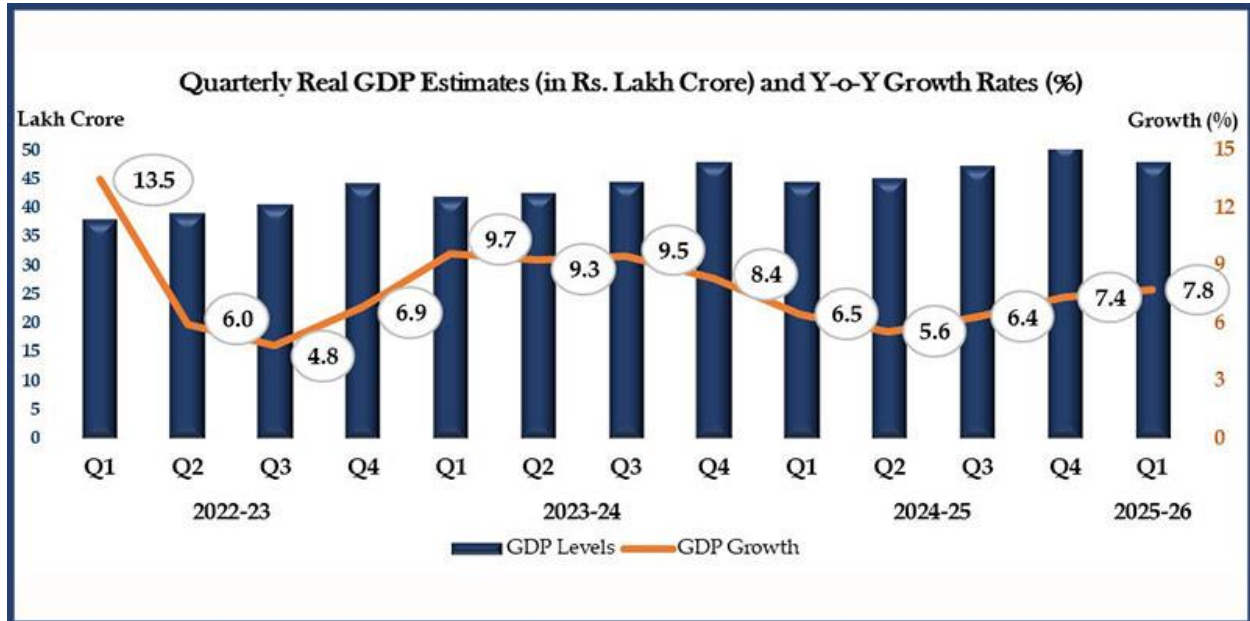


Figure 7: Growth of Indian economy in Q1 2025-26

(Source: Manoramayearbook.in, 2026)

Threats

- The threat is visible in the sales performance of Honda, as in 2024-25, domestic sales of the firm stood at 65,925 units, whereas in 2023-24, it was 86,584 units, indicating a fall in domestic volume when the broader PV market expanded (Hondacarindia, 2025).
- Honda is also not able to capture the market growth as it lacks several SUVs and has not launched electric SUVs till now.

Social

Indian car buyers are changing their taste from traditional sedans towards the SUVs, connected technology, automatic transmission, and ADAS. It has been identified that in India, sales of UVs, especially SUVs, reached 2.95 million units with a share of 65.80% in total PV sales in 2025 (Autocarpro.in, 2026). The Elevate model of Honda is able to respond partly to this aspect with the 1.5L petrol engine, CVT option, ADAS, and 220 mm ground clearance (Hondacarindia, 2026).

UTILITY VEHICLE SHARE OF INDIA'S PASSENGER VEHICLE MARKET DOUBLES TO 66% IN SEVEN YEARS					
Year	UV sales	YoY % change	PV sales	YoY % change	UV share of PV sales (%)
CY2017	8,70,565		32,30,614		26.94%
CY2018	9,39,817	7.95	33,94,756	5.08	27.68%
CY2019	9,84,928	4.8	29,62,115	-12.74	33.25%
CY2020	8,97,406	-8.89	24,33,464	-17.85	36.87%
CY2021	14,19,649	58.19	30,82,421	26.67	46.05%
CY2022	19,22,766	35.44	37,92,356	23.03	50.70%
CY2023	23,53,605	22.41	41,01,600	8.15	57.38%
CY2024	27,49,932	16.84	42,74,793	4.22	64.32%
CY2025	29,54,279	7.43	44,89,717	5.03	65.80%

Figure 8: Share of utility vehicles (UV) of India's passenger vehicle market from 2017 to 2025

(Source: Autocarpro.in, 2026)

Opportunities

- Honda has a strong reputation in the Indian market for reliability and brand trust, which will enhance car sales.
- The presence of high-spending power of customers and evolving preferences can enhance the car demand.

Threats

- Young urban customers are mostly associated with the innovation of EVs and frequent launches of models. Hyundai already offers the "Creta Electric," and MG also offers different EVs like Comet and Windsor.
- The late entry of Honda in the EV market can make the brand conservative enough.

Technological

Among the external forces, technology is affecting Honda in a strong aspect, where the PV segment is expected to register 4.08 lakh units at the close of May 2026, indicating a marginal decline from April (JATO, 2026). The charging infrastructure is also improving; as of 2025, there were a total of 29,151 EV charging stations, and it is going to increase in the upcoming days (Pib.gov.in, 2025). This indicates that if Honda is still not able to improve its EV ecosystem, then it can lose its market share. The global strategy of Honda is also changing, where the firm is reallocating its development as well as production resources to hybrid models for launching "15 next-generation hybrid models" worldwide by 2030 (Honda, 2026).

Opportunity

- This type of transformation creates the opportunity for Honda to use hybrid technology as a bridge in India, as a lack of adequate charging infrastructure restricts mass adoption.

Threats

- Honda can underinvest within the Indian BEVs, whereas competitors deepen their EV learning and battery sourcing.
- The competitive technology benchmark is also moving rapidly, and if Honda is not able to maintain the pace, then it will affect its business performance.

Legal

The “BS6 Phase 2 / Real Driving Emission environment” seems to be a strong pressure for Honda in the Indian market. RDE (real driving emission) testing for BS VI vehicles is applicable from 2023, where the more advanced testing on emissions is required along with greater compliance in the real driving conditions (Dieselnet, 2026). However, this indicates that Honda is not completely compliant with BS6.

Opportunity

- This aspect is creating an opportunity for Honda to simplify its product portfolio and keep a strong focus on investments in high-quality models.

Threat

- This perception is also a threat for Honda as its existing limited portfolio would be narrower even more.
- The existing rivals in the market offer vast options on SUVs, EVs, and hybrid models, and hence, legal compliance costs would be higher for Honda for maintaining variety.

Environmental

Based on the report of NITI Aayog, India seeks to attain a 30% share of EVs in the total vehicle sales by 2030, which went up from 50,000 in 2016 to 2.08 million in 2024 (Niti.gov.in, 2025). Transport is also another essential area for the decarbonisation, and these develop greater opportunities for Honda to reposition itself in the low-emission mobility through the hybrid models, effective petrol engines, and the future EVs.

Opportunity

- The above aspects present an opportunity for Honda for repositing itself in the area of low-emission mobility.

Threats

- If Honda relies heavily on the combustion engine models, then there is a possibility of misalignment with the clean mobility direction of India, causing reputational loss.
- The current Honda cars do not offer a diesel version, and it still lacks fully electric PVs.

2.2 Evaluation of internal environment

The VRIO framework has been taken into focus to analyse the internal environment of Honda in the Indian market (Week 4, slide 11).

Resource 1: Engineering capability and hybrid technology

- Valuable: Yes
- Rare: No
- Imitable: Partly imitable
- Organized: Partly organized
- Competitive advantage: Temporary competitive advantage

Justification

The engineering capability of Honda is valuable enough, as the firm has strong experience in petrol, hybrid, as well as powertrain technologies. By integrating electric AWD and the most efficient powertrain in its upcoming models, Honda can be able to make more than 10% improvement in the fuel economy, along with cost reduction by over 50% by 2027 (Honda, 2025).

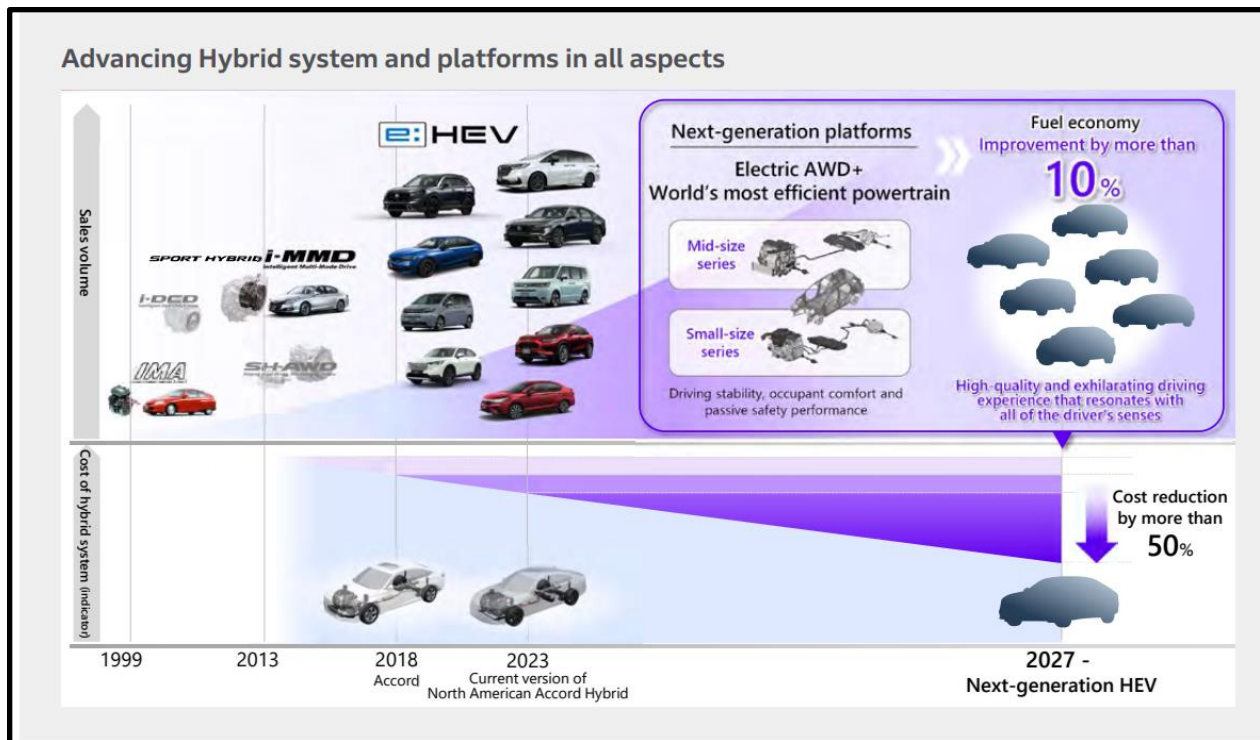


Figure 9: Advancing Hybrid system and platforms in all aspects

(Source: Honda, 2025)

Moreover, the planning of the firm to launch its “15 next-generation hybrid models” by 2030 and reduction of the cost structure of its hybrid systems showcase that the firm has advanced its technical abilities to support the shift of India towards fuel-efficient vehicles (Honda, 2026). However, the resource is not rare enough, as other marketers like Toyota, Hyundai, and Tata also make high investments in the electric or hybrid technologies. It is also partly imitable, but the long-term engineering knowledge of Honda and its hybrid development experience are quite difficult to copy easily.

Strengths

- Honda has the strong expertise in the petrol, hybrid, and fuel-efficient powertrain technologies.

Weaknesses

- Honda has not used the capability fully; in India, its hybrid options are limited for the wheeler portfolio.

Resource 2: India-based export and manufacturing capability

- Valuable: Yes

- Rare: No
- Imitable: Moderately difficult to imitate
- Organized: Yes
- Competitive advantage: Comparative parity with the operational strength

Justification

India-based manufacturing and export capability is valuable enough for Honda as it can help the firm to reduce dependency on the domestic sales. It has been identified that through such advanced technologies, Honda ensured total sales of 144,678 million yen along with an operating profit of 2,438 million yen (Honda, 2025).

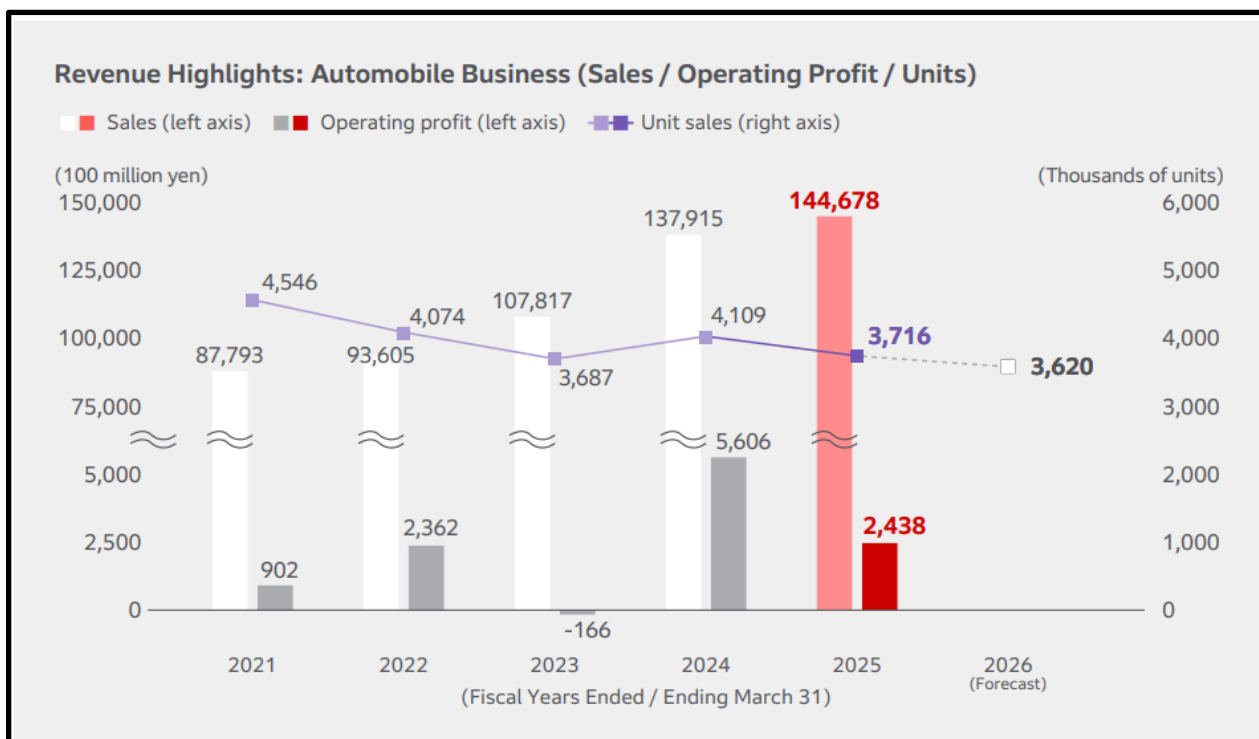


Figure 10: Revenue highlights from the automobile business of Honda

(Source: Honda, 2025)

The resource is also not rare enough, whereas it is moderately difficult to imitate, as the capability of the export highly depends on the plant efficiency, product quality, logistics, and acceptance in the international markets. The HCIL reported that it has achieved a milestone of 200,000 units exported from India, which indicates that Honda models that are made in India have strong global market acceptance (Hondacarindia, 2025).

Strength

- Presence of an established manufacturing as well as export base helps Honda to support its production efficiency and also sales overseas.

Weaknesses

- This capability is not enough for Honda in the Indian car market, where its sales and portfolio are quite weak.

2.3 SWOT analysis

Strengths

- Honda has a strong capability in engineering, especially in the hybrid technology and petrol, which is supported by certain products like City e: HEV.
- Domestic sales stood at 65,925 units in 2024-25 in this nation, along with exports at 60,226 units (Hondacarindia, 2025).

Weaknesses

- The 4-wheeler portfolio of Honda is quite narrow for the Indian market.
- Official line up of the firm mainly consists of City, Amaze, and Elevate, which covers a small market where customers have the high demand for SUV and EVs (Honda, 2025).

Opportunities

- The PV market of India is quite attractive, where 4.3 million PVs were sold in 2024-25 (Siam.in, 2025).
- This type of aspect gives Honda an opportunity for expanding its hybrids, SUVs, and EVs in the future.

Threats

- Intense competition from the existing marketers that have wider SUV as well as EV portfolios (Honda, 2025).

If Honda delays coming up with the electrified models in the Indian market, then it will lose younger customers.

3. Comprehensive and holistic view of the organisation

3.1 Current CSR strategy

The CSR strategy highlights the integrated value of strategic sustainability while maintaining resource efficiency, environmental stewardship and initiatives for sustainable mobility to enhance competitive advantage, regulatory compliance and stakeholder value.

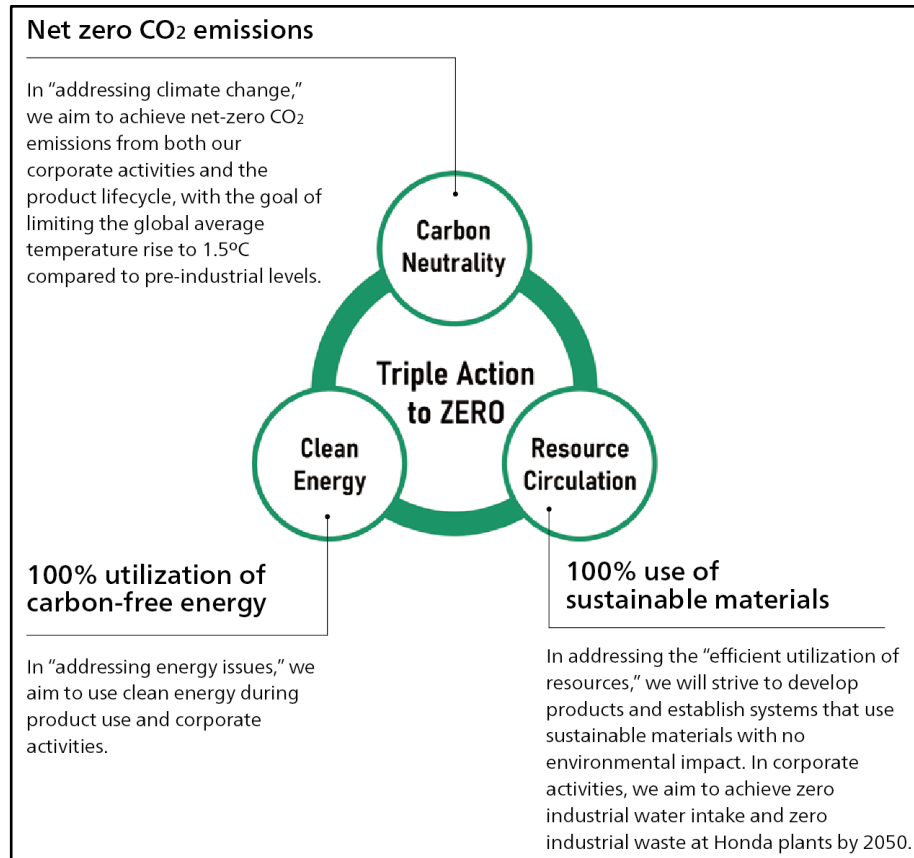


Figure11: CSR initiative

(Source: Honda Global, 2026)

The business objectives of innovation, sustainable growth and competitiveness are integrated in CSR strategies. Triple Action to ZERO and Honda Environment Vision 2050 are core initiatives that strive to address carbon neutrality, resource circulation and clean energy efficiency aligned with environmental leadership and regulatory compliance. Following the 2050 Carbon Neutrality Target, Honda ensured market sustainability while stabilising investment in e:HEV hybrid technology as well as EV deployment, aiding market expansion and product differentiation.

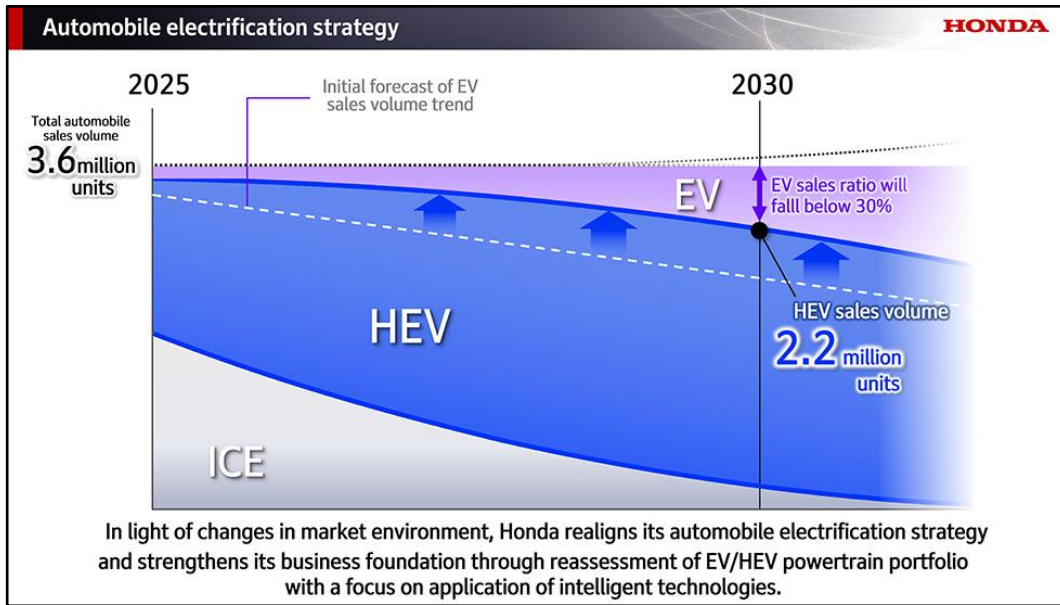


Figure 12: Electrification initiative and strategy

(Source: Honda Global, 2025)

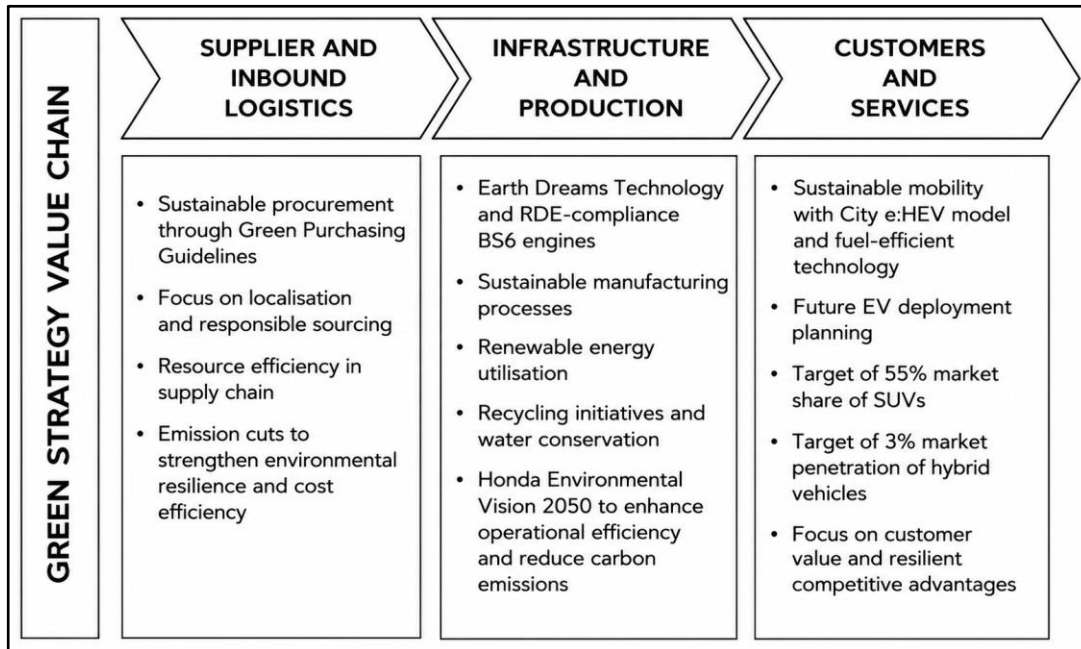


Figure 13: Green strategy value chain of Honda

(Source: Self-developed, week 9)

Supplier and inbound logistics: Sustainable procurement is ensured by following Green Purchasing Guidelines that emphasise strategic operations of localisation, responsible sourcing, resource efficiency in supply chain and emission cuts to strengthen environmental resilience and cost efficiency (Honda Global, 2025).

Infrastructure and production: Earth Dreams Technology, RDE-compliance BS6 engines and sustainable manufacturing processes such as renewable energy utilisation, recycling initiatives and water conservation are included under Honda Environmental Vision 2050 to enhance operational efficiency while reducing carbon emissions (Honda Global, 2026).

Customers and services: Sustainable mobility is emphasised with the City e:HEV model embedded with fuel-efficient technology and future EV deployment planning. 55% market share of SUVs and 3% market penetration of hybrid vehicles are primary targets of Honda that support its objective of product differentiation, focusing on customer value and resilient competitive advantages (Honda Global, 2026).

3.2 Evaluation through balanced scorecard

Financial perspective

Objective

The main financial objective must be the rebuilding of the domestic sales performance of the Honda cars in India while managing the profitability through cost efficiency as well as exports. In 2024-25, domestic sales of the firm were identified as 65,925 units with 60,226 export units (Hondacarindia, 2025). This indicates that exports strongly support the business, whereas domestic sales are under pressure.

KPIs

The core KPIs are the export volume, domestic sales volume, “revenue per vehicle”, capacity utilisation, contribution from SUVs and hybrid vehicles, and “operating cost per unit”.

Target

A practical target would be set, such as increasing domestic sales by 20% within 2 years while maintaining the export volume above 50,000 units annually. The firm must aim to enhance the share of the high-margin products like SUVs and hybrid models, as the PV market of India is strongly driven by the utility vehicles most.

Initiatives

The main initiatives must consist of expanding the SUV portfolio, including the variants of EVs and hybrids, at a competitive price structure; improving the localisation of different parts; and using India as one of the strongest export hubs.

Customer perspective

Objective

The customer objective is associated with improving the relevance of Honda among the 4-wheeler customers in India, especially hybrid, SUV, and those customers who are willing to purchase their first car. It has been identified that Honda has a strong brand trust, whereas its limited product portfolio in the Indian market limits the customer choices as well. At present, Indian customers mostly prefer modern features in cars, SUVs, proper safety, fuel efficiency, and lower emissions (Hondacarindia, 2025). This indicates that the firm has to move beyond its traditional strength and must be clearly visible in the fast-growing segment of SUVs, which can be possible through its effective human capital (figure below).

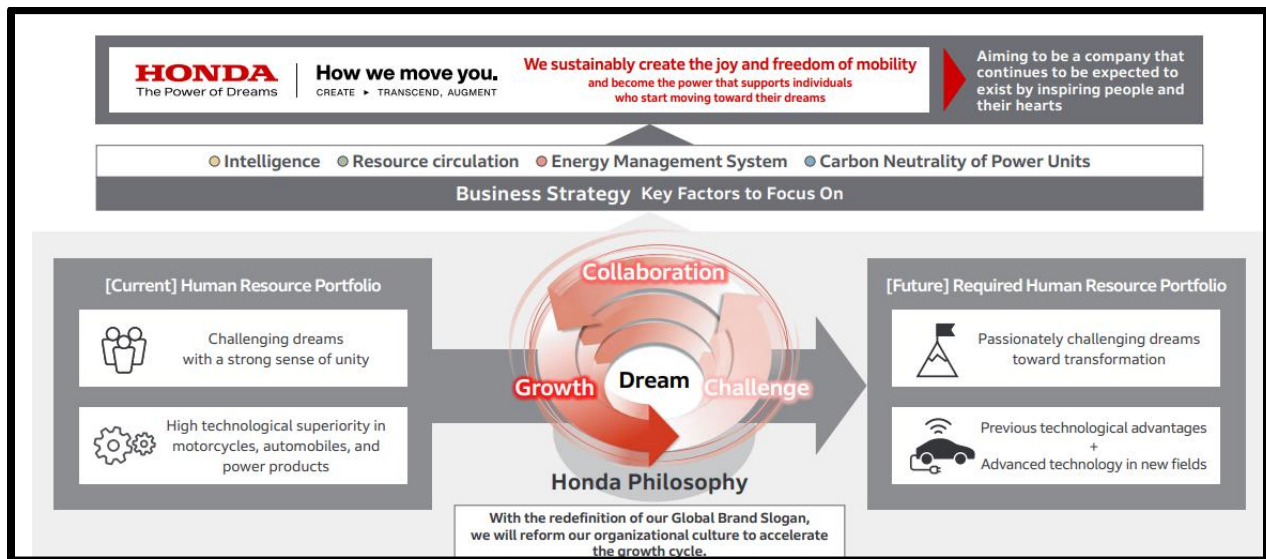


Figure 14: Human capital management of Honda

(Source: Honda, 2025)

KPIs

KPIs must consist of “customer satisfaction score”, “test-drive-to-booking conversion”, response time of the dealer, enquiry rate, and “complaint resolution time”.

Target

The main target is to make the SUVs and electrified models the majority of domestic sales mix of Honda by 2028, which would be supported by the stronger finance and consumer education options. The firm has already identified this nation as the priority market and

has the plan to introduce some strategic models here from 2028 in the “sub-four-metre” and “mid-size categories” (Honda, 2026).

Initiatives

The initiative must include different types of targeted campaigns for the 2-wheeler upgrade consumers, affordable ownership packages, attractive awareness campaigns, and improved dealer training. Apart from that, Honda must use its reliability image more properly, as trust and ownership experience have been identified as the essential buying factors of the nation.

Internal business process perspective

Objectives

This objective must be associated with the reduction of the product development delays, improvement of the localisation, and strengthening of the cost control so that there is a possibility to speed up the launch of models in India. It is also essential to acquire the faster development cycles and proper alignment between the global technology and the customer preferences in India.

KPIs

KPIs like “model development time”, “supplier cost reduction”, warranty claims, localisation percentage, and production efficiency must be taken into focus in this regard. The firm has an aim for reducing the development cost, timeframe, and workload by half and improve the production efficiency by 20% over the next 5 years (Honda, 2026).

Target

The target should be to integrate those global process improvements in the Indian business before the launch of the 2028 model.

Initiatives

Initiatives should consist of stronger development of the local suppliers, shared platforms for the SUVs as well as hybrids, AI-supported testing & design, and digital engineering. These can be effective for the firm to reduce the cost structure without affecting the product quality.

Learning and growth perspective

Objectives

The objective must be built on the skills, systems, and culture that are required for EV, hybrid, and customer-centric mobility.

KPIs

KPIs consist of “employee training hours”, number of technicians who are certified for EV and hybrid servicing, employee productivity, and “new product innovation pipeline”.

Target

The target is to train all the associated dealers and service employees on the hybrid along with EV systems before the launch of the electrified vehicle models.

Initiatives

Initiatives include technical training, upskilling in software and data analytics, and stronger collaboration with the local technology partners.

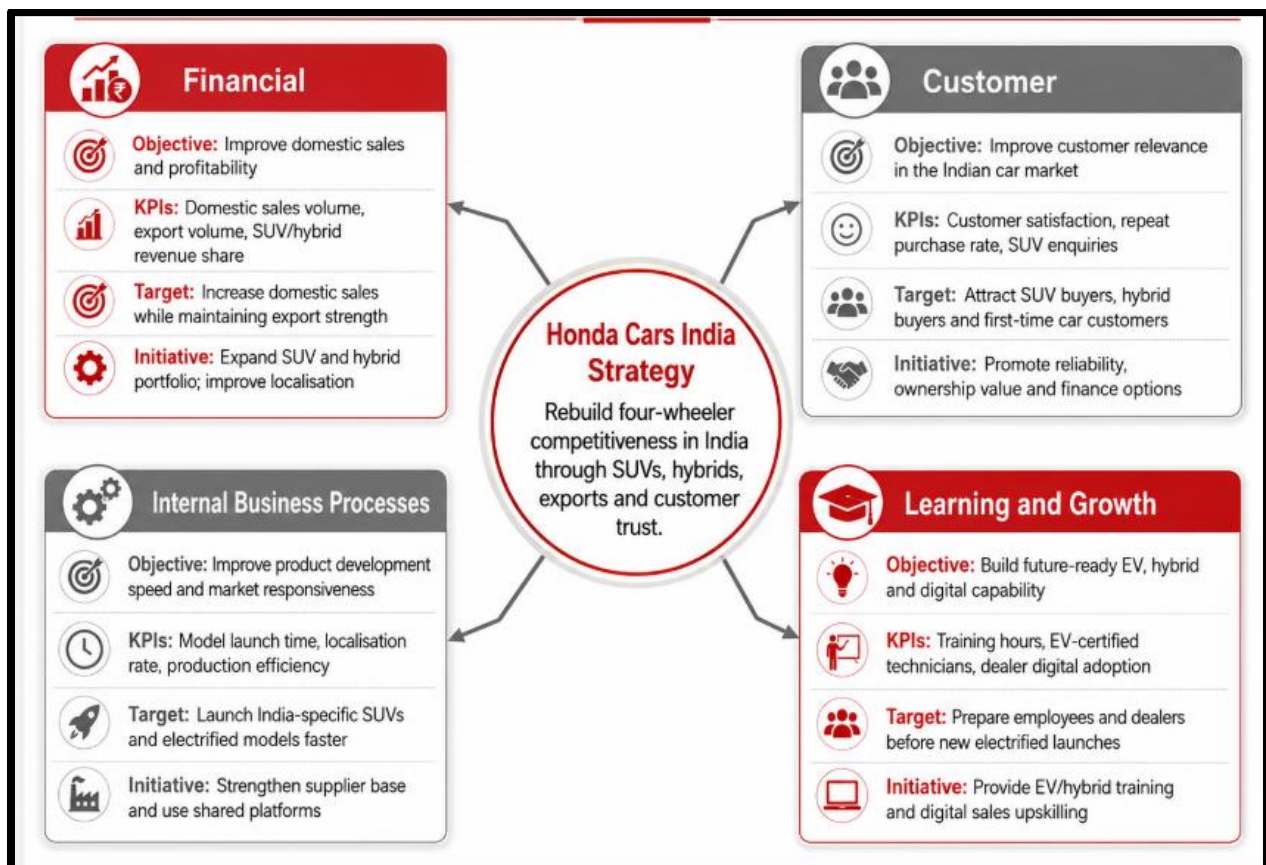


Figure 15: Balanced scorecard

(Source: Self-developed)

4. Strategic Choices and Implementation

4.1 Strategic Choices Available

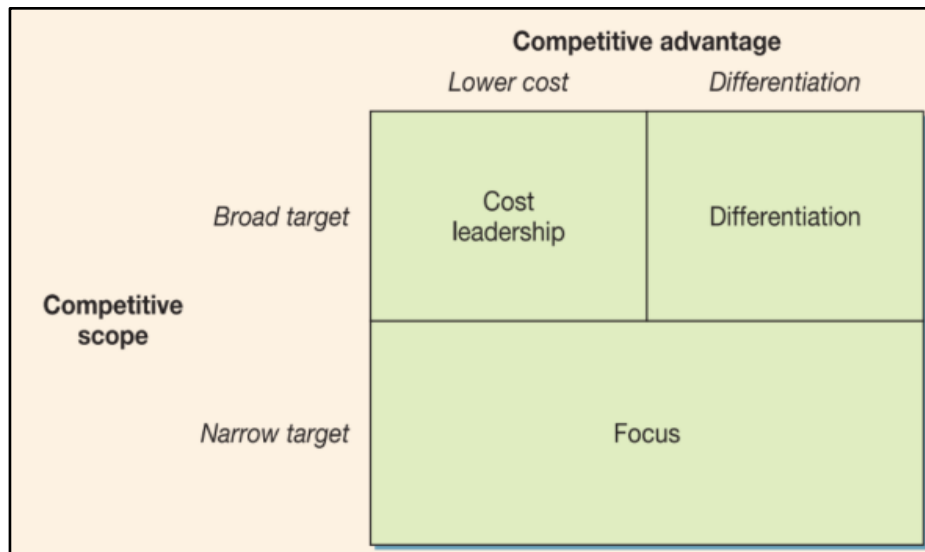


Figure 16: Generic competitive strategies

(Source: Adapted from Week 5, Slide 7; Arif, 2025)

Cost leadership

In selecting cost leadership, the brand has aligned its 'Triple Half' objective to reduce development cost and time by 50% (Honda Global, 2026). The operational efficiency of the organisation has been linked with streamlining engineering operations due to integration of digital/AI-based tools. Supply chain localisation has been considered to standardise components as per the Indian market and reduce import costs. The impact of cost leadership has been linked with SAFe framework for greater benefits (Week 6, Slide 5).

Suitability: 6 (moderate)

Acceptability: 5 (moderate)

Feasibility: 6 (moderate)

Differentiation

The differentiation strategy is linked to Honda's reputation for engine reliability and rapid innovation. The marketing ventures include customers' trust on durability and high resale value of Honda products. A relatively higher price can be justified due to key areas of differentiation for Honda. Moreover, the integration of "Honda SENSING" safety technology helped in improving performance and safety of currently produced vehicles (Honda Car India, 2025). Emphasising on the 'joy-of-buying' has been noticed in interior design and overall feature inclusion for models such as Honda City and Elevate.

Suitability: 7 (high)

Acceptability: 6 (moderate)

Feasibility: 6 (moderate)

Focus

The focus strategy involves transforming Honda into a 'India-first' manufacturer, which can play a vital role in scaling up the production and enhancing market capture. To address the issue of inadequate lineup, high growth in launching SUV models can be ensured. A unified digital ecosystem ('Honda Digital Innovation India') has been developed to reduce risks of vehicle ownership (Honda Asia, 2026).

Suitability: 8 (high)

Acceptability: 8 (high)

Feasibility: 8 (high)

Among the competitive strategies discussed, Honda can adopt **focus** strategy to maximise the scope of scaling up production. Digital innovation further boosts effectiveness of brand marketing in emerging markets such as India (Kumar *et al.*, 2025).

4.2 Identification of most appropriate strategy

Franchising

Preferring franchising or dealer network is not applicable for Honda as it opts for distribution through a selective dealership network. It has been found that networking with authorised dealers in areas such as offering genuine spare parts has been prioritised (IBEF, 2026). The strategic shift requires expansion of network footprint without developing a scalable franchise model.

Exporting

India has been primarily viewed as a country where Honda imported maximum vehicles from various regional hubs. It has been noticed that Honda Cars India Limited (HCIL) have been importing right-hand drive vehicles from Middle East and SADC countries. In 2026, Honda has reported exporting 3,345 units from India, indicating a 71.5% year-on-year increase (PTI, 2026). It shows a total shift from being a country importing vehicles to becoming an export hub.

Joint venture

The joint venture (JV) method has been preferred for Honda as collaboration with LG Energy Solutions increases opportunity in developing EV networks (Honda Global, 2025). Honda has preferred JVs to push hybrid vehicle networks in India that can contribute to supply chain stability and resilience.

Strategic alliance

	Form of Relationship		
Influencing factors	Loose (market) Networks Opportunistic Alliances	Contractual Licensing Franchising Subcontracting	Ownership Consortia Joint Venture
The Market Speed of Change	Fast Change Fast Change	Moderate change	Slow change Slow change
Resources Asset Management Partner's assets Risk of losing assets to partners	Managed separately by partner Managed separately by partner Draws on 'parent's' assets High Risk	Separate management	Managed together Managed together Dedicated assets Low risk
Expectations Spreading the risk Political climate	Maintains risk Unfavourable climate	(Moderate risk)	Dilutes Risk Favourable climate

Figure 17: Key forms of relationships in strategic alliance

(Source: Adapted from Week 5, Additional materials, Slide 19)

In terms of strategic alliance, Honda has been keen on adopting local collaboration so that local influencing factors (e.g., resource and expectations) can be utilised to improve resilience of supply chains. For example, collaboration with partners such as Nissan on accessories such as electronic control units (ECU) enhances strategic effectiveness (Yahoo Finance, 2026).

Most appropriate strategy

Based on the discussion, the most appropriate strategy is a hybrid strategy that can be formed based on a combination of JVs and strategic alliance. The hybrid strategy is justified as Honda has experienced 'competitive failure' in Indian automobile market and identified the need for technological/managerial innovation (Week 5, Slide 15).

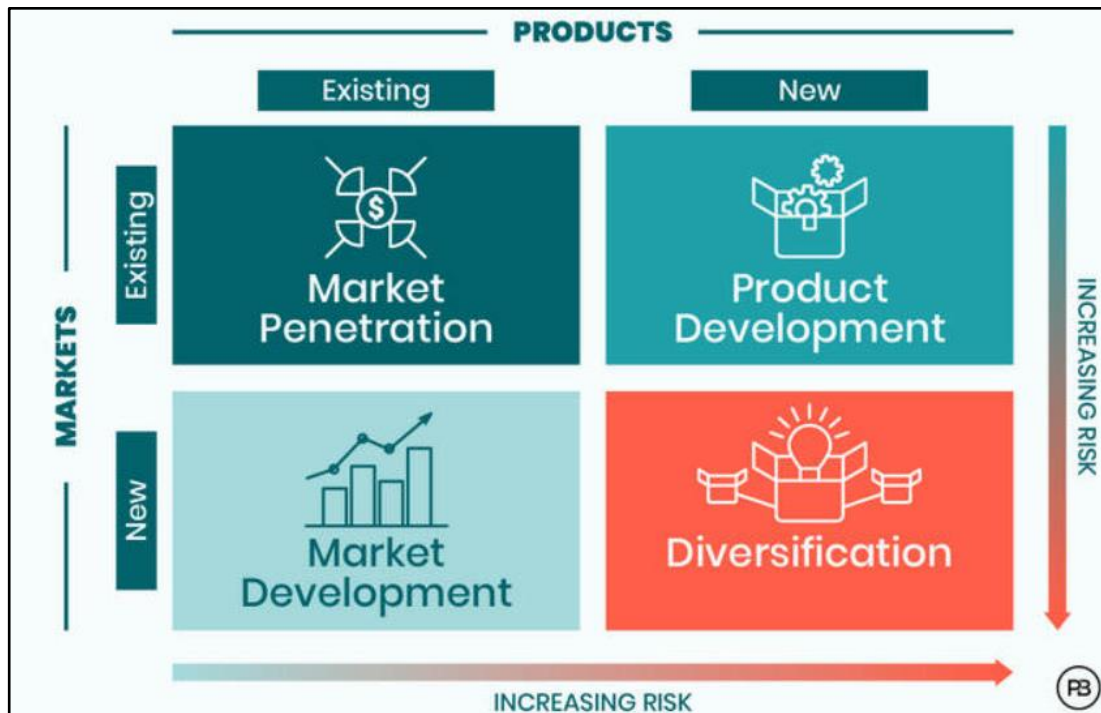


Figure 18: Ansoff matrix

(Source: Boolkah, 2025)

In analysis of Honda's strategy linked with Ansoff matrix, it can be said that the organisation is expected to align more with diversification strategy (Boolkah, 2025). Formal agreements and mutual understanding among suppliers have been considered to reduce conflicts in strategy development.

4.3 Explanation of how the recommended strategy delivers optimum performance

Recommendation 1: Hybrid Strategy

- A hybrid strategy is recommended where JVs and strategic alliance can be combined to ensure localised efficiency and modularity.
- For instance, cost and weight optimisation can be achieved due to adopting JVs as shift to new PF2 platform helps in considering lighter architectures.
- It creates improved balance between performance and price in vehicle production and delivery (Desai, 2025). In terms of resilience and speed, supply chain risks have been shared with partner companies while reliance on external imports is reduced.

Cooperative Strategy

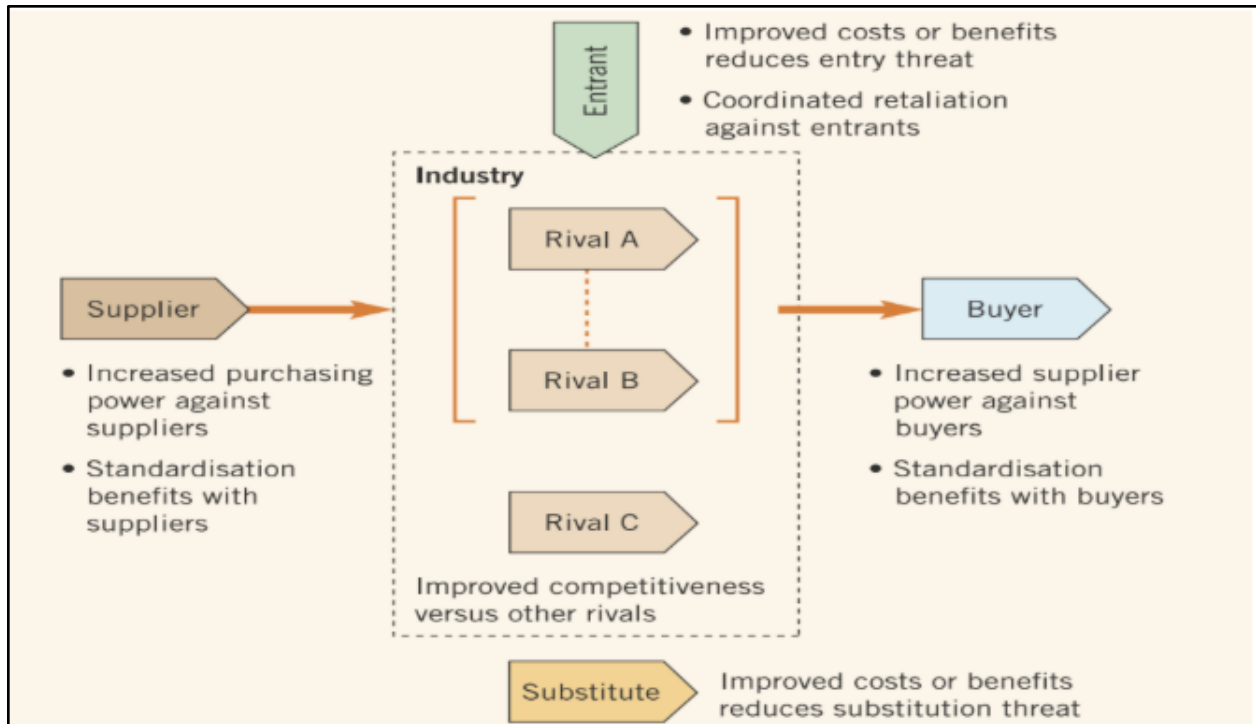


Figure 19: Elements of Cooperative strategy

(Source: Adapted from Week 5, Slide 19; Yuan *et al.*, 2025)

- The co-operative strategy has been preferred to increase line-up and portfolio of EVs and hybrid electric vehicles (HEVs) for Honda.
- External resource integration has been prioritized so that shared development costs can reduce financial burden in production process.
- Market-specific agility has been obtained as Honda can actively work on ADAS and in-cabin digital experiences to leverage the benefits of cooperative approach in the Indian market.
- Higher operational strategy can be achieved as unification of supply chain and R&D outputs can lead to faster development of variants and models to improve market share in the Indian automobile market (Singh and Rao, 2026).

4.4 Potential challenges and proposed solutions

A key challenge in implementing hybrid strategy is cost-sensitiveness of the Indian market. Hybrid EV production requires active support from local supply chain members to reduce cost of producing motors, inverters and battery assemblies. Hence, dependence on local supply chains is a key issue. To address the issue, the proposed

solution includes effective implementation of 'triple half' initiative to reduce cost, time and workload. Moreover, development of India-focused platform can further mitigate risks. In addition, a risk of 'diluted' identity exists for Honda while applying the cooperative strategy. Project-based alliance increases 23% integration complexity, which can negatively impact overall production (ET Auto, 2026). To address the issue, targeted project-based alliance has been proposed along with an emphasis on boosting the unified ecosystem.

Section 2

Reflective Account

Introduction

The reflective account has aimed to critically evaluate the research strategy, data analysis and interpretation process to complete the strategic report on Honda Cars India Ltd. Applying Gibbs' reflective cycle has helped in identifying the suitability of obtained knowledge and potential gaps in professional practices while evaluating theoretical understanding about sustainability and evidence-based decision-making for personal development.

Applying Gibbs's reflective model

Description

Strategic evaluation of business operations and sustainability initiatives is examined in the study while identifying and analysing the challenges affecting the competitive positioning of Honda in the automotive industry of India. The preparation of the strategy report involved the application of strategic frameworks such as SWOT, PESTEL, VRIO, SAFe, Balanced Scorecard and Ansoff Matrix to provide evidence to support the theoretical information of strategic sustainability and green strategy. The analysis highlighted issues in declining market share, compliance issues regarding Bharat Stage 6 norms and limited product differentiation for SUVs and EVs. Following the secondary research method, data collection from company annual and sustainability reports, government archives, industry databases, and academic literature has enriched the evidence-based analysis to provide evidence-oriented strategic recommendations and produce the report.

Feelings

At the beginning of the study, I assumed Honda was a technologically advanced global automobile manufacturer facing intense market competition. On the contrary, the research findings indicated that strategic operations of Honda face complex issues related to delayed electrification, product differentiation and market share deterioration with the shift in consumer preferences. While applying the traditional analytical frameworks alongside strategic sustainability practices, I faced difficulties in assimilating the information and deriving the conclusion (Aras and Williams, 2022). For instance, the

selection of a hybrid strategy based on Game theory and SAFe model was critically challenging to form coherent strategic recommendations. Nonetheless, the process was beneficial to boost confidence in evaluating organisational performance, capabilities, environmental burden and strategic opportunities in a dynamic industry.

Evaluation

Data analytical aspects adhered to a blend of statistical and theoretical data evaluation techniques that enhanced comprehensive understanding of strategic challenges faced by Honda in the evolving automobile market of India. PESTEL application identified regulatory opportunities related to PM E-Drive while issues regarding BS6 compliance persisted, making the process restricted. Nonetheless, the strategic sustainability concepts and evaluation of strategies through balanced scorecard highlighted the idea of a cooperative or hybrid strategy to increase competitive advantage (Hristov et al., 2024). Hence, the data segregation and analysis were challenging to determine industry scenarios and forecast suitable methods for company stability in the Indian market. Overall, scouring relevant data and analysing it after sorting and applying it to frameworks has created ample professional knowledge in the business management field.

Analysis

Section 1 report has effectively challenged my previously set assumptions about Honda's performance in the Indian market and its competitive positioning. Despite being a strong global brand with advanced technological expertise, Honda faces immense competition from the growing automotive market of India. It is related to compliance issues, political factors and internal strategic challenges that led to domestic sales decline of 23.9% in 2025. The whole SUV market is booming with 65.8% coverage in the passenger vehicle market (Autocarpro.in, 2026). Hence, corporate narratives are limited in describing the actual business scenario, and data interpretation is essential to understand practicality. The analytical quality of the study is enhanced by rich information from recent policy archives and industry reports (Fülbier and Sellhorn, 2023). However, limited sustainability disclosures and inconsistencies in market forecast reports need to be assessed critically with unbiased judgements through data triangulation to develop credible strategic recommendations.

Conclusion

From the evaluation, I can say that the reflective exercise helped me understand the practical application of strategic management frameworks while integrating information on complex operational and organisational performance. The reflective review was effective in determining the efficacy of critical evaluation of data and evidence-based decision-making that highlighted the need for data triangulation to evade data discrepancies. Moreover, the process effectively demonstrated the importance of strategic sustainability in gaining competitive advantage and balancing organisational capabilities in the face of market trends, customer expectations and regulatory pressures.

Action plan

I plan to improve my analytical skills to evaluate the industry trends based on effective interpretation of market intelligence in my future projects. I plan to strengthen it by implementing systematic evaluation of data to boost the triangulation process. I also aim to work on my consultancy and decision-making skills to use financial data extensively for scenario planning and predict emerging developments of concerned projects.

Conclusion

In conclusion, it can be said that the reflective account was effective in valuing evidence-based analysis and strategic decision-making while boosting critical thinking skills to consult strategic operations of an organisation. It enhanced my theoretical understanding of sustainability and competitive strategy, while the practical approach helped to identify the strengths and skill gaps to conduct professional business research. Overall, the experience was constructive, and the reflective feedback can help me to design a professional development plan for future reference.

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