



INTERNATIONAL MARKETING

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Submission Date: 21 August 23

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Introduction

International marketing is a process to gather data about the potential international audience which helps a brand to understand the value of international marketing and invest in global advertising and marketing (International Marketing Strategy, 2019). Jaguar Land Rover Automotive PLC or JLR has been selected for this study for analysing the cultural similarities and differences between the UK and India on the basis of automobile marketing context. Considering the global sale, JLR had achieved 22984 million GBP in the year 2020, however, 19731 million GBP was in 2021 and 18320 million GBP in 2022 (Placek, 2022). The parent company JLR is owned since the year 2008 by Tata Motors, and in recent years, the company had reported a 15% increase in its wholesale nearly to 79,591 units, within the third quarter of 2022 (Outlookindia, 2023). This signifies that the company continues to see strong demand for its vehicles in the Indian context.

Considering the above facts in respect of the company, the report will perform a comparative analysis to administer the cross-cultural differences between India and UK, in which the parent company JLR is operating. The differences and similarities will be comprehended based on the market structures, economic as well as political features, and socio-economic demographics by integrating the Hofstede Cultural model, porter five forces, Ansoff matrix, SWOT analysis and others. Furthermore, a comparison and contrast of the marketing strategies adopted by the JLR in accordance with the UK and India will be illustrated, and a country will be recommended based on the performance and suitability of JLR in these two countries. Finally, a set of recommendations will be provided with respect to the respective firm for improving their marketing strategies and incurring profit in their business operations.

Company Background

Jaguar Land Rover Automotive plc (JLR), the subsidiary of Tata Motors LTD. is an automotive company that principally designs and manufactures high-segment cars. The company is responsible for marketing premium all-wheel drive vehicles and luxury sports vehicles under two renowned brands, inclusive of Land Rover and Jaguar (Globaldata, 2023). As per the recent statistics, it is evident that the total revenue generated by JLR is counted to be over 18.3 billion British pounds in their sales volume (Statista, 2023a). This depicts that the revenue of the respective firm had fallen nearly by 7% to £18.3 billion as of the 2022 fiscal year on a global note.

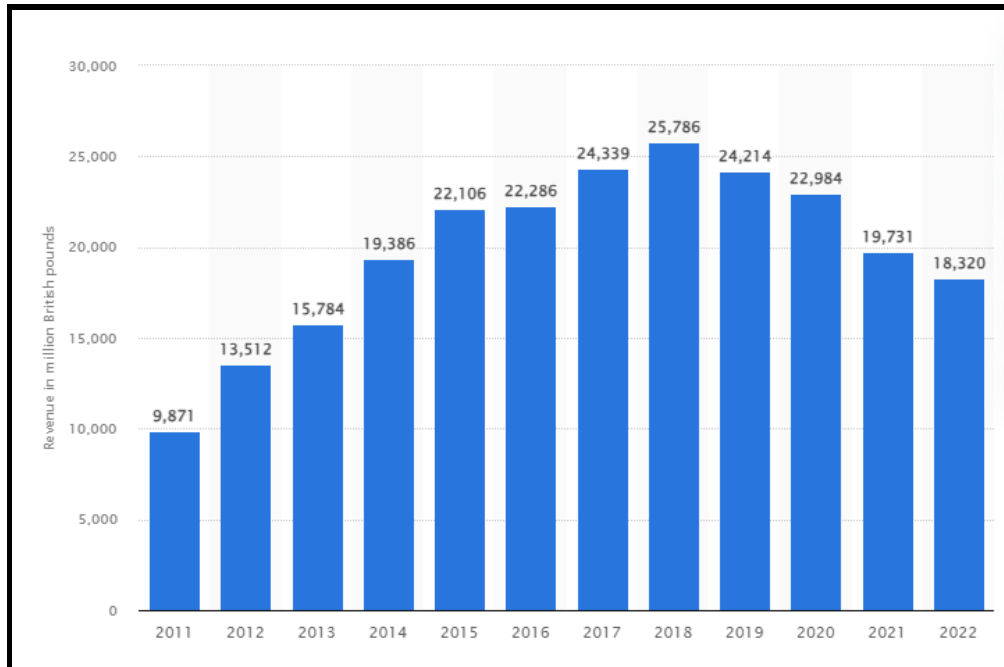


Figure 1: Annual global sales revenue of the British brand Jaguar Land Rover from FY 2011 to FY 2022
(Source: Statista, 2023b)

The organisation is expected to meet their target revenue by \$38 billion in the year 2023-2024 which is about 23% growth by developing their supplies. The organisation has focused on customer demand and developed its supply accordingly which would support them to meet their target record. In addition, it is observed that the organisation is forecasting the "free cash flow" for the next year to improve its revenue by \$2 billion in the year 2024 (Mohile, Shyam, 2023). The market size of the automotive industry especially the Motor Vehicle Manufacturing industry was £47.5bn in the year 2022 which has increased by 0.7% (IBISWorld, 2023). In addition, it is observed that the contribution of the motor industry was 14.1 billion British pounds to the UK economy which supports the growth of this industry (Statista, 2023c). In the case of India, the production of automotive products, especially motor vehicles, will be developed by 5.5 million in the year 2022 which will be from 2021 as it was 4.4 million in the year 2021 (Sun, 2023). Hence, it can be said the rapid growth of the automotive industry in both UK and India has been observed which is beneficial for higher growth JLR.

Analysis of Macro Environment of JLR

The macro environment analysis is related to determine the external factors that influence the firms and their operations, which has been done with a focus on market structure, political, economic, social-demographic, technological, legal and environmental factors as below:

Macro factors analysis

Table 1: Similarities between the factors of UK and India for JLR

Similarities between the countries				
Countries to be compared	Market structure	Economic Features	Political Features	Socio-demographic features
United Kingdom	The automotive industry in the UK is based on cutting-edge through diverse use of technology (Automotive Council UK, 2022).	The government has established some schemes for buying EVs in the mode of installation which influence higher sales of EV products of JLR.	UK has trade relations with different countries regarding exporting their automobile products such as US, China, and Germany along with India (Tradingeconomics, 2023)	Presently UK people are focused on electric vehicles as it supports reducing carbon emission.
India	In the case of India, it depends on technological advancement and macroeconomic expansion (India Brand Equity Foundation, 2022).	The Indian government also implements some schemes for the automobile sector which is beneficial for JLR regarding their higher sales.	India also has trade relations with the US, and China regarding exporting their automobile products (OCE, 2021). This is beneficial for JLR to expand their business in an international context.	In the case of the Indian automobile industry, the opportunities for autonomous and electric vehicles have increased.

Table 2: Differences between the market structure and economic, social factors of UK and Indian for JLR

Differences between the countries				
Countries to be compared	Market structure	Economic Features	Political Features	Socio-demographic features
United Kingdom	The rank of power distance is 35 which indicates a lower rate of inequalities among society that encourage people to invest in industrial growth. From Figure 3, it is observed that the production of commercial vehicles is minimised in the year 2020, however, the growth has also been observed in 2021.	The automotive industry has a £67 billion contribution to the UK economy along with a £14 billion turnover (SMMT, 2023). This is helpful for JLR as they get a higher opportunity to expand.	The political stability index of the UK is 0.54 which influences higher investment in business (TheGlobalEconomy, 2021). In the case of uncertainty avoidance according to Hofstede, the value is higher for the UK which is 40.	From the above graph of Hofstede, it is observed that in the case of masculinity, the score is 66 which delivers higher cultural value to the UK population. It is helpful for JLR to get equal support from different types of citizens.
India	In the case of India, achieve a higher rank of 77 which indicates the	The contribution of the Indian auto industry in Indian GDP growth is 49%	The value of uncertainty avoidance in India is lower which is 35	In consideration of dimension, individuals within society differ from each

	dependency on the power holder is higher which makes a barrier to the growth of a market. In the case of the Indian market, commercial vehicle manufacturing has minimised in the year 2021 in comparison with 2020.	as the industry provides 32 million jobs.	which shows lower opportunity in marketing, advertising. The political stability index of India is -0.62 which refers to lower chances of investment in organisational growth. This might have effects on JLR's investment.	other regarding their cultural differences. The masculinity score is comparatively lower which is 56, here people show off their success as a symbol and status. This indicates the luxury brand has been purchased by successful people having high status.
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PESTEL Analysis of UK and India for JLR

Table 3: PESTEL analysis of UK and India

	India		United Kingdom	
Criteria	Factor	Impact	Factor	Impact
Political	Among 190 countries India ranks 63 in the Ease of Doing Business Index in the year 2020 (Makeinindia, 2023).	India is ranked in the middle in the Ease of doing business index which means businesses like Jaguar receive	UK ranked 8 among 190 countries in the Ease of Doing Business Index (Doingbusiness, 2023)	It can be understood that the jaguar is supported by the government in the UK which helps them in smooth

		little government support in its operations		functioning in the UK.
Economical	The GDP growth rate of India is projected to be 6.1% for the year 2023 an increase of 0.2% (Livemint, 2023)	An increase in the GDP rate depicts that the market is productive and flourishing	The GDP growth rate of the UK has been witnessing an increase of 0.2 per cent (Tradingeconomics, 2023) [Refer to Figure 2]	Positive GDP rates illustrate that there is scope of businesses like Jaguar in the market to flourish
Social	A score of India in power distance is 77, 48 in individualism, 56 in masculinity, 40 in uncertainty avoidance, 51 in long-term orientation and 26 in indulgence (See figure 6).	High power distance in India depicts that employees are more collaborative with their managers. While a low individualism score means less scope for innovation.	The UK scored 35 in power distance, 89 in individualism, 66 in masculinity, 35 in uncertainty avoidance, 51 in long-term orientation and 69 in indulgence (See figure 6).	Less power distance in the UK depicts that local employees are very self-driven and empowered while high individualism means employees are autonomous which can help the workplace jaguar be more innovative.
Technological	India ranks 40 in the global	Low rank in technology	The rank of the United Kingdom	High innovation rank in the UK

	innovation index of 2022 (WIPO, 2022). (See figure 3) The technological segment of IT in the country is noted to be 112 billion US dollars (Indiatimes, 2023)	depicts that the country is not technologically advanced and hence Jaguar needs to invest in order to incorporate the advanced technology in its operations.	in the Global Innovation Index of 2022 is 4 (WIPO, 2022). (See figure 3) The ICT market of the United Kingdom has been noted to be 154.9 billion US dollars (Globaldata, 2023)	means Jaguar can easily adhere to advanced technologies to its units in the region
Environmental	India ranks 112 in the sustainable development goal index (SDG index, 2023). (See figure 4)	The high rank of India depicts that environmental laws are not strict and hence sustainable goals can be difficult to maintain for Jaguar	The United Kingdom ranks 11 in the global sustainable development goals (SDGindex, 2023) (See figure 5)	Strict environmental laws in the UK means Jaguar is able to adhere to its sustainable goal easily in the region
Legal	The custom duty import tax in India at its peak is noted to be 10% (India-briefing, 2022)	The duty tax rate is 10% which means for important and export jaguar has to spend more and hence	In general, the import VAT is 20% while it is reduced to 5% in some cases (Trade, 2022).	High duty tax rate in the region means that Jaguar has to invest more in the region in order to import

		the cost of operations for the jaguar increases.		production materials in its regional units.
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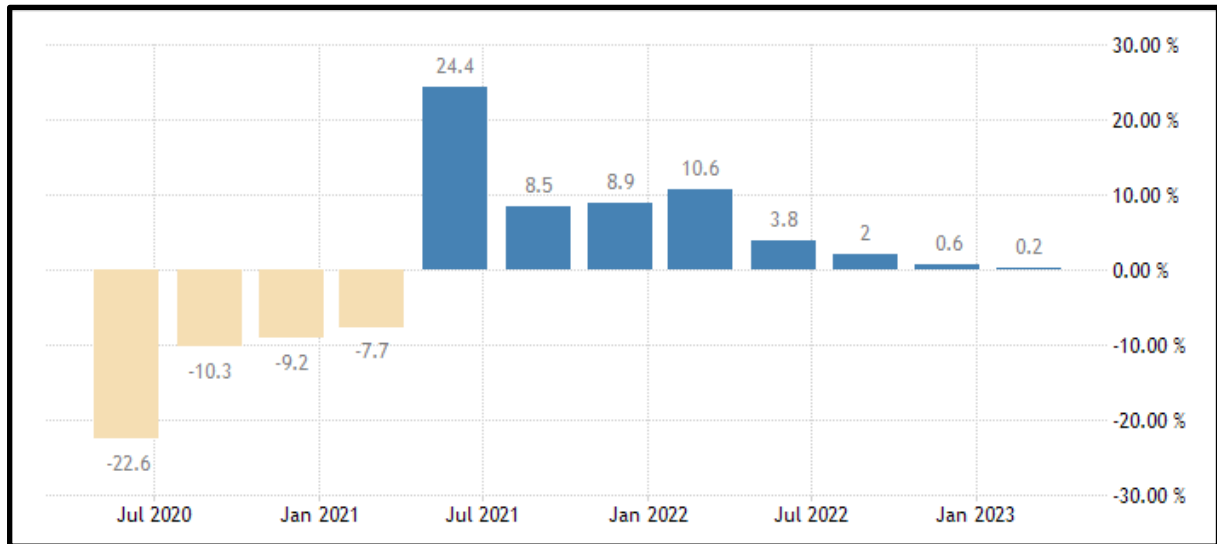


Figure 2: GDP Growth Rate of UK
(Source: Tradingeconomics, 2023a)

GII rank	Economy	Score	Income group rank	Region rank	GII rank	Economy	Score	Income group rank	Region rank
1	Switzerland	64.6	1	3	67	Morocco	28.8	6	8
2	United States	61.8	2	1	68	Costa Rica	28.7	18	7
3	Sweden	61.6	3	2	69	Argentina	28.6	19	8
4	United Kingdom	59.7	4	3	70	Bosnia and Herzegovina	28.5	20	37
5	Netherlands	58.0	5	4	71	Mongolia	28.0	7	12
6	Republic of Korea	57.8	6	1	72	Bahrain	28.0	45	9
7	Singapore	57.3	7	2	73	Tunisia	27.9	8	10
8	Germany	57.2	8	5	74	Georgia	27.9	21	11
9	Finland	56.9	9	6	75	Indonesia	27.9	9	13
10	Denmark	55.9	10	7	76	Jamaica	27.7	22	9
11	China	55.3	1	3	77	Belarus	27.5	23	38
12	France	55.0	11	8	78	Jordan	27.4	24	12
13	Japan	53.6	12	4	79	Oman	26.8	46	13
14	Hong Kong, China	51.8	13	5	80	Armenia	26.6	25	14
15	Canada	50.8	14	2	81	Panama	25.7	26	10
16	Israel	50.2	15	1	82	Uzbekistan	25.3	10	3
17	Austria	50.2	16	9	83	Kazakhstan	24.7	27	4
18	Estonia	50.2	17	10	84	Albania	24.4	28	39
19	Luxembourg	49.8	18	11	85	Sri Lanka	24.2	11	5
20	Iceland	49.5	19	12	86	Botswana	23.9	29	3
21	Malta	49.2	20	13	87	Pakistan	23.0	12	6
22	Norway	48.8	21	14	88	Kenya	22.7	13	4
23	Ireland	48.5	22	15	89	Egypt	22.7	14	15
24	New Zealand	47.2	23	6	90	Dominican Republic	22.7	30	11
25	Australia	47.1	24	7	91	Paraguay	22.7	31	12
26	Belgium	46.9	25	16	92	Brunei Darussalam	22.2	47	14
27	Cyprus	46.2	26	2	93	Azerbaijan	21.5	32	16
28	Italy	46.1	27	17	94	Kyrgyzstan	21.1	15	7
29	Spain	44.6	28	18	95	Ghana	20.8	16	5
30	Czech Republic	42.8	29	19	96	Namibia	20.6	33	6
31	United Arab Emirates	42.1	30	3	97	Cambodia	20.5	17	15
32	Portugal	42.1	31	20	98	Ecuador	20.3	34	13
33	Slovenia	40.6	32	21	99	Senegal	19.9	18	7
34	Hungary	39.8	33	22	100	El Salvador	19.9	19	14
35	Bulgaria	39.5	2	23	101	Trinidad and Tobago	19.8	48	15
36	Malaysia	38.7	3	8	102	Bangladesh	19.7	20	8
37	Turkiye	38.1	4	4	103	United Republic of Tanzania	19.4	21	8
38	Poland	37.5	34	24	104	Tajikistan	18.8	22	9
39	Lithuania	37.3	35	25	105	Rwanda	18.7	1	9
40	India	36.6	1	1	106	Madagascar	18.6	2	10
41	Latvia	36.5	36	26	107	Zimbabwe	18.1	23	11
42	Croatia	35.6	37	27	108	Nicaragua	18.1	24	16
43	Thailand	34.9	5	9	109	Côte d'Ivoire	17.8	25	12
44	Greece	34.5	38	28	110	Guatemala	17.8	35	17
45	Mauritius	34.4	6	1	111	Nepal	17.6	26	10
46	Slovakia	34.3	39	29	112	Laos People's Democratic Republic	17.4	27	16
47	Russian Federation	34.3	7	30	113	Honduras	17.3	28	18
48	Viet Nam	34.2	2	10	114	Nigeria	16.9	29	13
49	Romania	34.1	8	31	115	Algeria	16.7	30	17
50	Chile	34.0	40	1	116	Myanmar	16.4	31	17
51	Saudi Arabia	33.4	41	5	117	Ethiopia	16.3	3	14
52	Qatar	32.9	42	6	118	Zambia	15.8	32	15
53	Iran (Islamic Republic of)	32.9	3	2	119	Uganda	15.7	4	16
54	Brazil	32.5	9	2	120	Burkina Faso	15.3	5	17
55	Serbia	32.3	10	32	121	Cameroon	15.1	33	18
56	Republic of Moldova	31.1	11	33	122	Togo	15.1	6	19
57	Ukraine	31.0	4	34	123	Mozambique	15.0	7	20
58	Mexico	31.0	12	3	124	Benin	14.6	34	21
59	Philippines	30.7	5	11	125	Niger	14.6	8	22
60	Montenegro	30.3	13	35	126	Mali	14.2	9	23
61	South Africa	29.8	14	2	127	Angola	13.9	35	24
62	Kuwait	29.2	43	7	128	Yemen	13.8	10	18
63	Colombia	29.2	15	4	129	Mauritania	12.4	36	25
64	Uruguay	29.2	44	5	130	Rwundi	12.3	11	26
65	Peru	29.1	16	6	131	Iraq	11.9	36	19
66	North Macedonia	28.8	17	36	132	Guinea	11.6	12	27

Figure 3: Global Innovation Index 2022
(Source: WIPO, 2022)

Rank	Country	Score	Performance by SDG
112	 India	63.45	

Figure 4: SDG index rank of India
(Source: SDGindex, 2023)

Rank	Country	Score	Performance by SDG
11	 United Kingdom	81.65	

Figure 5: SDGindex rank of UK
(Source: SDGindex, 2023)

Similarities in PESTEL factors of UK and India:

- Both countries have similar level of uncertainty avoidance
- Both countries have different cultured people
- Technology advancement is the key of growth in both countries
- Higher tax in both countries

Differences in PESTEL factors of UK and India:

- UK has easier of doing compared to India
- GDP growth rate of India is higher than UK
- JLR need to focus more on sustainable development in the UK market compared to Indian market

Differences in countries based on Hofstede's cultural model

Hofstede's cultural model is a theoretical framework for understanding the cross-cultural dimensions across different nations (Yang *et al.* 2022).

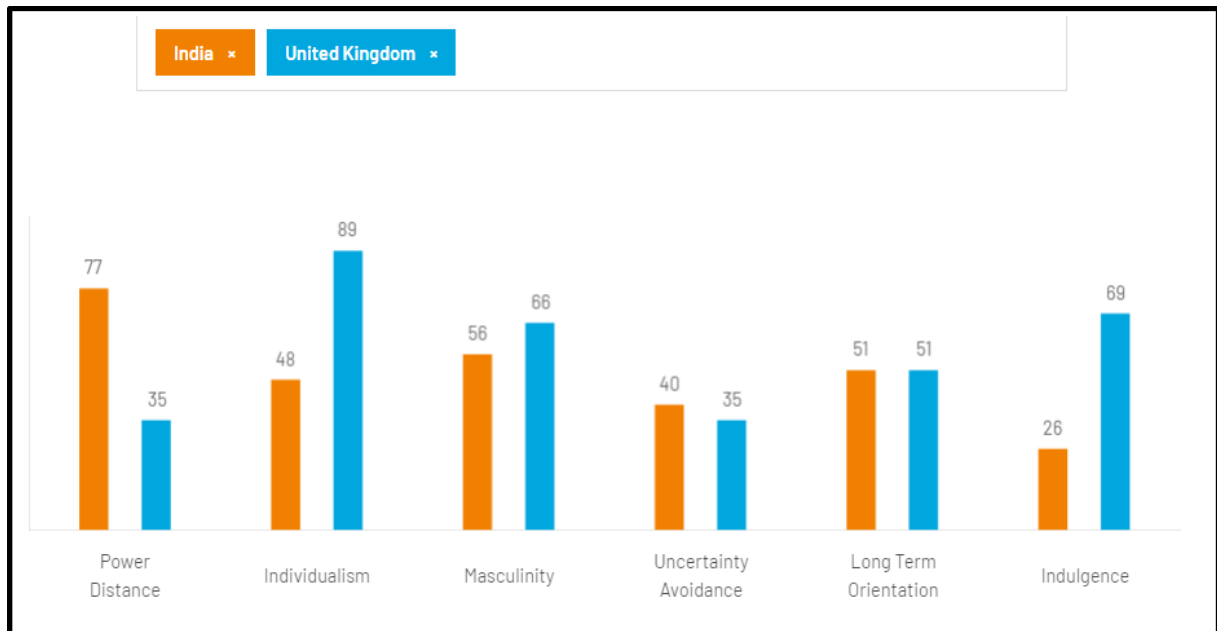


Figure 6: Comparison between UK and India

(Source: Hofstede Insights, 2023)

According to Figure 2, it can be observed that Hofstede's cultural dimension has pointed out the power distance of India to be 77 while the power distance of the UK is 35. This dimension mainly deals with the fact that all individuals in a society are not equal and inequalities exist in society. India, possessing a score of 77 on this dimension indicates that there is an appreciation of hierarchical systems within society. Whether in North India or South India, Hindu, or

Muslim, rural or urban, everything is ranked according to essential qualities (IASScore, 2023). As market competition is associated with a higher level of income inequality, it leads to increased segregation by income and social class. Moreover, an individual's ability to consume goods depends upon their income, so the unequal distribution of income can affect buying power of individuals. On the other hand, the UK believes that inequalities among people in society should be minimised. Three-quarters of people in the UK agree with the notion of equal rights and power (Equality and Human Rights Commission, 2018). In this context, it can be stated that as the economic position of individuals is more or less similar, all individuals have an equal chance to buy different types of goods.

In terms of individualism, India scores 48 which shows that the country consists of a society with both collectivistic and Individualistic traits. On the other hand, the UK has a score of 89 which signifies that the society is based on individual thinking where individuals believe in personal fulfilment. In this aspect, India has both individualist and collectivist traits that focus more on quality and value for money rather than personalisation intent. For example, the price for Jaguar which is between Rs. 1.17 to Rs. 1.25 crores are considered quite high for Indians (Financial Express, 2022a). However, it can be argued that 70% of UK customers prefer individualization in marketing (Hong, 2014). Companies in the UK such as Tesco have created initiatives to personalise their sales to create more connections with the customer. India scores 56 on the dimension of masculinity whereas the UK scores 66. The close range suggests that both countries are similar in their belief in a masculine society. The idea of masculinity as a marketing tool is to enable companies to identify and integrate their services to enhance sales by segmenting markets. As masculinity is constantly shifting, companies need an equally agile response to engage with all types of people and stay competitive (Gelfer, 2017).

Similarly, it can be observed that the dimension of the uncertainty index is also closely related as India scores 40 and the UK has a score of 35. The countries are patient with a tolerance for the unexpected. Further, during an economic recession when uncertainty was high, consumers were able to make apt decisions and hold back on consumptions and investments (Loxton, 2020). Another striking similarity is observed with the dimension of long-term orientation where both countries scored 51. It signifies that there is no dominant preference in culture in the countries. This can be highlighted by the example where a country like India is more inclined to buy products at low cost whereas UK customers incline towards compulsive buying. Jaguar's premium pricing strategy thus is more suited for UK customers rather than Indian customers. From the example, it can be argued that by understanding the role of long-term orientation, marketers can tailor their marketing strategies according to a specific culture.

Lastly, the dimension of indulgence represents how individuals confront something. India has a score of 26 which signifies that individuals mainly follow a culture of restraint. Thus, to appeal to an Indian customer, brands need to propose a marketing campaign with short messages to convey a value proposition. However, for influencing a UK customer, the marketing campaign needs to be more detailed and specifically point out the features, benefits and uses.

Porter Five Force Analysis of JLR

Competitive Rivalry:

India:

In India, companies like Mercedes, Audi and BMW are ranked higher than Jaguar in terms of online marketing traffic (Similarweb, 2023). This can be used to understand that Jaguar faces tough competition and hence the competition in the industry of India can be considered as High

UK:

In 2019, Jaguar Land Rover accounted for only 3% of the car sales in the United Kingdom (Statista, 2020). In the same period, Ford was noted to be the market leader in the UK in terms of car manufacturing. The market share of Ford was noted to be 11%. Volkswagen was closely followed by Ford. This can be used to understand that the market competition in the automobile industry of the UK is high.

Threats of new entrants:

India:

The Automobile Industry requires heavy investment. It also takes ample time to develop a brand image that might have a threat for Jaguar Land Rover. Hence it can be said that the threat from potential new entrants is low.

UK:

The UK automobile industry has been facing severe challenges due to geopolitical developments in the UK (EY, 2023). This makes new entrants in the industry very tough to flourish and challenge well-established companies in the industry like the Jaguar. Hence the threat from potential entrants is low.

Supplier Power:

India:

India is home to a number of Multinational suppliers like Bosch Limited, Minda Industries Limited, Motherson Sumi Systems Limited and Varroc Engineering Limited (Inventiva, 2023). Some of these suppliers do not only have local but also global presence. Hence it can be

understood that the range of options are available for Jaguar Land Rover in terms of suppliers and hence the power of suppliers is low.

UK:

Jaguar Land Rover is the largest car manufacturer in the UK in terms of revenue as of August 2023 (Zoominfo, 2023). This can be used to understand that an organisation has a pool of a large number of suppliers to choose from. Hence it can be understood that the power of suppliers is low.

Customer power:

India:

In India, a range of well-established global car manufacturers are already available and hence customer switching to another company is not high and hence the power of the customer is high.

UK:

Ford is UK's largest car manufacturer and provides car quality same as jaguar Land Rover within the same price range. Customers can easily switch their preference of the company and hence the power of customers is high.

Threats of Substitutes:

India:

Instead of other modes of transportation available the comfort and suitability of cars is unreplaced in this region. Hence, the threat of substitutes is low.

UK:

The sale of electric cars in the UK has suppressed the sales of normal diesel cars (The Guardian, 2023). Hence it can be said that in the UK the threat of substitutes is high.

Similarities and Differences for Porter five forces in UK and India for JLR:

Similarities:

Competitive rivalry: JLR faces high competition in the luxury segment in both Indian and UK market that affect its market competitiveness along with having a higher impact on firm competitiveness.

Threats of new entrants: Both countries have higher investment requirements along with increases challenges in UK for automobile firms that reduces threats of new competition.

Supplier power: Both countries have low supplier power due to global presence and ties with other countries that increase access to suppliers.

Customer power: It is also similar (high) in both countries due to availability of variety of choices.

Differences:

Substitutes impact: It is high in the UK while low in India due to income and spending capacity of the consumers.

SWOT Analysis of JLR in UK and Indian Market

Table 4: SWOT Analysis

Strengths	Weaknesses
● Jaguar Land Rover has a strong reputation and strong brand recognition. ● It is a wholly-owned subsidiary and accomplishes copyright-protected work (Jaguar Land Rover, 2021) ● It has sufficient financial resources and the company is financed by Black Horse Limited trading (Jaguar, 2021). ● It has a large sales network supported by a number of suppliers and distributors. ● It is supported by the employee strength of 44101 people in 2018-2019 (Statista, 2019). ● It has joined hands with the BMW group in order to provide necessary economies of scale and to support customer adaptation (Jaguarlandrover, 2019).	● The company has shown an inefficient ability to innovate within the company. ● Deficiencies in the production department have been disrupting the sales of the organisation (Linkedin, 2023). ● The increased competition in the premium car segment on a global scale has been impacting the sales of the company. ● The lack of a diversified product range has impacted the customer acquisition of Jaguar Land Rover. ● The higher dependency of the organisation on a few selected models has increased the dissatisfaction of customers and has resulted in the potential loss of customers. ● The sales of the company have been adversely affected by the rise of Covid-19.
Opportunities	Threats
● The company has the opportunity to increase its investments in the research and development areas. ● This would help in broadening the existing product portfolio with innovative products (Linkedin, 2023). ● It can focus on adopting hybrid technology that would help the company to improve its designs and thus fulfil the demands of unsatisfied customers. ● It can leverage the opportunity of	● The changing customer needs and limited product portfolio of the company have been adversely impacting customer retention in the organisation. ● This in turn has resulted in lowering the sales and revenue generation of the organisation (Economicstimes, 2022). ● The shortage of semiconductors has impacted the production capacity of the company and the sales of the organisation (Economicstimes, 2022).

performing partnerships and facilitating acquisitions in order to gain a competitive advantage over competitors.	• The changed EU safety rules and taking consideration of gender while designing can disrupt the designing procedure of this car manufacturing company.
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Similarities and Differences in UK and India from SWOT for JLR

Similarities:

- Higher network and financial stability
- Production deficiencies
- Need to focus on hybrid technology
- Semiconductor chip issues

Differences

- Partnership with BMW in UK and with a core model of Tata Motors in India
- Higher competition in premium segment in UK compared to India
- More innovation and technology use in UK compared to India
- Impact of EU regulation in UK while Indian regulations in India

Segmentation, Targeting and Positioning strategies of JLR In India and UK

Segmentation:

JLR uses psychographics, demographic, and geographic segmentation strategy in the context of both the UK and Indian context, by means of keeping their focus on the upper-class, social groups, professionals, and executives from the rich families as it is considered that these are the individuals for whom the JLR is considered to be affordable (Marketing91, 2019). On a global platform, the customer segments of Land Rover are mainly **active males** falling between the age group of 34 years to 54 years (Global, 2023).

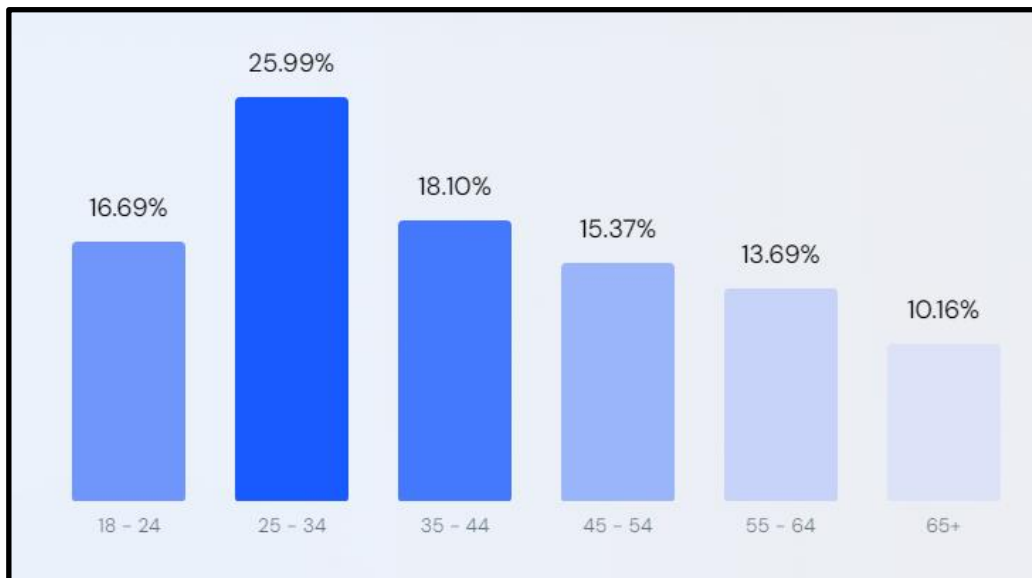


Figure 7: Demographics of JLR globally

(Source: Similarweb, 2023)

India:

Demographic segmentation: Male consumers under the age group of 25-44 years are focused more as India is a masculine society, thereby the success rate in India is becoming high leveraging a wider change of purchasing the product from the respective company. According to Ahmad *et al.* (2023), a highly masculine society is one that males are the dominant are the dominating factor over the female.

Geographic segmentation: Urban areas and metro cities of India are focused due to increasing income level and living standard of the people in these areas and also their spending capacity for luxury (Tian et al, 2019).

Psychographic segmentation: JLR India had withstood a 102% sales growth rate and has attributed the sales performances to the models such as Range Rover, Range Rover Sport, and the Land Rover Defender with a focus on growing rich people and also the premium segments. It depicts that the aforementioned models are becoming popular and are witnessing profound demands and these three luxury SUVs have contributed 78% of the total sales growth (Hindustan Times, 2023).

UK:

Demographic segmentation: JLR mainly focuses on people with the age of 25-44 years as potential customers. As per the recent demographics of the UK, it is evident that female consumers are becoming more inclined towards purchasing SUVs from JLR, and the total number of female customers has risen by 62% (Jaguar land rover, 2019a).

Geographical segmentation: British culture is therefore driven towards an underlying success-driven value system having a clear performance-driven ambition. Based on this premise, it is evident that Europe is considered to be Jaguar’s biggest sales market, with a selling rate of 38,515 units (Statista, 2023c).

Psychographic segmentation: High income or spending ability of the consumers is considered to segment the market along with increasing focus on premium customers with more innovation and features in the new products. It is because a high score on masculinity dimension entails that society will be driven by means of competition, achievement as well as success (HofstedeInsights, 2023).

Similarities and Differences in STP of JLR in UK and India

Table 5: Similarities and Differences in Segmentation Strategy

Elements	UK	India
Demographic	- Both males and females show interest in the UK auto industry. - People under 30 invested 22.80 British pounds, however people between the 50 to 64 year age group spent 40.50 British pounds (Sabanoglu, 2022). - Moderate to higher income level people get a chance to buy cars.	- Both males and females are interested in this industry. - Medium age people belong 24 to 35 are 65% owners of car (Bhatia, 2022) - Higher-income people purchase cars in India.
Geographic	Coventry is popular as it provides benefits to expand automobile business.	The Indian automobile industry is mainly developed in the Chennai region (Patil, 2023).
Psychographic	Customers who are interested in technological advancement and are	Belonging to a higher status level who can purchase luxury

	concerned about environmental sustainability.	products.
<i>Socio-economic status</i>	• High to moderate-income people with higher social standards	• Higher-income people belong to higher standards.
<i>Geo demographic</i>	• People belonging to urban and rural areas have a higher chance of buying luxury cars.	• People belonging to urban areas mainly prefer to buy cars to show their status.

Targeting

India:

JLR is targeting the men population in India due to higher male workforce participation rate (India-briefing, 2022). Thus, considering this fact, it can be stated that the company is focusing on a ***selective targeting marketing strategy*** (Marketing91, 2019). Further, in Indian context, the value for the power distance is significantly higher depicting an unequal distribution of income, which also enable the firm to focus on higher income consumers to meet their desires of luxury.

UK:

Additionally, considering the existing customer segments of the UK, the brand had shown a shift towards a younger, more diverse, and increasing customer base comprising females. Women had now become the main target customers for the entry-level SUV segment and the customer base has increased to 62% females as per the records of the recent three years (Jaguar land rover, 2019b). While less power distance leads less income difference and powers and it leads towards “undifferentiated marketing strategy” to address the desires of the consumers dwelling in the UK population (Darsono et al, 2021).

Similarities and Differences in Targeting Strategy of JLR in India and UK:

Similarities:

In the UK and India, the consumers with higher income are targeted by focusing to meet on their desires for luxury and other features in a car.

Differences:

In India, selective marketing strategy is used, while in UK, undifferentiated marketing strategies used due to higher income level and spending power of the consumers in UK compared to India.

Positioning

India:

In India, JLR has been positioned as the high segment premium car with high quality and features and high prices as it is also evident that the Indian people pay 64.4% less for their transportation in comparison to that of the people residing in the UK community (My life elsewhere, 2023). Main focus is to enhance the luxury services, interior and engineering with techno features to develop positioning.

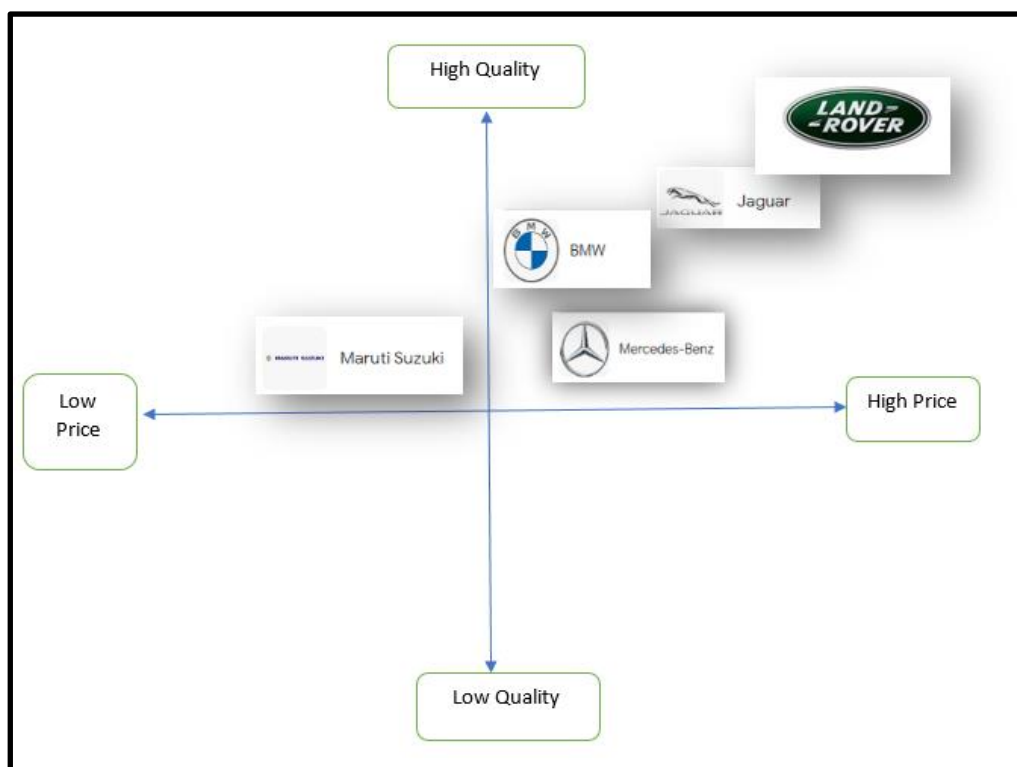


Figure 8: Positioning map of JLR in India

(Source: Self-created)

UK:

In UK also, it is positioned as the premium car with high quality and price, but it is affordable for medium income class consumers also due to their higher income level. Luxury, craftsmanship, and engineering expertise are the major aspects considered for making the products appealing to the consumers.

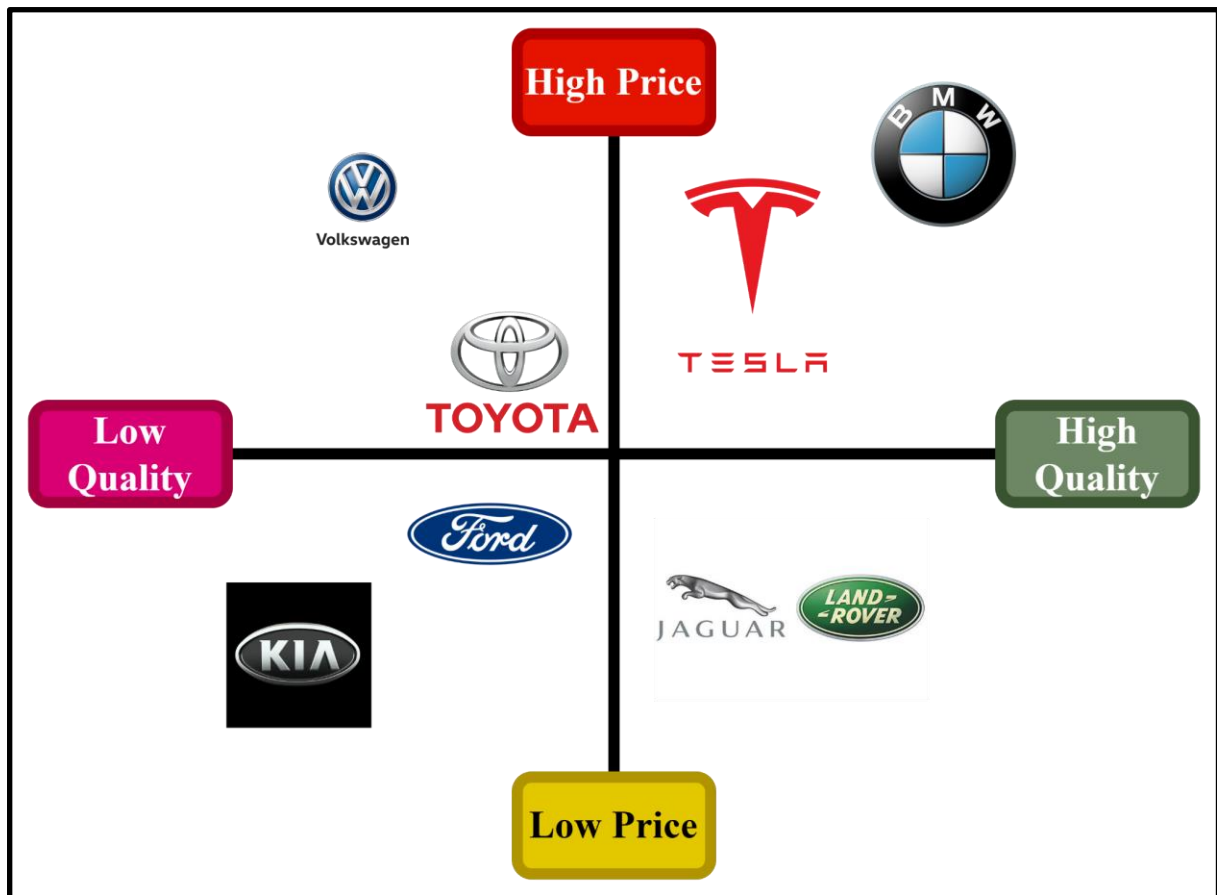


Figure 9: Positioning map of JLR in UK

(Source: Self-created)

Similarities:

- Focus on high quality with innovative features and technology
- Providing higher customer satisfaction and luxury

Differences:

- The competition in both markets is from different brands with different car segments due to difference in income level and spending capability

Marketing Mix Elements (4Ps)

The marketing mix (4Ps) are the marketing strategies adopted by the firm to operate in their respective markets. The table below shows the marketing strategies (4Ps) of JLR in the UK and India:

Table 6: Marketing Mix Strategies of JLR in UK and India

Factors	United Kingdom	India

Product	Different range of Jaguar Land Rover cars including Jaguar F-Pace, Jaguar F-Type, Jaguar I-Pace, Jaguar E-Pace, Jaguar XE, Jaguar XF, Range Rover Velar, Range Rover Evoque, New Rover Range, Discovery Sports, New Discovery and Defender	Except Jaguar E-Pace, Jaguar XE, Jaguar XF the whole range is available in India.
Price	Price range starts from £50,150	Price range of JLR starts from 71.39 lakhs (£67793.50)
Place	Manchester, Liverpool, Eastmoor, London, Oxford Road, Warwick and others	Kolkata, Bhubaneswar, Indore, Ahmedabad, Ludhiana, Karnal, Bangalore, Chennai, Coimbatore, Hyderabad, Delhi and others
Promotion	Omnichannel	Omnichannel

Product

India:

In India, Jaguar Land Rover offers different types of cars including sports saloons to class-leading SUVs. The main focus of the company in India is to deliver a higher level of performance, capability, luxury, technology and composure to serve high-income customers. In India, there are different ranges of Jaguar Land Rover cars that can be found which include the Jaguar F-Pace, Jaguar F-Type, Jaguar I-Pace, New Rover Range, Range Rover Velar, Range Rover Evoque, Discovery Sports, New Discovery and Defender (Jaguar India, 2023a).

UK:

In the UK, Jaguar Land Rover has an additional range of cars as it is the parent country of the company. Along with the above-mentioned range of cars; includes the Jaguar E-Pace, Jaguar XE, and Jaguar XF which increased the range of products in the country (Jaguar UK, 2023a).

Similarities:

- Provide the range according to the income level and spending capacity of the consumers

- Consideration of consumer services and satisfaction in both countries with a focus on premium customers

Differences:

- JLR has more variety and range of cars in the UK because the manufacturing country is in the UK while some of the cars are still not available in India due to difference in income level.
- Products are more luxury and technology equipped in UK then India

Price

India:

the price range is higher in India compared to the UK market due to exportation costs. The JLR price range in India is Rs. 71.39 lakhs to Rs. 4.17 crores on average. The average price range of cars in India varies from Rs. 1.17 to Rs. 1.25 crores which are sold to the maximum number of people when there is a requirement for a premium quality car (Financial Express, 2022b).

UK:

In the UK the price range of JLR starts from £50,150 and increases according to the facilities provided in the car (Jaguar UK, 2023b). Discovery Sports which are the cheapest Land Rover car in their collection ranges lower in the UK compared to India. This same car price in India is Rs. 71.39 lakhs (£67793.50) which represents Indian price is higher comparatively.

Similarities:

- People who are going to buy this car should be financially affluent and must have a high-rated income who tends to be the primary customer of JLR in both countries
- The price strategy is almost similar in both countries but due to export charges, the price is higher in India

Differences:

- Higher pricing in India compared to the UK due to custom and other duties as it is manufactured in UK, while in India, it is being imported.

Place:

India:

In India, Jaguar Land Rover is partnered with Tata Motors to accelerate the business in the country. This car has been partnered with Tata since 2008 to operate through a joint venture business in India (Tata, 2022). This brand is sold through different retailers from east, west,

north, south and central. Cities it operates in are Kolkata, Bhubaneswar, Indore, Ahmedabad, Mumbai, Surat, Pune, Chandigarh, Delhi, Jaipur, Lucknow, Ludhiana, Karnal, Bangalore, Chennai, Coimbatore, Hyderabad, Kochi, Mangaluru and Vijayawada (Jaguar India, 2023b).

UK:

This is a UK-based company; thus, it operates individually in the UK. However, for innovation, the company is associated with corporate innovation partner Plug and Play (JLR, 2023).

Similarities:

- It has been found by analysing both UK and India that it tends to be available in metropolitan cities only.
- Besides both countries seems content with the operating locations because most people with higher income rates live in cities and have a higher probability of buying this luxury car in consideration of the demographic factor. According to Shutter et al. (2022), workers in larger cities earn more than smaller cities which in phenomenon is known as urban wage premium. It is evident that income increased in urban areas; thus, operating a premium business in big cities only is fruitful for JLR in both countries.

Differences:

- In the UK, it has its own stores or the dealership, while in India, it is sold through franchise or licensing with Tata.

Promotion:

India:

Social media promotion, auto expo events, traditional advertising, launch events are the major promotional means used to make target consumers aware. Besides, in India, the car purchasing rate is only 7.5% which highlights that promotional activities do not have much value on car purchase intention among Indian customers (Hindustantimes, 2022).

UK:

Promotion is done through different online sites including Facebook, Instagram, Twitter, Websites and others. It has been found that in the UK, 45% of households have their own cars which define the car purchasing rate (UK Gov, 2022).

The global marketing campaign of JLR uses omnichannel mediums for promotional activities including print, television, radio, online and others. It has been found that social media promotional activities in higher in both countries through different online sites including Facebook, Instagram, Twitter, Websites and others. In the UK Instagram page, the total number

of followers is 210k and in India, the total number of followers is 836k (Instagram, 2023a; Instagram, 2023b). However, comparatively the population; the follower rate is higher on the UK Instagram page of JLR indicating the engagement rate of the company to be higher in the latter country.

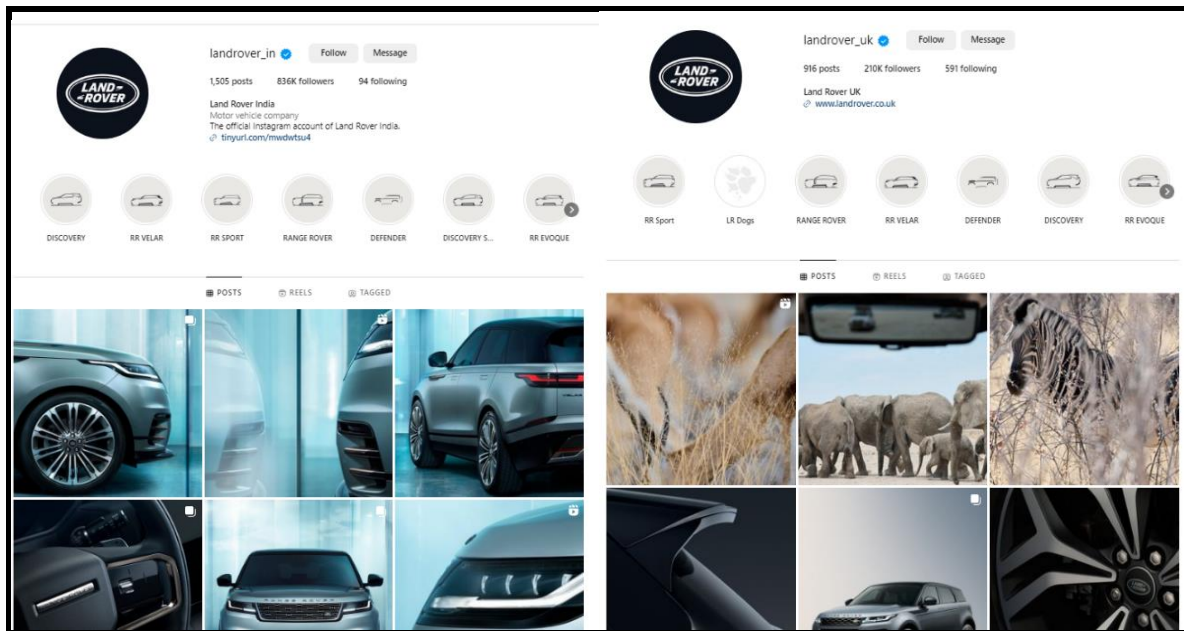


Figure 10: Instagram pages of Jaguar Land Rover in both UK (right) and India (left)

(Source: Instagram, 2023a; Instagram, 2023b)

Similarities:

- The use of mix media sources to reach wider audience and to make them aware for the product features and specifications

Differences:

- In UK, more focus is given on digital and social media in comparison of India

Market Entry Method

To increase the presence in UK and Indian market, the following market entry modes are used by JLR in both markets:

Directional Development Strategy

A directional development strategy can be defined as the strategy that includes the future course and development areas for a firm. The main purpose of this strategy is to develop the growth potential and strategies in the line of long-term goals of the firms. It refers to marketing tactics that can be used by the brand in order to grow its business and increase the profits of the organisation. This strategy can be recommended to the company and it could use the vertical growth strategy (Build, 2022). The company should focus on the upgradation of existing features of the brand. It can consider improving the current features by upgrading safety and aerodynamic features in car models. Moreover, it should focus on the low pricing aspect in order to attract a wide range of customers. In context of the growth of JLR, the major elements of directional development strategy are as below with the context of Ansoff matrix:

Ansoff matrix based directional development strategy for JLR:

Market penetration (Existing product, existing market): It increases the marketing efforts and distribution process of the company (Peterdy, 2022). The aforementioned company has launched its existing products within the UK and Indian-based existing markets. It can also focus on rural areas of India due to increasing income level and luxury preferences among the people in rural areas.

Product development (Existing market, new product): The company entered the existing market of the UK and India with its new features in electrical vehicles such as safety and aerodynamic values along with less price composition. It can also develop more innovative and new products with the use of AI technology that would benefit to enhance the overall market share in UK and India. It has been found in the report that electric cars in the UK have been surpassing the sale of normal cars. This can be used as an opportunity for Jaguar Land Rover as an opportunity to develop electric cars and cash into the market of UK electric cars.

Market development (New market and existing product): It is quite risky for the company and requires significant investments in research and development or product development (Peterdy, 2022). It will not be suitable since the new market will not be considered for the company. With this strategy, JLR can enter in the new emerging markets on the basis of their income level and spending.

Diversification (New market, new product): These strategies also not be considered since the launch of the new products within the UK and India will be selected for the company which

are existing markets. But for the new markets, it can be launched with EVs with luxury that will enable to develop a new market in the future.

Recommendations

Implementing lean six-sigma methodology to identify the marketing performance of JLR

According to Ahmed (2019), lean six-sigma methodology is helpful for identifying the experts and organisational employees' performance which helps in improving organisational business practice. This can help to identify the root cause of the problem regarding the low sales rate of JLR cars in India and how it can be increased further. In addition, this can help in process flows to gain a better understanding of the requirements of customers in the context of both India and the UK. As the culture is different in both countries; thus, customers' needs can be different in both the countries. Including this methodology can be helpful for improving efficiency to maximise customers' value in both country's contexts.

Communication channel development to direct interaction with customers

Including new technology for customer interaction can be helpful for the business of JLR in both countries. According to Kemp *et al.* (2019), the "Technology Acceptance Model" provides an explanation of computer acceptance and is capable of determining user behaviours across a broad range of computing technologies and user populations. Thus, accepting new technology is highly essential to accelerate easier communication with premium car customers. As mentioned by Skjuve *et al.* (2021), a chatbots is a software agent that provides access to the human interaction union through everyday language with voice or text messages. Thus, JLR can include chatbots facilities to directly communicate with customers and understand their needs. Due to the cultural changes in both countries; the customer's needs are different which can be mitigated through direct communication with them.

Differentiate marketing strategy for different countries

Due to the difference in the culture of both the countries; the requirement is different which is evident from the above section. Thus, making marketing activities accord to their country can be helpful for JLR in future. For example, India is a poor country compared to the UK; thus, a low-cost pricing strategy in the UK can be helpful to accelerate the market higher in the Indian context. According to Ali and Anwar (2021), a low-cost pricing strategy can reach to a wider range of audience. This strategy can be beneficial; for the Indian market to boost the sales and focus on market growth. Additionally, launching a new range of cars is another strategy that can be fruitful for the business function of JLR in the UK market as well. Hence, there are many strategies which the company can include for better marketing practices.

Conclusion

In conclusion, it can be stated that the marketing initiatives of Jaguar Land Rover in the UK and India express the company's prowess in adapting strategies to meet specific market requirements. India and the UK are distinct countries with different consumer attitudes and buying preferences. Hence, the company needs to choose the best strategy tailored towards each country's specific requirements. Based on the STP analysis it can be found that Jaguar Land Rover targets high-earning executives, professionals, and a varied array of consumer bases in both nations. Although the targeting seems to be appropriate at first, it can be said that the strategy is more suited for the UK market due to more people that prefer to buy luxurious vehicles. Their strategy thus needs to attest to the brand's awareness of regional preferences. The positioning initiatives of Jaguar Land Rover reflect this, striking a balance between luxury, tradition, and innovation, resonating with India's need for modernity and the UK's acceptance of tradition. The 4Ps analysis also shows that each market has distinct product offerings, prices, distribution methods, and promotional strategies that are strategically matched to its economic environment and cultural norms.

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