

**A STUDY ON EFFECTIVENESS OF DISTRIBUTION CHANNELS IN TATA UTILITY
VECHILE'S SALES IN COIMBATORE DISTRICT**

By

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A PROJECT REPORT
Submitted

In partial fulfillment of the requirements
For the award of the degree
Of

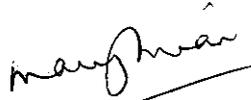
MASTER OF BUSINESS ADMINISTRATION
Department of Management Studies
Kumaraguru College of Technology
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Coimbatore - 641 049

May, 2012



BONAFIDE CERTIFICATE

Certified that this project report titled “A Study on Effectiveness of Distribution channels in TATA ACE Utility vehicle’s Sales ” is the bonafide work of **Mr.Abilash.S, 1020400001** who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate. .


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CERTIFICATE

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I affirm that the project work titled “A Study on Effectiveness of Distribution channels in TATA ACE Utility vehicle’s Sales “being submitted in partial fulfillment for the award of Master of Business Administration is the original work carried out by me. It has not formed the part of any other project work submitted for award of any degree or diploma, either in this or any other university.

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I certify that the declaration made above by the candidate is true.

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ABSTRACT

In today's competitive market, organizational survival and growth is dependent on attracting and retaining new market. In this context Distribution channel plays a vital role as they bridge between company and customers. Choosing effective channel will have a positive impact on company's sales and brand image, especially in Automotive Sector. This project presents finding from a study that examined the distribution channels effectiveness in TATA ACE Utility Vehicles. The region selected for the study is "Rural belt of Coimbatore district."

This project outlines the channels effectiveness in all aspects like service, promotion, finance, and customer relationship.

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

The research on the four wheeler commercial vehicle provides insights into product and market trends, analyses, opportunities, projections, sales, and marketing strategies. Specifics on market share, segmentation, size, and growth in the global markets are also featured.

The massive changes in the four wheeler commercial vehicle have been witnessed by the universe (consumers & dealers) which actually shows that the commercial vehicle are most important part of our economic. After some decade rather some years it may be possible that commercial will be listed in the category of basic needs of customer. Some People prefer some well known brands of commercial vehicle because they can not compromise with our brand, and color design.

There are many brands available (Tata motors, AshokLeyland, Mahindra &Mahindra) in market and they have many kinds of four wheeler commercial vehicle.

1.2 INDUSTRY PROFILE

Light commercial vehicles (LCVs) are usually referred to goods and carriage vehicles with a light capacity that varies from one region to another. In Europe the popular definition for a light commercial vehicle is one good vehicle with a maximum permissible capacity of 3.5 tones of mass. The importance of a light commercial vehicle is obvious especially in a newly industrialized economy with large regions to cater where such vehicles play a niche role in transporting goods from one place to another throughout the country.

In the Indian automobile context, light commercial vehicles have assumed a great degree of significance with the national economy poised for a greater leap forward. No wonder, all the leading automobile manufacturers are having their operations in the field of LCVs. Tata Motors for one, has made its position unique in the commercial segment of Indian automobile by having a presence in all spheres, light commercial vehicles, heavy commercial vehicles and the like. However, the other leading automobile players like the Ashok Leyland and Swaraj Mazda too, are not lagging behind and they have their own aggressive expansion plans on show.

Some of the popular offerings in the field of light commercial vehicles from the Tata Motors stable are Tata 407 and Tata 709 of which the former has made a distinct mark in the category of Indian LCVs. However, the recently launched Tata Ace has brought about a dramatic change in the Indian LCV market. Low priced and attractively designed, the Tata Ace has been hugely popular and recorded significant sales in the first year of production itself.

Ashok Leyland is another major LCV player with products like Cargo 759 Tipper to boast of. With a wheelbase of 3200 mm and 5 speed synchromesh gearbox, it has got 4 cylinder diesel power engines. The Premium model of Swaraj Mazda has a wide cabin and wheelbase of 2815 mm, has 4 cylinder engine capacities while Cosmo, another of its LCVs, has an overall length of the vehicle 4789 mm. Dual Cab and steel High Deck are the other popular forms of Swaraj Mazda's range of LCVs in India. Eicher 10.60 and Eicher 10.70 are the other popular LCVs that are visible on Indian roads

Indian industry witnessed a growth of 32.86% in light commercial vehicles segment. Indian light commercial vehicles (LCVs) include a range of vehicles, such as cargo, tempo, mini trucks, buses, etc. A few of the passenger cars, such as vans, are now being treated as LCVs..

1.2.1 MARKET ANALYSIS

RURAL MARKETING

Rural India accounts for almost 70 per cent of the population as the recent Census 2011 indicates that of the 1.21 billion population, 833 million live in rural India.

The clan has been exposed to new communication technologies and a plethora of services which has strengthened its aspirations to become an urbanised society. According to a recent Technopak report, rural Indian economy is highly supported by increasing disposable income, Government initiatives and schemes and favourable demographics. As a result, the rural segment of the Indian economy is growing at a pace of 8-10 per cent per annum and is anticipated to add new consumption of US\$ 90 billion-100 billion over 2012-2017 to the current base of US\$ 240 billion-250 billion.

Moreover, the growth of rural India is largely attributed by increasing awareness about need of education. According to the ASER (2012) report, private school enrolment in rural India has enhanced by 5.5 per cent points over past six years. The literacy rate has also gone up by 68.91 per cent in rural India

Automobile makers are targeting Indian consumer market in a big way, in search of potential car buyers. Rural India accounts for almost 35 per cent of the automobile industry sales.

- 1) **Large and Scattered Market:** - The rural market of India is large and scattered in the sense that it consists of over 63 crore consumers from 5, 70,000 villages spread throughout the country.
- 2) **Major Income from Agriculture:** - Nearly 60 % of the rural income is from agriculture. Hence rural prosperity is tied with agricultural prosperity. Roughly speaking, a location is defined as “rural”, if 75 per cent of the population is engaged in agriculture related activity.
- 3) **Low Standard of Living:** - The consumers in the village area do have a low standard of living because of low literacy, low per capita income, social backwardness, low savings, etc.
- 4) **Diverse Socio-Economic Backwardness:** - Rural consumers have diverse socio-economic backwardness. This is different in different parts of the country.

1.3 COMPANY PROFILE

Tata Motors Limited is India's largest automobile company, with consolidated revenues of INR 1,23,133 crores (USD 27 billion) in 2010-11. It is the leader in commercial vehicles in each segment, and among the top three in passenger vehicles with winning products in the compact, midsize car and utility vehicle segments. It is the world's fourth largest truck and bus manufacturer.

The company's over 25,000 employees are guided by the vision to be "best in the manner in which we operate, best in the products we deliver, and best in our value system and ethics."

Established in 1945, Tata Motors' presence indeed cuts across the length and breadth of India. Over 6.5 million Tata vehicles ply on Indian roads, since the first rolled out in 1954. The company's manufacturing base in India is spread across Jamshedpur (Jharkhand), Pune (Maharashtra), Lucknow (Uttar Pradesh), Pantnagar (Uttarakhand), Sanand (Gujarat) and Dharwad (Karnataka). Following a strategic alliance with Fiat in 2005, it has set up an industrial joint venture with Fiat Group Automobiles at Ranjangaon (Maharashtra) to produce both Fiat and Tata cars and Fiat powertrains. The company's dealership, sales, services and spare parts network comprises over 3,500 touch points; Tata Motors also distributes and markets Fiat branded cars in India.

Tata Motors, the first company from India's engineering sector to be listed in the New York Stock Exchange (September 2004), has also emerged as an international automobile company. Through subsidiaries and associate companies, Tata Motors has operations in the UK, South Korea, Thailand, Spain and South Africa. Among them is Jaguar Land Rover, a business comprising the two iconic British brands that was acquired in 2008. JLR supports two state of the art engineering and design facilities and three manufacturing plants (Solihull, Castle Bromwich & Halewood) in the UK. In 2004, Tata Motors acquired the Daewoo Commercial Vehicles Company, South Korea's second largest truck maker. The rechristened Tata Daewoo Commercial Vehicles Company has launched several new products in the Korean market, while also exporting these products to several international markets. Today two-thirds of heavy commercial vehicle exports out of South Korea are from Tata Daewoo. In 2005, Tata Motors acquired a 21% stake in Hispano Carrocera, a reputed Spanish bus and coach manufacturer, and subsequently the remaining stake in 2009. Hispano's presence is being expanded in other markets. In 2006, Tata Motors formed a joint venture with the

Brazil-based Marcopolo, a global leader in body-building for buses and coaches to manufacture fully-built buses and coaches for India and select international markets. In 2006, Tata Motors entered into joint venture with Thonburi Automotive Assembly Plant Company of Thailand to manufacture and market the company's pickup vehicles in Thailand. The new plant of Tata Motors (Thailand) has begun production of the Xenon pickup truck, with the Xenon having been launched in Thailand in 2008. Tata Motors (SA) (Proprietary) Ltd., Tata Motors' joint venture with Tata Africa Holding (Pty) Ltd., has its assembly plant in South Africa at Rosslyn, north of Pretoria, in the Gauteng province of South Africa. The plant can assemble, from semi knocked down (SKD) kits, light, medium and heavy commercial vehicles ranging from 4 - 50 tonnes.

Tata Motors is also expanding its international footprint, established through exports since 1961. The company's commercial and passenger vehicles are already being marketed in several countries in Europe, Africa, the Middle East, South East Asia, South Asia, CIS, Russia and South America. It has franchisee/joint venture assembly operations in Bangladesh, Ukraine, and Senegal.

The foundation of the company's growth over the last 65 years is a deep understanding of economic stimuli and customer needs, and the ability to translate them into customer-desired offerings through leading edge R&D. With over 4,500 engineers and scientists, the company's Engineering Research Centre, established in 1966, has enabled pioneering technologies and products. The company today has R&D centres in Pune, Jamshedpur, Lucknow, Dharwad in India, and in South Korea, Spain, and the UK. It was Tata Motors, which developed the first indigenously developed Light Commercial Vehicle, India's first Sports Utility Vehicle and, in 1998, the Tata Indica, India's first fully indigenous passenger car. Within two years of launch, Tata Indica became India's largest selling car in its segment. In 2005, Tata Motors created a new segment by launching the Tata Ace, India's first indigenously developed mini-truck.

In January 2008, Tata Motors unveiled its People's Car, the Tata Nano, which India and the world have been looking forward to. The Tata Nano has been subsequently launched, as planned, in India in March 2009. A development, which signifies a first for the global automobile industry, the Nano brings the comfort and safety of a car within the reach of thousands of families.



Designed with a family in mind, it has a roomy passenger compartment with generous leg space and head room. It can comfortably seat four persons. Its mono-volume design will set a new benchmark among small cars. Its safety performance exceeds regulatory requirements in India. Its tailpipe emission performance too exceeds regulatory requirements. In terms of overall pollutants, it has a lower pollution level than two-wheelers being manufactured in India today. The lean design strategy has helped minimise weight, which helps maximise performance per unit of energy consumed and delivers high fuel efficiency. The high fuel efficiency also ensures that the car has low carbon dioxide emissions, thereby providing the twin benefits of an affordable transportation solution with a low carbon footprint.

In May 2009, Tata Motors ushered in a new era in the Indian automobile industry, in keeping with its pioneering tradition, by unveiling its new range of world standard trucks called Prima. In their power, speed, carrying capacity, operating economy and trims, they will introduce new benchmarks in India and match the best in the world in performance at a lower life-cycle cost. In October 2010, Tata Motors launched the Tata Aria, the first Indian four-wheel drive crossover. The Tata Aria redefines several benchmarks with its design and technologies, offering class leading features that take comfort and safety to a new height.

Tata Motors is equally focussed on environment-friendly technologies in emissions and alternative fuels. It has developed electric and hybrid vehicles both for personal and public transportation. It has also been implementing several environment-friendly technologies in manufacturing processes, significantly enhancing resource conservation.

Through its subsidiaries, the company is engaged in engineering and automotive solutions, construction equipment manufacturing, automotive vehicle components manufacturing and supply chain activities, machine tools and factory automation solutions, high-precision tooling and plastic and electronic components for automotive and computer applications, and automotive retailing and service operations.

Tata Motors is committed to improving the quality of life of communities by working on four thrust areas employability, education, health and environment. The activities touch the lives of more than a million citizens. The company's support on education and employability is focused on youth and women. They range from schools to technical education institutes to actual facilitation of income generation. In health, our intervention is in both preventive and curative health care. The goal of environment protection is achieved through tree plantation,

conserving water and creating new water bodies and, last but not the least, by introducing appropriate technologies in our vehicles and operations for constantly enhancing environment care.

TATA SMALL COMMERCIAL VEHICLE.

The ACE is a small vehicle that opens up big opportunities. Ideal for short, narrow roads as well as long highway hauls, for small bulky loads and large heavy ones, the ACE is an innovative 4-wheeler offering from TATA Motors.

The ACE can be conveniently used in cities as well as in rural areas. 12" tyres give higher ground clearance and higher loading capacity – resulting in better performance on and off the road. The truck-like strength of the front and rear leaf spring suspensions coupled with the shock absorbers provide a smooth ride and great driving comfort. With a small turning circle of 8.6 m, the ACE can be safely and easily navigated, both in narrow village streets and in dense city traffic.

The 700 cc engine delivers a power of 16 hp @ 3200 rpm and a torque of 3.8 mkg @ 2000 rpm. It is also eco-friendly and meets Euro II/Euro III standards. The water-cooled, twin-cylinder IDI engine has an overhead cam shaft, temperature sensitive cooling-system and rotary fuel injection pump, which together give high fuel efficiency and low-maintenance operation. This also translates to longer life and lesser downtime. With the lowest loading height of 675 mm, heavy loads can be conveniently placed in the load body. The 4-forward synchromesh + 1 reverse gear box gives smooth gear shifting

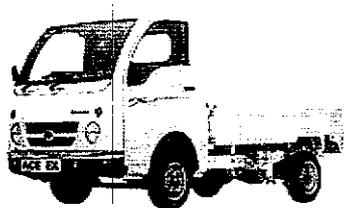
Several features have been added to ensure comfort for the occupants, even on long rides. The fully-built sheet metal cab with doors, roof lining, floor mat for heat insulation and trims protect the occupants from rain, heat and cold. The ventilation ducts, winding door glass and rear windows ensure good ventilation and continuous air flow at leg and face level. Seats with soft cushion and back support ensure complete driving comfort.

Other Features:

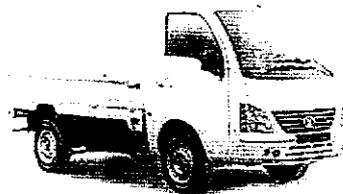
- Sun visor for protection from direct glare
- Car like combi-switch with rotary switches for lamp and wiper control

- Control pedals, gear shift and parking brake ergonomically positioned for maximum comfort and easy access
- Higher door opening angle and low floor height for easy boarding
- The ACE meets norms for frontal crash, roof crush, and rear wall strength - assuring the utmost safety of the driver and the co-driver. Seat belts are also provided for both occupants.
- High braking performance is given through front disc brakes and rear drum brakes. Driving visibility is excellent through the large windscreen, window glasses, large overhead rear-view mirror and the large rear window. Large-sized, round headlamps with bright halogen bulbs provide excellent lighting for night driving. Reversing is made easy and safer with the help of a 2-box tail lamp with in-built reflector and the bright reverse lamp at the rear.

The ACE is a range that offers five variants



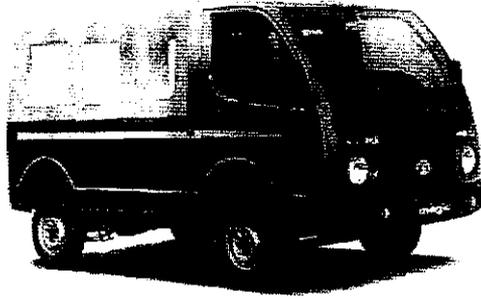
ACE EX



Super ACE



ACE



Tata-magic

1.4 OBJECTIVE

Primary:

- To evaluate distribution channels for TATA ACE in rural regions.

Secondary:

- To study the present scenario of rural market distribution.
- Know the challenges faced in each distribution channel.
- To evaluate the pros and cons of all distribution channels.

1.5SCOPE OF STUDY

The study will be very much helpful for the company to know its stand in the rural market. The project area is the rural belt of Coimbatore district. As the new development in real estate sector and huge spending of Government in infrastructure in the rural regions were considered by the company and to focus more in the untapped rural market.

CHAPTER.2

REVIEW OF LITERATURE

The objective study is to evaluate factors affecting logistics customer service performance in the context of car manufacturing sector. Results indicated that responsiveness is the most significant variable contributing to logistics customer service performance, followed by flexibility and inventory. Study shows important variables affecting distribution channel performance and offers insight into how to better manage the distribution channel to achieve high customer service level with low cost.

1. 55 Maritime Quarterly Vol. 15 No. 2 June 2006 pp. 37~55

Evaluating Factors Affecting Logistics Customer Service Performance for Car Manufacturing Companies in Korea

Keywords: International automobile distribution channel, Performance measurement, structural equation modeling

2. Selecting channels of distribution: a multi-stage process

Bruce Mallen

Faculty of Commerce, Sir George Williams University, Montreal, Canada

CHAPTER.3

RESEARCH METHODOLOGY

Methodology is the way to solve the research problem systematically. It explains the various steps generally adopted by a researcher in studying research problems along with the logic behind them.

3.1 TYPES OF STUDY

This consist of 2 components such as

Research Design

Sample Design

3.1.1RESEARCH DESIGN

Fundamental to success of any research is sound research design. A good research design has the characteristics namely, problem definition specific methods of data collection and analysis of the same. A research design is purely and simply the frame work or plan for a study that guides the collection of data and analysis. In this study Descriptive research design has been applied.

3.1.2SAMPLE DESIGN

Under area sampling technique, certain rural areas were selected and Stratified systematic Sampling has been used to collect data from the finite Universe of customers. Data has been collected from a sample size of 88 customers falling under rural belt of Coimbatore District.

3.2 DATA SOURCE

The data has been collected from the customers residing in the rural region of Coimbatore district.

3.3 TIME PERIOD COVERED

This study carried out from TATA Motors Coimbatore and the study period was FEB-MAY 2012.

3.4 TYPES OF DATA

There are two types of data

- Primary data
- Secondary data

3.4.1 PRIMARY DATA

Primary data have been collected directly from the customers using Questionnaire as a tool.

3.4.2 SECONDARY DATA

Secondary data such as about the company, Product profile have been accessed from the portal www.TataMotors.com and from various journals, magazines and news papers.

3.5 INSTRUMENT FOR DATA COLLECTION

Questionnaire has been used as a tool and proper assistance have been made to collect data so as to avoid the possibility of non responses

3.6 STATISTICAL TOOLS

- Weighted Average
- Combined Arithmetic Mean
- Cross Tabulation
- ANOVAs

3.7 LIMITATIONS OF STUDY

- The data has been collected only from 88 respondents.
- The data has been collected from the persons owning ACE utility vehicle residing in the rural regions of Coimbatore District.

CHAPTER.4

ANALYSIS & INTERPRETATION

Table 4.1 Average monthly sales done by the Channels of distribution.(N=88)

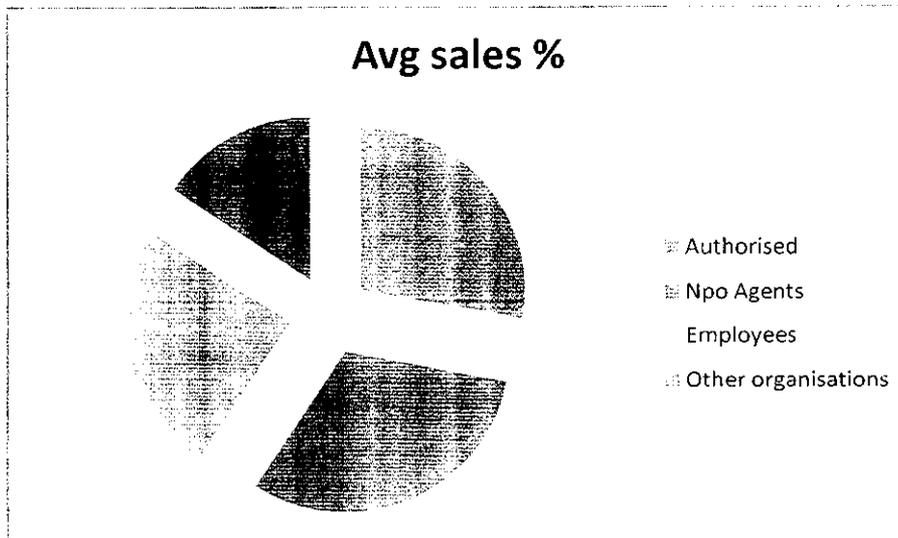
This table shows average percentage sales made in each channels.

Variables	Authorised	Npo Agents	Employees	Other organisations
Orders Made	45	12	26	6
Orders get Cancelled	18	4	12	4
Avg sales %	60	66.66	54	33.34

Inference

The chart shows that in Non Profit Organisation cancelation of orders is very low followed by the Authorised agents and Employees. While the performance of other organisations like petrol pumps etc below average level.

Chart 4.1 Average monthly sales done by the Channels of distribution.



4.2. Table showing the cost occurred by company in adopting the channels.

Variables	Authorised	Npo Agents	Employees	Other organisations
Market incentives	600	2000	750	1500
Salery	6000	2500	2000	0
Other allowances	250	300	100	2000
Total Cost	6850	4800	2850	3500
Total Sales	27	8	14	2
cost/vechile	253.7037037	600	203.571429	1750

The cost table comprise of expense made by the company in selling each unit of vehicle. It is seen that Employees channel is more economical comprise to other s. Authorised agents are also cost effective accompanied by NPO agents. Other organisation is much expensive compared to other means.

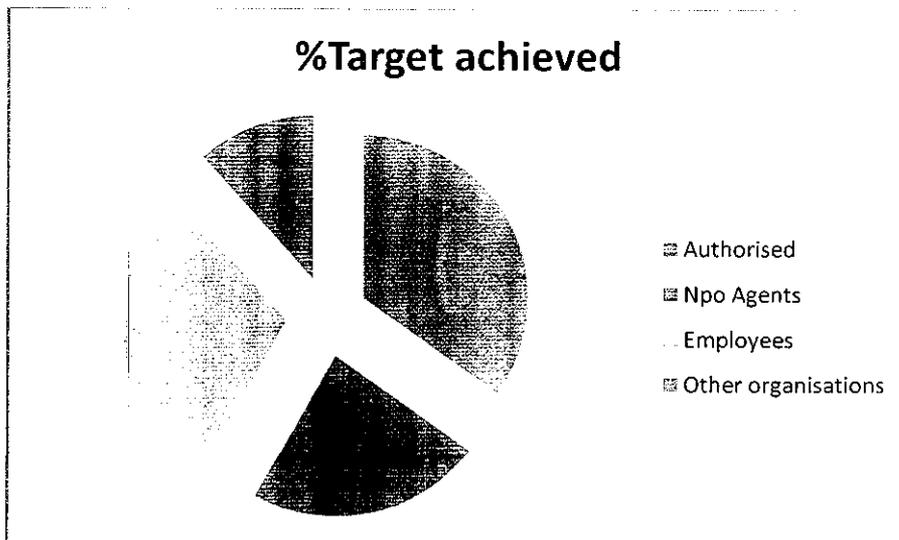
4.3. Tables showing the average sales target achieved by the channels per month.

Variables	Authorised	Npo Agents	Employees	Other organisations
Sales target	50	23	38	20
Orders Made	27	8	14	2
%Target achieved	54	34.7826087	36.842105	10

Interpretation

Only Authorised dealers are achieving above the average volume of sales target compared to other channels. The performance of other organisation needs to reorganise as they were able to achieve only 10% of their target.

4.2. Chart showing the average sales target achieved by the channels per month



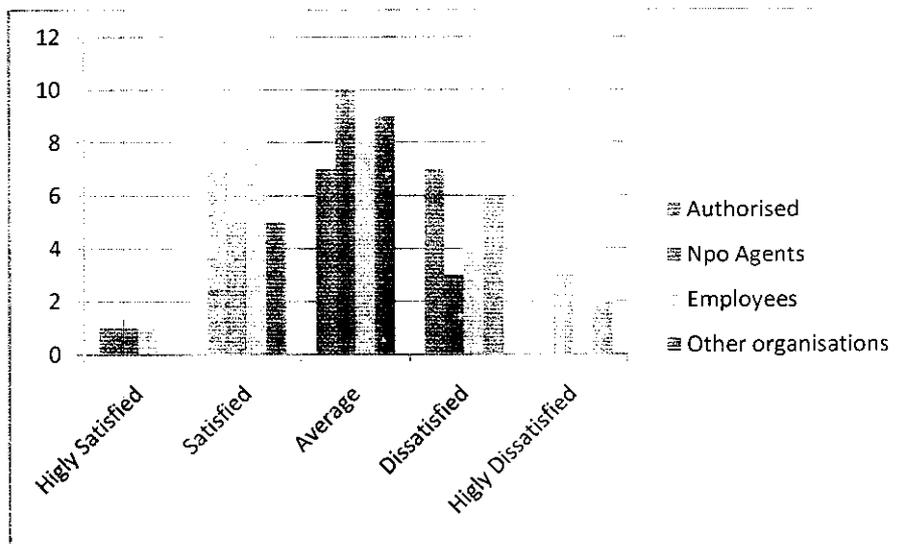
4.4 Table showing the weighted average of Timely Delivery

Weight	5	4	3	2	1	Total	% Score	Rank
Authorised	1	7	7	7	0	68	25.5	2
Npo Agents	1	5	10	3	3	64	24.05	3
Employees	1	9	8	4	0	73	27	1
Other organisations	0	5	9	6	2	61	23	4
TOTAL	3	26	34	20	5	266	100	

Inference

Employee channel is having high level of satisfaction and Authorised Channel is the next preferred channel.

4.3 Chart showing satisfaction level of respondents in different channels on Timely delivery.



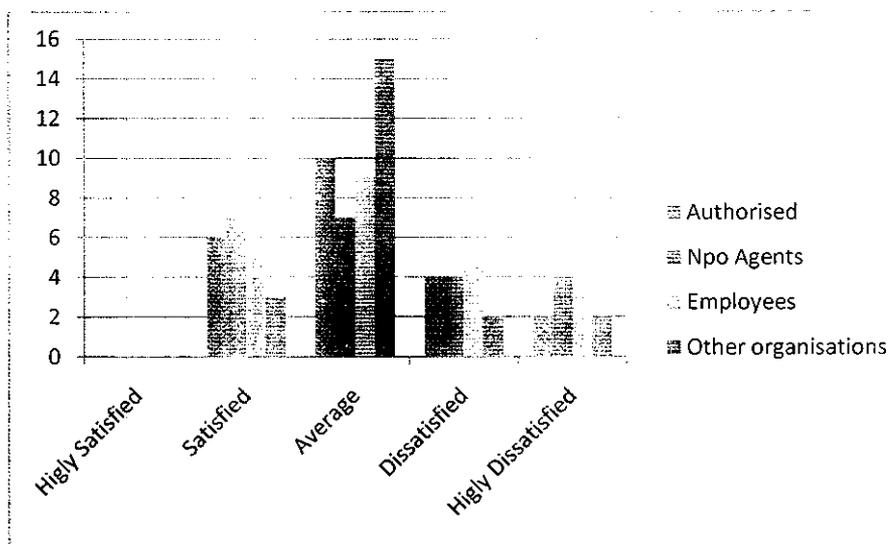
4.5 Table showing the weighted average of Grievance Handling.

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	1	6	7	5	3	63	25	3
Npo Agents	0	3	10	8	1	59	23.5	4
Employees	1	4	11	5	1	65	26	1
Other organisations	2	3	9	7	1	64	25.5	2
TOTAL						251	100	

Inference

Respondents prefer Employee channel as the best channel in solving the complaints. NPO agents channel is least preferred by the respondents.

4.4 Chart showing satisfaction level of respondents in different channels on Grievance handling technique.



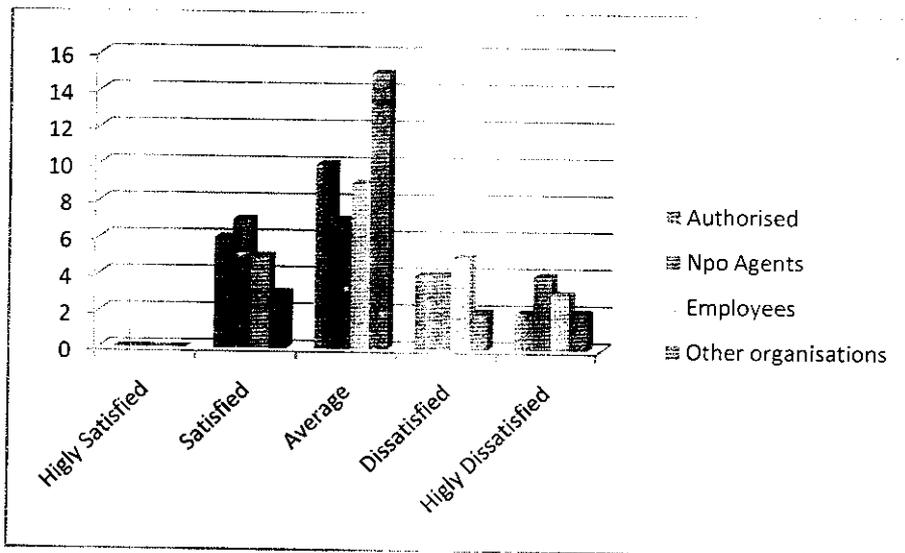
4.6. Table showing the weighted average of Spot delivery

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	0	6	10	4	2	68	25.87	1
Npo Agents	0	7	7	4	4	65	24.71	2
Employees	0	5	9	5	3	65	24.71	2
Other organisations	0	3	15	2	2	65	24.71	2
TOTAL		21	41	15	11	263	100	

Inference

Highly satisfied respondents belonging to Authorised channel.

4.5 Chart showing satisfaction level of respondents in different channels on Spot Delivery features.



4.7 Table showing the weighted average of after sales service

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	2	8	8	4	0	78	27.1	1
Npo Agents	1	5	11	4	1	71	24.7	2
Employees	0	6	5	9	2	68	23.6	4
Other organisations	1	6	9	4	2	70	24	3
TOTAL	4	25	33	21	5	287	100	

Inference

Respondents belonging to Authorised channel are highly satisfied and Employees channel customers are having very low level of satisfaction.

4.8 Table showing the weighted average of Buy back measures

	5	4	3	2	1	Total	%Score	Rank
Weight								
Authorised	7	6	3	4	2	82	30.2	1
Npo Agents	4	1	6	4	7	61	22.5	3
Employees	3	5	7	3	4	69	25.4	2
Other organisations	2	5	3	4	8	59	21.7	4
TOTAL	16	17	19	15	21	271	100	
Inference								

Authorised channel is having highly satisfied respondents and other organisation is been least satisfied respondents.

4.9 Table showing the weighted average of Down payment system

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	3	6	10	3	0	78	26.71	1
Npo Agents	1	6	8	6	1	72	24.65	2
Employees	2	2	10	8	0	72	24.65	2
Other organisations	1	6	7	6	2	70	23.97	3
TOTAL	7	20	35	23	3	292	100	

Inference

Respondents belonging to Authorised channel are highly satisfied respondents and Other organisation's respondents are least satisfied.

4.10 Table showing the weighted average of Interest rate

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	0	11	7	4	0	77	24.83	3
Npo Agents	6	5	6	3	2	79	25.48	1
Employees	5	4	7	4	2	76	24.51	3
Other organisations	3	6	9	4	0	78	25.16	2
TOTAL	14	26	29	15	4	310	100	

Inference

Favourable interest rate is given by NPO agents and other organisation channel holds the second position.

4.11. Table showing the weighted average of EMI Calculations

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	4	7	9	1	1	79	25.4	1
Npo Agents	2	10	5	4	1	78	25.16	2
Employees	2	9	9	2	0	79	25.4	1
Other organisation	3	7	5	5	2	75	24.1	3

Inference

Effective EMI policy is been provided by both Authorised and Employee channels.

4.12. Table showing the weighted average of Financing

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	2	10	8	2	0	80	25.64	2
Npo Agents	2	5	7	8	0	75	24.03	3
Employees	2	13	5	2	0	83	26.66	1
Other organisations	1	6	10	5	0	74	23.87	4
TOTAL	7	34	30	17	0	312	100	

Inference

Employee channel respondents are highly satisfied with the financing facility. Other organisation is least preferred by respondents.

4.13 Table showing the weighted average of Inventory

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	6	8	5	2	1	84	27.18	1
Npo Agents	0	7	8	7	0	73	23.62	4
Employees	2	8	9	3	0	78	25.24	2
Other organisati	0	8	10	4	0	74	23.94	3
TOTAL	8	31	32	16	1	309	100	

Inference

Customers belonging to Authorised channel is been highly satisfied with the Inventory level followed by Employee channel.

4.14 Table showing the weighted average of Advertising

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	4	9	5	3	1	81	28.22	1
Npo Agents	0	4	6	9	3	64	22.29	4
Employees	3	2	9	4	4	66	23	3
Other organisations	2	8	3	8	1	76	26.48	2
TOTAL	9	23	23	24	9	287	100	

Inference

High level of advertising is done by Authorised channel and NPO agents are least spending channel.

4.15 Table showing the weighted average of Replacements

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	2	13	4	3	0	83	28.42	1
Npo Agents	0	3	12	7	0	69	23.63	3
Employees	1	4	11	5	1	70	24	2
Other organisations	1	4	5	11	1	70	24	2
TOTAL	4	24	32	26	2	292		

Inference

Authorised channel is providing better replacement of damaged goods and Employees and Other organisation holds second position.

4.16 Table showing the weighted average of Maintenance

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	3	5	12	2	0	77	26.36	1
Npo Agents	2	4	8	8	0	74	25.34	2
Employees	1	5	12	4	0	73	25	3
Other organisations	0	2	11	9	0	68	23.28	4
TOTAL	6	16	43	23	0	292	100	

Inference

Authorised channel respondents are more satisfied with the Maintenance facilities, followed by NPO agents.

4.17. Table showing the weighted average of Brand image

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	4	7	6	3	2	77	27.3	1
Npo Agents	0	5	9	7	1	69	24.46	3
Employees	2	4	7	4	5	64	22.69	4
Other organisations	0	8	5	8	1	72	25.51	2
TOTAL	6	24	27	22	9	282	100	

Inference

Highly satisfied respondents belongs to Authorised channel and least is in Employee channel.

4.18 Table showing the weighted average of Distribution flexibility

Weight	5	4	3	2	1	Total	%Score	Rank
Authorised	2	9	8	3	0	79	28.21	1
Npo Agents	1	6	6	7	2	70	25	2
Employees	1	4	6	9	2	68	24.85	3
Other organisations	0	1	13	6	2	63	22.5	4
TOTAL	4	20	33	25	6	280	100	

Inference

High level of satisfied customers are from Authorised channel .

Combined Mean Calculation

4.19 Table showing the Combined Arithmetic Mean of the service attributes which include

1. Timely Delivery
2. Grievance handling
3. Spot Delivery
4. Response to enquiry
5. After Sales Service
6. Damage Free Delivery
7. Buyback Measures

Statistics

SE2

N	Valid	88
	Missing	0
Mean		2.9968

		Frequency	Percent
Valid	1.71428571428571	2	2.3
	1.85714285714286	3	3.4
	2.14285714285714	2	2.3
	2.28571428571429	3	3.4
	2.42857142857143	3	3.4
	2.57142857142857	5	5.7
	2.71428571428571	14	15.9
	2.85714285714286	8	9.1
	3	7	8.0
	3.14285714285714	8	9.1
	3.28571428571429	13	14.8
	3.42857142857143	4	4.5
	3.57142857142857	6	6.8
	3.71428571428571	2	2.3
	3.85714285714286	6	6.8
	4	2	2.3
	Total	88	100.0

Inference

The customers are having average and above average opinion regarding the service attributes.

As all the channels are providing better service towards the customers.

4.20 Table showing the Combined Arithmetic Mean of the Financial attributes which include

1. Down payment system
2. EMI
3. Interest Rates
4. Reaction to market fluctuations
5. Financing Facilities
6. Price Discounts

Statistics

financial

N	Valid	88
	Missing	0
Mean		2.6155

	Frequency	Percent
Valid 1.66666666666667	4	4.5
1.83333333333333	3	3.4
2	8	9.1
2.16666666666667	10	11.4
2.33333333333333	12	13.6
2.5	13	14.8
2.66666666666667	12	13.6
2.83333333333333	6	6.8
3	2	2.3
3.16666666666667	2	2.3
3.33333333333333	5	5.7
3.5	2	2.3
3.66666666666667	3	3.4
3.83333333333333	2	2.3
4	3	3.4
4.16666666666667	1	1.1
Total	88	100.0

Inference

Customers are satisfied with the financial attributes provided by the company. As they are having favourable opinion regarding the financial perspectives adopted in each channels.

4.21 Table showing the Combined Arithmetic Mean of the Promotional attributes which include

1. Advertisement
2. Discounts
3. Replacements
4. Maintenance

Statistics
promotional

N	Valid	88
	Missing	0
Mean		2.9006

Promotional

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.5	1	1.1	1.1	1.1
2	7	8.0	8.0	9.1
2.25	8	9.1	9.1	18.2
2.5	11	12.5	12.5	30.7
2.75	13	14.8	14.8	45.5
3	17	19.3	19.3	64.8
3.25	15	17.0	17.0	81.8
3.5	9	10.2	10.2	92.0
3.75	3	3.4	3.4	95.5
4	4	4.5	4.5	100.0
Total	88	100.0	100.0	

Inference

Customers had a favourable approach towards the promotional offers provided by the distribution channels. As they show a sign of satisfaction towards the promotional offers.

4.22 Table showing the Combined Arithmetic Mean of the Customer Relationship attributes which include

1. Postpurchase relationship
2. Pre Purchase relationship
3. Flexibility in distribution
4. Response towards customers order

Statistics

customer_relationship

N	Valid	88
	Missing	0
Mean		3.0142

customer_relationship

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.75	1	1.1	1.1	1.1
2.25	3	3.4	3.4	4.5
2.5	12	13.6	13.6	18.2
2.75	18	20.5	20.5	38.6
3	16	18.2	18.2	56.8
3.25	22	25.0	25.0	81.8
3.5	10	11.4	11.4	93.2
3.75	5	5.7	5.7	98.9
4	1	1.1	1.1	100.0
Total	88	100.0	100.0	

Inference

There is an average response towards the customer relationship offered by the distributors. As they need to improve the relationship feature. They channels should revise their attitude towards customers mainly in complaints handlings.

4.23 Table showing the Cross tabulation between response to enquiry and Channels of distribution.

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Enquiry Response Cross tabulation

Count							
		Enquiry Response					
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Total
1-Authorised,2-Npo agents,3.employees,4.other Organisation	1	3	4	2	9	4	22
	2	2	8	8	3	1	22
	3	4	7	6	1	4	22
	4	4	7	9	2	0	22
Total		13	26	25	15	9	88

Inference

Other than Authorised channel all other channels is providing a satisfied service. Especially other organisation is performing above the level compared to other channels. Only Authorised channel has more number of dissatisfied respondents.

4.24 Table showing the Cross tabulation between after sales service and Channels of distribution

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Aftersales_Service Cross tabulation

Count							
		Aftersales_Service					
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Total
1-Authorised,2-Npo agents,3.employees,4.other Organisation	1	2	8	8	4	0	22
	2	1	5	11	4	1	22
	3	0	6	5	9	2	22
	4	1	6	9	4	2	22
Total		4	25	33	21	5	88

Inference

Authorised Channel is having high number of satisfied customers and others are also having average opinion. Service provided by the employee channel is to be monitored as more number of dissatisfied customers lies in this channel.

4.25 Table showing the Cross tabulation between damage free delivery and Channels of distribution.

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Damagefree_Delivery Cross tabulation

Count							
		Damagefree_Delivery					
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Total
1-Authorised,2-Npo	1	2	13	2	3	2	22
agents,3.employees,4.oth	2	1	4	10	7	0	22
er Organisation	3	3	5	11	3	0	22
	4	0	5	13	2	2	22
Total		6	27	36	15	4	88

Inference

Authorised channel is providing above average service in this and other channels are also able to provide average form of services.

4.26 Table showing the Cross tabulation between down payment system and Channels of distribution

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Downpayment_system Crosstabulation

Count							
		Downpayment_system					
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Total
1-Authorised,2-Npo agents,3.employees,4.other Organisation	1	3	6	10	3	0	22
	2	1	6	8	6	1	22
	3	2	2	10	8	0	22
	4	1	6	7	6	2	22
Total		7	20	35	23	3	88

Inference

All customers are a having average or less than average opinion on Down Payment system. Only 30 people have above average opinion as all others have average and negative opinion on down payment.

4.27 Table showing the Cross tabulation between interest rate and Channels of distribution

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Interest Rate Crosstabulation

Count	Interest_Rate						Total
	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied		
1-Authorised,2-Npo agents,3.employees,4.other Organisation	1	0	11	7	4	0	22
	2	6	5	6	3	2	22
	3	5	4	7	4	2	22
	4	3	6	9	4	0	22
Total		14	26	29	15	4	88

Inference

Most of the customers are giving satisfied and average opinion on Interest rate. Customers under authorised channel are more satisfied than others. Above 78% of respondents are having average and above average opinion.

4.28 Table showing the Cross tabulation between Equal monthly instalment and Channels of distribution.

1-Authorised,2-Npo agents,3.employees,4.other Organisation * EMI Crosstabulation

Count							
		EMI					
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Total
1-Authorised,2-Npo agents,3.employees,4.other Organisation	1	4	7	9	1	1	22
	2	2	10	5	4	1	22
	3	2	9	9	2	0	22
	4	3	7	5	5	2	22
Total		11	33	28	12	4	88

Inference

Customers belonging to all channels are showing Highly Satisfied and Satisfied opinion.Npo agents channels are providing better service followed by Authorised channels.

4.29 Table showing the Cross tabulation between Market fluctuation and Channels of distribution.

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Market_Fluctuation Crosstabulation

Count							
		Market_Fluctuation					
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Total
1-Authorised,2-Npo agents,3.employees,4.other Organisation	1	4	6	7	4	1	22
	2	4	8	7	3	0	22
	3	4	10	4	4	0	22
	4	4	6	7	3	2	22
Total		16	30	25	14	3	88

Inference

Employee Channel is been more attractive in Market fluctuation features.All the channel respondents are giving better service. As around 52% of respondents are having above average opinion in Market fluctuation features.

4.30 Table showing the Cross tabulation between price discount facilities and Channels of distribution.

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Price_Discounts Crosstabulation

Count							
		Price_Discounts					
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Total
1-Authorised,2-Npo agents,3.employees,4.other Organisation	1	7	7	7	1	0	22
	2	6	5	10	1	0	22
	3	2	10	9	1	0	22
	4	1	13	4	3	1	22
Total		16	35	30	6	1	88

Inference

Like other financial attribute's customers are providing satisfied and highly satisfied opinion. Around 57% of respondents are having satisfied and higher opinion.

4.31 Table showing the Cross tabulation between inventory capacity and Channels of distribution.

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Inventory Crosstabulation

Count							
		Inventory					Total
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	
1-Authorised,2-Npo agents,3.employees,4.other Organisation	1	6	8	5	2	1	22
	2	0	7	8	7	0	22
	3	2	8	9	3	0	22
	4	0	8	10	4	0	22
Total		8	31	32	16	1	88

Inference

Respondents shown satisfied and average response in inventory. Around 31% of respondents in NPO channel showed dissatisfaction .While the Authorised channels are proving better service compared to others.

4.32 Table showing the Cross tabulation between Advertising and cross tabulation.

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Advertising Crosstabulation

Count							
		Advertising					
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Total
1-Authorised,2-Npo	1	4	9	5	3	1	22
agents,3.employees,4.oth	2	0	4	6	9	3	22
er Organisation	3	3	2	9	4	4	22
	4	2	8	3	8	1	22
Total		9	23	23	24	9	88

Inference

The performance of channels in advertising had shown huge differences, as 50% of respondents in Authorised channel is having satisfied and above satisfied opinion, while the performance of NPO channels and other organisation is showing dissatisfied opinions. The performance of Employees channel is more or less average.

4.33 Table showing the Cross tabulation between Discounts and cross tabulation.

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Discounts Crosstabulation

Count							
		Discounts					
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Total
1-Authorised,2-Npo agents,3.employees,4.other Organisation	1	3	4	12	3	0	22
	2	6	7	5	4	0	22
	3	0	7	12	2	1	22
	4	0	7	12	3	0	22
Total		9	25	41	12	1	88

Inference:

Performance of NPO channel providing high level of satisfaction to the customers followed by Authorised channel. But the channels like employees and other organisation provide only average and below average service.

4.34 Table showing the Cross tabulation between Replacement facility and channels of distribution.

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Replacements Crosstabulation

Count							
		Replacements					
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Total
1-Authorised,2-Npo	1	2	13	4	3	0	22
agents,3.employees,4.oth	2	0	3	12	7	0	22
er Organisation	3	1	4	11	5	1	22
	4	1	4	5	11	1	22
Total		4	24	32	26	2	88

Inference

Authorised channel is been providing above average service towards customers in replacements but the performance of other organisation channel is been very poor.NPO and Employees channel is giving only average form of service.

4.35 Table showing the Cross tabulation between Maintenance and Channels of distribution.

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Maintenance Crosstabulation

Count						
		Maintenance				
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Total
1-Authorised,2-Npo	1	3	5	12	2	22
agents,3.employees,4.ot	2	2	4	8	8	22
her Organisation	3	1	5	12	4	22
	4	0	2	11	9	22
Total		6	16	43	23	88

Inference

All respondents showed an average rate of satisfaction in Maintenance service adopted by the channels. Authorised channel is been performing better while all other channels are having average and below average performance level.

4.36 Table showing the Cross tabulation between Brand image of each channel and Channels of distribution

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Brand_image Crosstabulation

Count							
		Brand_image					
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	Total
1-Authorised,2-Npo	1	4	7	6	3	2	22
agents,3.employees,4.oth	2	0	5	9	7	1	22
er Organisation	3	2	4	7	4	5	22
	4	0	8	5	8	1	22
Total		6	24	27	22	9	88

Inference

Authorised channel is the only channel where the respondents showed high level of satisfaction, the performance of other organisation is been a matter of concern and other channels are showing average level of performance.

4.37 Table showing the Cross tabulation between Distribution flexibility and Channels of distribution.

1-Authorised,2-Npo agents,3.employees,4.other Organisation * Distribution_Flexibility Crosstabulation

Count							
		Distribution_Flexibility					Total
		Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied	
1-Authorised,2-Npo agents,3.employees,4.other Organisation	1	2	9	8	3	0	22
	2	1	6	6	7	2	22
	3	1	4	6	9	2	22
	4	0	1	13	6	2	22
Total		4	20	33	25	6	88

Inference

Respondents of all channels are having average rate of satisfaction level. The performance of Other Organisation channel is poor but Authorised channel showed a better level of standard.

ANOVAs Calculation

1. Table showing the Anova is conducted to compare the means of Service feature and the channels of distribution.

ANOVA

SERVICE					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	35.682	3	11.894	.848	.472
Within Groups	1178.273	84	14.027		
Total	1213.955	87			

Inference

As the significant values is greater than 0.05,so we can say that there is no significant difference between the services and channels of distribution.

2. Table showing the Anova test conducted to compare the means of various Financial features and channels of distribution.

ANOVA

Financial					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.978	3	.326	.900	.445
Within Groups	30.431	84	.362		
Total	31.409	87			

Inference

The value is greater than 0.05. So there is no significant difference between the means of Finance and Channels of distribution.

3. Table showing the Anova test conducted to compare the means of various customer relationship features and channels of distribution.

ANOVA

customer relationship

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.707	3	.236	1.380	.255
Within Groups	14.338	84	.171		
Total	15.045	87			

Inference

The value is greater than 0.05. So there is significant difference between the means of Customer relationship and Channels of distribution.

4. Table showing the Anova test conducted to compare the means of various promotional features and channels of distribution.

ANOVA

Sum of Squares	df	Mean Square	F	Sig.
4.326	3	1.442	5.770	.001
20.991	84	.250		
25.317	87			

Inference

The value is less than 0.05. So there is significant difference between the means of Promotional features and Channels of distribution

CHAPTER.5

5.1FINDINGS

- Authorized Distribution channel is performing very well in rural regions of district.
- Employees channel is more cost effective compared to other channels of distribution
- NPO channels provide more number of monthly sales.
- Performance of Other organization is very poor in rural regions.
- Other organization and NPO agents are providing better response to customer's enquiry.
- Authorized Channel have better brand image among other channels in rural regions.
- Above 78% of respondents under Authorized channel are having average and above average opinion in interest rate.
- NPO channels are providing better EMI to the customers.

5.2 SUGRESSION

- The Employees channel can be provided better incentive proportionate to their sales volume.
- Other organization channel can be avoided, as they are expensive and its performance is also very low.
- Financing service provided by all channels are more or less same, channels can be more dynamic in financial aspects.
- Authorized Channel can improve their attitude towards customers enquiry.
- After Sales Service provided by the employee channel is to be monitored as more number of dissatisfied customers lies in this channel.
- NPO channel can improve their inventory capacity.

5.3 CONCLUSION

The study revealed the potential of various distribution channels dealing in TATA ACE Vehicle in the rural regions of Coimbatore Districts. The company can adopt the suggestions as mentioned for improvement from its present position. The study does not carry any personal opinion of the researcher and the findings are totally based upon the primary data collected from the customers and channel partners.

Data collection was a wonderful experience for the researcher meeting different personalities of persons. Hence the researcher had taken all the possible efforts to present the project report in the best possible manner to satisfy the requirements of the Company as well as the Academic quest.

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