



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

IIMK/CS/243/MM/2024/06

March 2024

Kia Motors India Entry: Formulating Positioning Strategy for Seltos (B)

Joffi Thomas ¹
Kripa Varghese ²

©

All rights belong to their respective authors.

Please contact the corresponding authors, if you would like to access the full case study.

¹Professor, Marketing Management Area, Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnammangalam, Kozhikode, Kerala 673 570, India; Email - joffithomas@iimk.ac.in, Phone Number - 0484-2415117

²Academic Associate, Marketing Management Area, Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnammangalam, Kozhikode, Kerala 673 570, India.

Kia Motors India Entry: Formulating Positioning Strategy for Seltos (B)

Abstract:

This case is sequel to Kia Motors India Entry: Formulating Positioning Strategy for Seltos (A). It describes the successful launch of Kia Seltos in August 2019. A total of 6,046 customers booked Seltos paying a token advance of Rs. 25000/- on the very first booking day. Within 5 months from its launch, Kia sold 45,494 Seltos cars in India whereas the closest leading competitor Hyundai Creta had sales of 40,952 in the year of launch. Kia Seltos achieved the significant sales milestone of 300K units sales by August 2022; out of 5 lakh Kia vehicles sold in the country, in less than three years.

Appealing product design, best in class category features, creative communication of value and setting up of extensive distribution networks contributed to Seltos' success. Its attractive product design and best in class features were creatively communicated through print, TV and continuous social media campaign. Seltos sales grew from 45K in 2019 to 100K units in 2022. The SUV category including both mid-size and compact SUV's grew from 470 K units in 2019 to one million units in 2022. During this period seven new SUVs were launched and the four existing brands- Creta, Nexon, Brezza and Venue made efforts to revitalize their brands launching improved versions in 2020. Further there was impending competition from Electric cars as well category competition from 4*4 SUV category as well as sub- compact SUV's. In 2023 it has become imperative to revitalize Seltos brand to compete in the increasingly crowded market place.

The participants are required to analyze the intensifying competition in the SUV category, assess the positioning strategies of competing brands including the launch of facelifts of existing brands, emerging competition from new sub categories and formulate a brand revitalization strategy for Seltos in 2023.



भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute Management Kozhikode
Globalizing Indian Thought

Research Office
Indian Institute of Management Kozhikode
IIMK Campus P. O.,
Kozhikode, Kerala, India,
PIN - 673 570
Phone: +91-495-2809237/ 238
Email: research@iimk.ac.in
Web: <https://iimk.ac.in/publications>

