

A CAR AS GUARDIAN ANGEL

An exploratory study on how BMW can be meaningful in the Indian market for women's empowerment & safety

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Master thesis by Alisha Baan
Strategic Product Design

In collaboration with
TU Delft & BMW

An exploratory study on how BMW can be meaningful in the Indian market in terms of women's empowerment & safety

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PREFACE

Dear reader,

This is my master thesis on how BMW can be meaningful in the Indian market in terms of a service concept for women's empowerment & safety. In this thesis, I combined my passion for cars, mobility and my Indian culture.

This thesis is written as the concluding step of the master Industrial Design Engineering at the Delft University of Technology. For the duration of my thesis, I have been supervised by Gert Hans Berghuis, Giulia Calabretta, Rudolf Moosmeier and Dounia Bourjila.

Giulia, thank you for your thorough feedback and help in moments of doubt. Your enthusiasm during the progress meetings kept me motivated and looking for new creative solutions.

Gert Hans, thank you for keeping me in line and telling me what I needed to hear, not what I always wanted to hear. Your sharp comments made me more critical during the process.

To both, it has been really pleasant working with you.

Rudolf and Dounia, thank you for the opportunity and welcoming me so warmly. Your great spirit, experience and creative sparks have kept me indulged and motivated to make this project relevant for the company as well as meaningful to Indian consumers.

Moreover, I would also want to thank all interviewees for taking the time to participate and share stories regarding unsafe experiences. Thank you for your honesty and candor, without you I would not have known lies beneath the surface. Additionally, thank you Red Dot Organisation for the assistance in finding workshop participants.

To all the BMW colleagues, thank you for all the fascinating conversations, insights and contributing to 'our thesis baby' (like some would call it).

In closing, I would like to thank my friends and family for being my cheerleaders and listening to my endless thesis discussions.

Enjoy reading!

Alisha Baan

EXECUTIVE SUMMARY

With the growing complexity and uncertainty of today's world, the internet is overflowing with information and choices to make. It is especially in these times that one appreciates guidance of what to do and how to simplify authentically without commercial intentions. According to Forbes (Georgiou, 2021), 90% of customers mention authenticity as an important factor in deciding which brand they like and support.

This demonstrates simply that the importance of authenticity or 'meaningfulness' cannot be overstated. In order to achieve this brand perception and to design for meaningfulness, it is essential to understand the target group.

This graduation project focuses on creating a meaningful connection between BMW and Indian consumers. The goal is to increase understanding of the Indian market, as a means to strengthen BMW's market presence in India as well as emerge as the most preferred status car brand.

An extensive research has been conducted, including a field trip to India, to get an understanding of what 'makes Indians tick'. The insights generated by this study can help BMW substantially in catering in a more efficient and Indian market if desired by the brand.

As India has currently the second largest population in the world, with 1.41 billion people (India Population (2022) - Worldometer, n.d.), and a proportionately growing economy, many leading global players, such as BMW, are competing for prominence in the Indian automotive market (Chhibber & Gupta, 2021). This explains the tremendous acceleration of the premium automobile market in India, which finds itself racing to keep pace and cope with the increasing demand for premium models. The Indian premium car market was valued at more than USD 1 billion in 2020, and it is expected to reach a value of USD 1.54 billion by 2027 (India Luxury Car Market Size, Share, Report (2022 - 27), n.d.). Thus, although Indian may not be one of BMW's high-volume single markets today, the potential for growth is high.

To flourish in a culture-sensitive country such as India, luxury companies must tread carefully and understand the Indian consumer, their values and needs. With the aim to fulfil this purpose and portray how this consumer understanding may translate into design, this graduation project seeks to find answer(s) for the following research question:

“ How to create a meaningful connection between BMW and Indian consumers in terms of values and what kind of experience fuels that value? ”

In the initial research phase of the project, theoretical as well as empirical (field) research is conducted regarding the brand (values) of BMW.

Thereafter, the project puts India under the scanner while bearing in mind the enormous size and diversity of the country. A regional focus is defined for the purposes of this study, based on a wealth analysis (assessment factors being GDP data and per average capita income): Delhi/NCR (National Capital Region) and Chandigarh/Tricity. Both cities are located in the North of India.

Field research is conducted to identify the values of the Indian consumers and their pains and gains regarding mobility.

The fundamental values of Indian consumers are compared with specific BMW values, this leads to a common value set that is integrated in designing the experience. This 'BMW Indian value set', embodies the 'meaningful connection' as expressed in the title of this study.

Due to confidentiality reasons, the BMW values are not enclosed. However, the common value set is present.

Based on the pains and gains which are uncovered and identified during empirical research, three areas of potential are presented for BMW that hold relevance and meaning for BMW and Indian consumers.

One area of potential is chosen in collaboration with the company for designing 'what kind of experience fuels that value': This area is women's empowerment in relation to the state of feeling & being safe. It focuses on how BMW as a product and service provider and brand can support this gender empowerment need in the Indian market.

Through literature, desk and empirical research concerning the area of potential, two consequential problems were identified: 'How can a car enhance street safety and make women feel safer?' leading to 'How can we promote women to go out by themselves or without a male figure, and ensure the family that the woman in question is safe?'. As most unsafe incidents on the streets in India occur to the women that are less protected and do not have the status of owning a (premium) car, this project ambitiously strives to be meaningful for not just the affluent segment who owns a BMW in India, but for all women in the society. For this purpose, a two-phase strategy is set up:

PHASE 1 – Make BMW (potential) owners feel safe and secure while using a BMW. Prove the value and benefit of the BMW enhanced safety service.

PHASE 2 – Make women that do not own a BMW feel safe on the street. Create brand aspiration in terms of social (corporate) responsibility.

During the design phase, these two problems are explored through creative sessions with BMW designers, Indian designers and Indian women.

The design result is a BMW service concept that enhances the safety experience while driving and walking to and from the car: 'the BMW Late Night Mode'. Naturally, safety cannot be solved by providing one or two features alone. It portrays a possible outcome for the value proposition and how values of the BMW Indian value set could be translated into experiences.

The service concept is a smart ecosystem, that consists of an in-car AI system, the BMW app and (possibly) a smart watch. The system is data sensitive, multi-modal and depending on your need or state, it suggests to help by connecting you to other people or acting on behalf of you.

Consequently, the service concept is validated with Indian women and BMW employees. These sessions have provided input for further iterations and the basis for future milestones for the concept.

The 'meaningfulness' of this exploratory study is best reflected in the following quotes by a prominent Indian figure:

“ The day a woman can walk (drive) freely on the roads at night, that day we can say India has achieved independence. ”

– Mahatma Gandhi

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INTRODUCTION

This chapter presents an introduction to the project and elaborates on the overall approach taken for this exploratory research.

INTRODUCTION TO PROJECT

As a land and as people, India and Indians cannot be generalised. India is a country known for its diversity and rich culture where diversity is the single most unifying feature. However, during this graduation project, the best attempt is made to conduct meaningful and relevant research. The focus is on finding out what cultural values Indians within the defined context focus share with the BMW brand. Besides, the aim is to provide a meaningful and relevant experience in a BMW way for the Indian market.

1.1.1 Company: BMW

This graduation project is in collaboration with BMW's Design Strategy Department. BMW is renowned as a worldwide manufacturer of premium vehicles and motorcycles. It is a brand that is known for sheer driving pleasure, premium quality, and its German engineering expertise.

1.1.2 Stakeholders

Representing BMW, Rudolf Moosmeier (Head of Design Strategy) and Dounia Bourjila, (Strategic Designer) have supervised the project. Representing TU Delft, Giulia Calabretta and Gert Hans Berghuis (both from the faculty of Industrial Design Engineering) have supervised the project.

Moreover, additional secondary stakeholders are the BMW potential group in India and BMW India employees.

1.1.3 Context

"Asia is on track to achieve top 50 percent of global GDP by 2040 ... Asia's future represents a real shift in the world's economic center of gravity" (Tonby et al., 2019). With this economic power shift, one cannot help but follow the money trail, leading us to Asia. To gain an economic and competitive advantage in this scene, companies such as BMW have realized the growing importance of understanding the culture, wishes, and needs of (specific) Asian customers.

As the East and West have innate cultural, economic and social differentiations, it is critical to unravel how to be meaningful in the Asian markets and identify the best approach to critically tap into the specific market and increase its presence.

Currently, the majority of BMW cars are being sold in China (approximately 40%) (Nica, 2022) making it a major Asian market for BMW. This strong response of the Chinese market is reflected in BMWs offer and design strategy to appeal to Chinese customers.

For instance, the Chinese customer demands "the bigger, the better" (Mondou & Taunay, 2017) and the latest designs of the BMW

grilles, view figure 1, have become larger over time, in comparison to their predecessors (Nica, 2019).

With India emerging as the next major market, nobody wants to be too late to the party. India's growth potential compares favorably with that of other emerging markets (Kaka, 2019) giving India a head start in outgrowing the term 'developing country' and achieving its full growth and status as a rising economy. It is a country flourishing with opportunities and a lot of unaddressed potential.



Figure 1: BMW 7 Series grilles over time (2015, 2019, and 2022)

In addition, India's population is growing rapidly. Currently, 1.41 billion people live in India (India Population (2022) - Worldometer, n.d.), and the population explosion is fuelling a corresponding growth in the size and scale of the economy. As Indians are climbing the socio-economic ladder (Chadha, 2022), more and more people are making their way up on the wealth pyramid; and entering the potential target group which purchases premium cars.

In terms of the size of the economy, India ranked in the third place in the billionaire population globally in 2021 (Chadha, 2022). Moreover, the growth of India's super-rich is expected to rocket faster than any other country in the world by 2024 (Gill, 2022), foreshadowing India's global economic power in the future and underlining the growing potential target group for BMW. Thus, all in all, it is of great interest for BMW to gather crucial insights into what Indian consumers value and want, to gain more traction into the Indian automobile sector.

Given that BMW's presence in India is yet insignificant (merely 0.4% of their global market share) [8], the goal is to obtain more market share in the Indian automotive market. To achieve this, a point that must be kept foremost in one's mind is the fact that Indian and European or the Western markets differ in many fundamental and critical ways.

In order to flourish in a culture-sensitive country such as India, luxury companies such as BMW must understand the Indian consumer, their values and needs in a deep and intuitive manner. This understanding is essential to design products that will resonate in a meaningful way with the Indian consumer.

To be more specific, the following main research question was formulated:

“ How to create a meaningful connection between BMW and Indian consumers in terms of values and what kind of experience fuels that value? ”

PROJECT APPROACH

Now that it is clarified what the project is about, this section presents the approach that is taken (figure 2).

The set-up is based on a triple diamond framework, as an extension and adaptation of the classic double diamond approach (British Design Council, 2019). This comprehensive model is useful for both taking advantage of opportunities as well as problem-solving (Marin-Garcia, 2020). This is relevant for the project, as the main research question is considerably broad, whereas part one is a means to an end, part two.

The phases of the project are based on the regular double diamond phases and the left and middle diamond both entail 'Discover and Define' phases, necessary to scope from the broad main research question to an area of potential, which serves as starting point, for designing the experience.

The approach (figure 2) consists of the following phases:

Exploration & Scoping Diamond

The main research question is explored through literature and empirical (field) research and the scope of the study is defined through a regional focus and area of potential.

Focusing Diamond

An area of potential is explored and a problem focus is defined. This offers clarity concerning the outcome of the project.

Design Diamond

A solution is designed and developed for the problem focus.

To convey how this approach translated into the report structure, the chapters corresponding to the phases are listed.

Lastly, due to confidentiality reasons regarding BMW, various sections are left out and titles are rephrased.

RESEARCH QUESTION	How to create a meaningful connection between BMW and Indian consumers in terms of values and what kind of experience could tap into that?				
FOCUS		"Meaningful connection .. in terms of values"		"kind of experience"	
PHASE	Introduction	Exploration & Scoping Diamond	Focusing Diamond	Design Diamond	Conclusion
CHAPTER	1	2	3	4	5

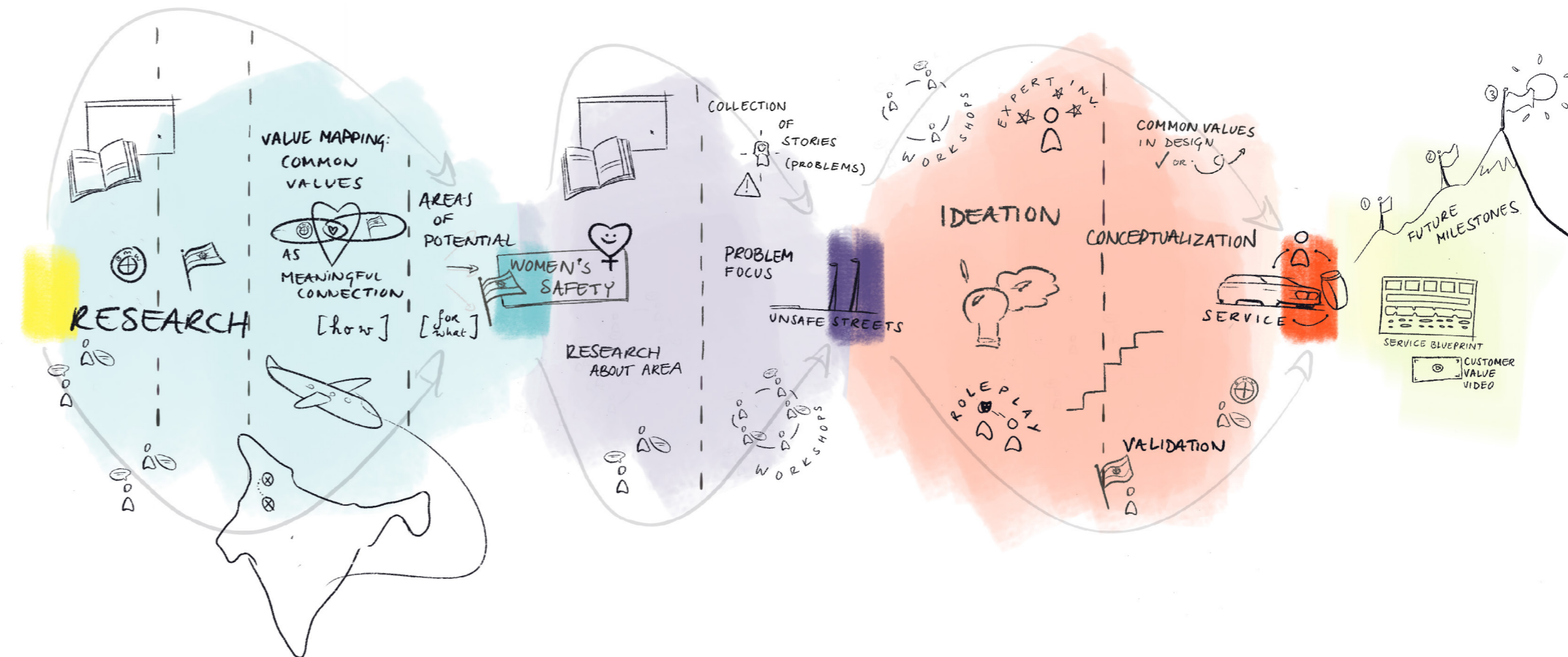


Figure 2: Process approach

EXPLORING & SCOPING DIAMOND

This chapter presents an exploration of BMW and India research, a BMW Indian value set and lastly, three areas of potential for BMW in the Indian market.

2.1

EXPLORING BMW

This section presents the research conducted about the BMW company itself. It elaborates on the approach taken to research the company, what BMW does (history and present), why they do what they do (mission, strategy and positioning), how they do it (the design process) and who they are targeting (target group).

2.1.1 Approach to company research

Keeping the end goal of this exploratory study in mind, which is to create a meaningful connection between BMW and Indian consumers, it is essential to understand the building blocks of the BMW ethos in order to deliver meaning. To capture that ethos, the brand is studied through internal as well as external research.

2.1.2 What does BMW do?

Bayerische Motoren Werke (BMW) was founded in 1916 (BMW Museum, 2022). The company started off creating airplane engines. Thereafter, the engineering purpose shifted from engines for airplanes to manufacturing motorcycles (1923) to cars (1929) ('BMW Group Classic: Company', 2022). Figure 3 presents a variety of prominent BMW models.

Despite the financial troubles that adaptive and responsive strategy. Despite the financial troubles that confronted the company after both World Wars, BMW continued its growth through an adaptive and responsive strategy. When plants in Munich and Allach were dismantled after WW2 and almost acquired by Daimler-Benz in 1959, BMW managed to rise from the ashes and build a worldwide premium car brand ('BMW Group Classic: Company', 2022).

As of today, the company offers 97 models (Alle BMW Modelle: Übersicht | BMW.de, n.d.) and has a global sales network in over 140 countries ('International Success. The BMW Group', 2022). The BMW Group network has over 120 000 employees. All BMW models together delivered an all-time high for BMW of 2.21 million vehicles sold last year (2021) (Reuters, 2022). With an increase of 9.1% in comparison to the previous year and with doubling sales of electric vehicles globally, BMW is set on a course in line with their positioning (subsection 2.1.3; 'Brand positioning') to contribute 'to the sustainable development of our planet'.

The brand has an immediately recognisable and iconic logo and interestingly, the BMW logo has a myth attached to it. Many think that the design of the emblem is inspired by a rotating propeller in a blue sky as its origin lies in aerospace engineering.

BMW 3/15 – BMW's first car



BMW 328 – A sporty roadster that BMW considers their first milestone in automotive history in the 1930s (Buckley, 2002)



BMW 501 – First post-war BMW. The saloon was popularly



BMW 1500 - 'New class' sedan was a success. The model gave rebirth to BMW as a modern carmaker in 1959 ('BMW Group Classic: Company', 2022)



Figure 3 – Graphic of BMW competition



Figure 4 – Advertisement of BMW logo (1929)

This was also presented in an advertisement (view figure 4) (Markou et al., 2019). However, BMW records tell us otherwise. The logo actually originated from Bavaria's flag which is white and blue (BMW Museum, 2022).

2.1.3 What makes BMW special?

In continuation of what makes BMW special, such as the logo, this subsection however elaborates on what makes BMW special and unlike other automotive companies in terms of their mission, strategy and positioning.

Mission

The mission of the company is stated as follows:

“ To become the world's leading provider of premium products and premium services for individual mobility ”

(Five BMW Group Milestones', 2021).



Figure 5 – Hofmeister kink

BMW hereby firmly declares its' focus on individual mobility and aims at customer centricity. This customer centricity entails an "outside-in" approach whereas consumers participate in various design stages – from interviews with people considered 'progressive thinkers' in the early fuzzy front end up to clinics with consumers in the validation phase.

Over the last 100 years, BMW has focused on providing premier engineered products that epitomise the excellence of German engineering and quality. In terms of design language, classics such as the double kidney grill and Hofmeister kink, view figure 5, always seem to make the checklist (BMW, 2021).

However, a lot has changed over the years. As society changed, so did its demands for mobility and cars. BMW embodies this need, as - alongside various classic design elements - the brand strategy has remained consistent over time as well: joy ('BMW Brand Guide', 2021).

With the core value of providing 'joy' in terms of sheer driving pleasure, the company is moving forward towards pursuing a holistic approach to joyful experiences by widening the value to encompass all the occupants of the car ('BMW Brand Guide', 2021). It is no longer just about the driver, but all passengers in the car as well.

In marketing communications too, the theme of 'joy' is consistently communicated in the broadest sense: joy in the design, the joy of life, joy in progress, in beauty, feelings, and of course the joy of driving, "sheer driving pleasure" ('JOY IS BMW', 2009).

Strategy

With the brand mission of 'joy', BMW has set its course for a human-centered strategy whereas BMW Group aims to design for joyful unique experiences which

“ Move body, mind and heart ”

('Statement and Charts Oliver Zipse AGM 2022', 2022). It is referred to as their internal compass, the 'North Star' ('Statement and Charts Oliver Zipse AGM 2022', 2022). On a company strategic level, BMW aims to realise this by focusing on their customers and meeting their needs even though these needs might differ across the world. For instance, BMW is doing so in offering innovations exclusively for the Chinese market,

such as offering a long-wheelbase version of the 3 and 5 Series (Dynamically Elegant Business Sedan With Longer Wheelbase and Exclusive Comfort Details., n.d.) (New BMW 5 Series for the Chinese Market Celebrates Its Premiere at the Auto China 2020 in Beijing., n.d.).

As the research question of this project (chapter 01) addresses the importance of understanding the Indian consumer, this is in line with BMW's quest to customize its product and service to provide 'joy' according to the regional specifications and requirements.

This, even though it is different for regions across the globe, BMW's prime mission and Brand positioning, - to contribute to sustainable development by specifically considering society and human-centeredness, remains specific and foremost in the company's product and service offerings.

Brand positioning

The BMW Group stands for

“ First class individual mobility and contributes to the sustainable development of our planet by taking into account economy, ecology and society ” ('Corporate Strategy', 2022).

The company considers itself a pioneer and sets standards for the individual mobility of tomorrow. The positioning builds credibility, creating a coherent story with the mission and strategy, by focusing on human centeredness.

As the research question of this project (chapter 01) addresses the importance of understanding the Indian consumer, this is in line with BMW's quest to customization of consumer needs, in order to contribute to sustainable development by specifically considering society and human centeredness.

2.1.4 Design process

During the design process ('Car design', 2021), the mission comes to life, designing joyful experience for the future customer spectrum. The experiences are designed in the following high-over steps:

1 Identifying trends and defining product requirements. 2 Hand-drawn sketches. 3 Tape drawings. 4 Digital models. 5 Clay models. 6 Interior car design. 7 Fine-tuning.

After creating an understanding of the requirements and essentials of the future vehicle and context in which it will be driven (step 1), the designers start sketching (step 2).

They focus on translating the brand strategy into aesthetics.

Alongside the sketches, tape drawings are made to map the vehicle with all technical and structural features (step 3). Thereafter follow the digital models (step 4), these make the design process more efficient and add a dimension of context. Consequently, clay models (step 5) are created to firm up surfaces, lines and details. After wrapping the clay model in foil, light conditions cast an image of how the car would look out on the street and whether it needs surfacing changes. (Step 6), alongside the exterior, the interior designers also work with clay models and VR support. Lastly, fine tuning (Step 7) allows for BMW Design to work its magic in terms of detailed car design as well as for colors and materials.

EXPLORING INDIA

Key takeaways

- To create a meaningful connection between BMW and Indian consumers and to design an experience that fits BMW, a general understanding of what the company does and what is core to the brand is necessary.
- The mission of BMW's brand strategy is to design joyful unique experiences which 'move body, mind and heart'.
- The specific BMW values will be compared to the discovered Indian value set, in order to create a common value set as meaningful connection (section 5.4).

This section presents research about India. It conveys the approach taken for researching India, a region exploration within the context, followed by defining to a regional focus for this study. After introducing the context, we discuss BMW in India and explore Indian consumer values and needs.

2.2.1 India research approach

To bear in mind the aim to create a meaningful connection between BMW and Indian consumers, the prior section elaborated on the company BMW. In line with that reasoning, this section introduces India as research focus. As India cannot be generalised because of its sheer size and diversity (Deshpande, 2018), as mentioned earlier (in section 01.1), a regional focus has to be defined for the purposes of this study. This regional focus aims to address the biggest potential in terms of sales in India and thus, it must include a significant number of people that have the financial means to purchase a BMW. For that reason, the selection criteria of the regional focus is based on economic indicators: GDP data and annual income per capita.

Moreover, to validate whether this regional focus shows potential for BMW in terms of people's affinity with purchasing luxury products, two Indian anthropology researchers (at Punjab University) are

interviewed. After defining a regional focus within India, research is conducted about the presence of BMW and the Indian premium automotive market (size), competitors and challenges, to get an understanding of the status quo and whether it makes sense for BMW to put more focus on this market. Desk and literature research are carried out to gather this.

To find out how to create this "meaningful connection between BMW and Indian consumers" (section 1.1), field research (within the regional focus) is conducted to extend the understanding of the Indian market and its consumers. Twelve in-depth interviews are held with Indian consumers that match the BMW target group (subsection 2.1.5) description; each participant resonates with at least one of the target group themes. The participants are recruited via personal contacts in India and selected based on gender, generations, wealth background (e.g. family business, real estate, agriculture) and regional focus. The selection of interviewees is discussed and concluded with the company supervisors.

The interviews had two goals:

- How do the Indians' values overlap with specific BMW values?

- What are pains and gains regarding mobility in India?

With these goals in mind, a semi-structured guide is created for the interviews (appendix 1). It presents questions that benefit the understanding, such as "What does driving mindset mean to you?". Concerning data collection, two interviews are held via Teams and the other ten interviews are held live in varying contexts, depending on convenience for the interviewee. The interviews are recorded and field notes are taken to keep track of observations and revisit the data during data analysis.

To analyse the data, bits are selected that are relevant in relation to the interview goals. These are coded from respondent to researcher's language and clustered using the online interaction tool Miro: from 269 codes to 17 topics. This approach, similar to the first step of the Grounded Theory Methodology (Strauss, 1994), is used for sense making, allowed for a coherent understanding of the insights regarding Indian consumer values and needs. To ensure sense making and mitigate a one-sided interpretation, various BMW Design employees were asked to accompany and reflect on the clustering.

2.2.2 Region exploration

Germany and India are two diametrically different societies. Germany is an individualistic culture and India is a collectivistic culture (Koydemir et al., 2012) with a class

Germany has one main language, India has 22 official languages.

The cultural differences are vast: religions, upbringing, music, fashion, jewelry etc. Moreover, aside from India being different than Germany, India in itself is a country with many cultures forming its parts (Deshpande, 2018). Due to all these differences, the goal of the region exploration is to find a focus, a part of India, that serves as an entry point for the field research and the exploration regarding Indian consumer needs and values.

In figure 6, the top 10 richest cities based on GDP data (blue) and annual income per capita (yellow) are presented. Mumbai, New Delhi and Kolkata are the top three cities that rank highest in terms of GDP data. The highest annual income per capita is earned in Chandigarh followed by Panaji and Delhi. The figure conveys that wealthy regions that can be found in both the south and the north of the country, as the circles are spread out over the country. However what is noticeable, is that annual income per capita circles have a closer concentration in north India. In the north of India, Delhi and Chandigarh territory offer an interesting context focus for this research as this area forms a conglomerate, indicating a more uniform cultural background.

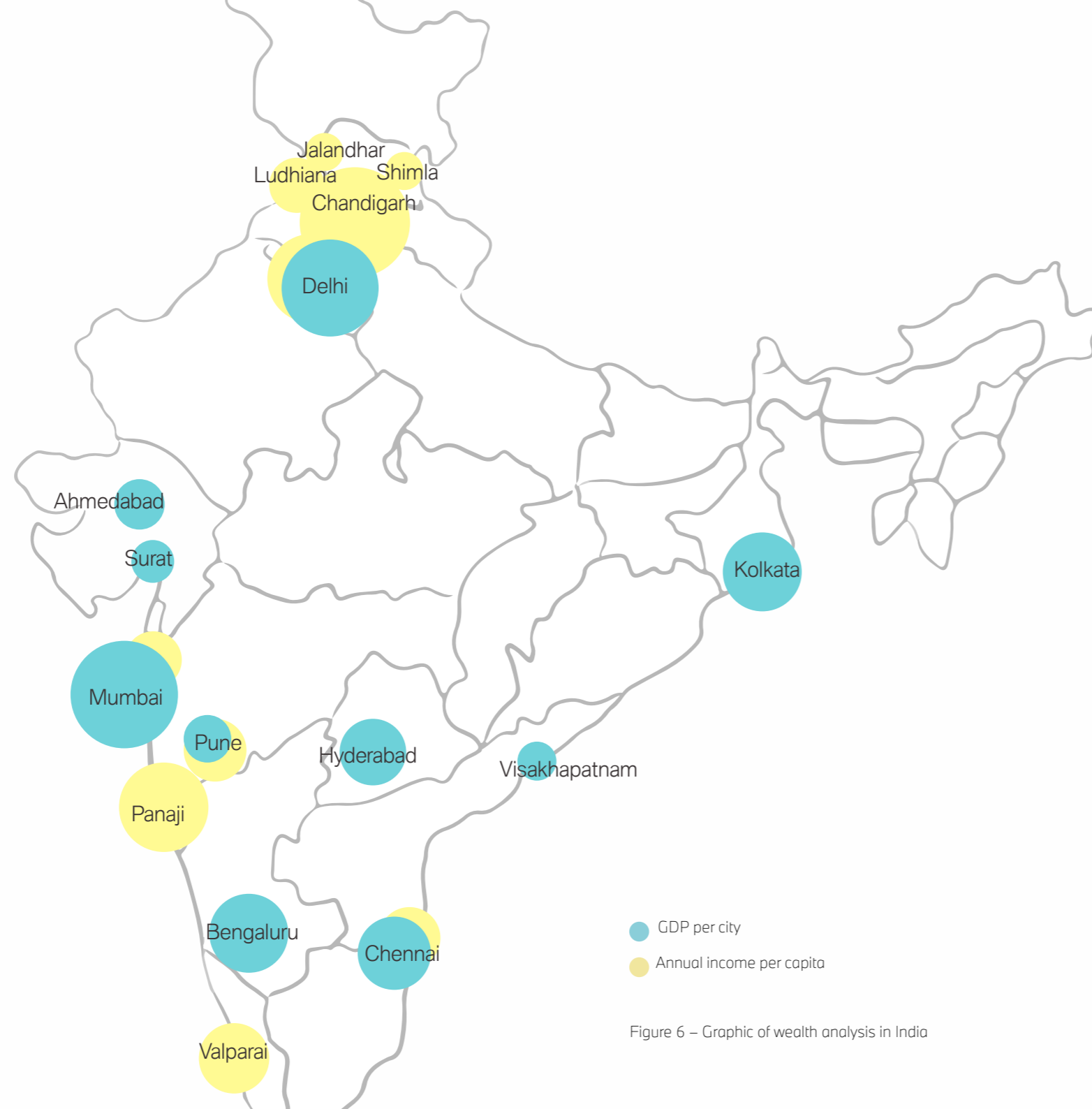


Figure 6 – Graphic of wealth analysis in India

Besides, in this conglomerate, the city with the second highest GDP and the city with the highest income per capita can be found, with people that have the financial means to purchase premium cars. The concentration of wealth in the North makes this territory a context of interest that provides the relevant focus for this study. These findings are in line with the National Family Health Survey’s most recent findings (2022) which gathered information of 636,699 households throughout the country, making it one of the largest household surveys globally (International Institute for Population Sciences Deonar, 2022). It concludes that Chandigarh has the largest number of wealthy people.

2.2.3 Regional focus

Based on the region exploration and wealth analysis conducted in the prior section 03.2, the context for this project is scoped to Delhi and Chandigarh as the main contexts.

Delhi is a buzzing metropolis with over 32 million people (Delhi Population 2022 (Demographics, Maps, Graphs), 2022). Moreover, it is a union territory containing New Delhi, the capital of the country. Chandigarh is the first planned modern city in India, designed by the French architect Le Corbusier in 1950 (Fitting, 2002). Furthermore, it is a union territory that serves as the joint capital of the neighboring

states of Punjab and Haryana. It has over a million people (Chandigarh Population 2022 (Demographics, Maps, Graphs), 2022).

In discussion with a BMW India sales manager, the regional focus is enlarged by taking into account the surrounding areas of both cities: Delhi/National Capital Region (NCR) and Chandigarh/Tricity region. This is due to the fact that these areas significantly contribute to the BMW sales.

In line with the reasoning for the North as regional focus, two Indian anthropology researchers at the Punjab University stated that in general Indians like showing off their money, however especially in the North, people like to ‘look rich’. They also stated that the South preserves and spends money more thoughtfully compared to the North. Based on this, it can be concluded that the affinity to purchase status products, such as a BMW, is also more apparent in the North than in the South of India. Moreover, this finding is confirmed by a local study conducted by an agency (BMW Luxury in India, 2014): Northern Indians are known for being ‘ostentatious and showing successes’.

Additionally, my personal contribution in terms of knowledge and personal contacts in this part of India strengthens the reasoning for this regional focus, as this will enrich quality finding and make participant recruitment easier.

Hereon, when stating the north of India, Delhi/NCR and Chandigarh/Tricity region is implied. All in all, for various reasons this regional focus serves the purpose, as entry point, to unravel values of Indian consumers and discover pains and gains regarding mobility.



2.2.4 BMW in India

BMW entered the Indian market in 2007. In direct competition with Mercedes and Audi, BMW managed to take the lead in sales in 2009 (Bawa, 2014), however currently they are behind again.

Over the last couple of years, BMW has set up a network of 60 touchpoints of which 21 dealerships are spread out over the country ('BMW India Update', 2022).

Moreover, BMW offers currently 22 models in India of which thirteen are being produced locally (BMW, n.d.). Regarding sales, the company sold 8236 cars in India in 2021 (Autocar India, 2022). Despite the fact that this is only 0.4% of their car sales, BMW's year-on-year growth in India was 34% in 2021. In the first half of the year 2022, BMW India already reported record sales of 5191 cars.

Moreover, with local production of cars in India increasing, this saves on import and transport costs which consequently allows for lower market prices. This is making BMW financially more appealing in India. This foreshadows an expected sales increase if BMW's quantity of delivery in cars allows for it.

BMW's estimated market size in India

BMW's estimated market size in India entails 506 400 Indian households that have the financial means, earning EUR 120 000 per annum, to own a premium car ('BMW EY Customer study', 2021). This number of households is based on India's wealth pyramid, the household population size, and average earnings necessary to afford a premium car.

To understand the significance of this market size: this amount is almost a fourth (23%) of BMW's cars sold in 2021 (2.21 million car deliveries worldwide) (Reuters, 2022).

Indian premium automotive market

Similar to the Chinese market, the Indian premium car owner is younger as well: 35 years old compared to a global average of 43-45 years. Schenk, CEO of Mercedes India, notes that "for the S class, the average customer age has come down to 38, and for the C class it is 35 years, which means a lot of customers are also very young and these customers have different behaviour. They are far more conscious of living in the now. So, we see an overall trend, perhaps helped by COVID, in which people want to spend on themselves", he adds.

Soni, President of Lexus India, resonates with the statement, however calling it the "YOLO effect" ('You Only Live Once') as very pronounced in the market (Bhargava, 2022).

Besides age as characteristic, the wealth backgrounds of the customer base for premium cars has evolved as well.

Pawah, President of BMW India, states "Apart from traditionally wealthy families, a new group of achievers who have a global outlook, are well-travelled, and have an eye for luxury products, has emerged" (Bhargava, 2022). The new achievers, or Indian upper middle-class, are rising upwards socially on the socioeconomic ladder and looking for a higher quality of life.

Overall, the Indian premium car market can be divided into two segments (Hurun India Wealth Report 2021, n.d.):

1. Indian upper middle-class or referred to as the 'new-age Indian consumer' (Gupta, S., 2019) – works in the service sector, has work compensation along with fixed deposits, real estate and equity investments as their primary source of income
2. Indian upper class – has inherited wealth, real estate possessions, primary business earnings and a diverse equity investment portfolio as its sources of income

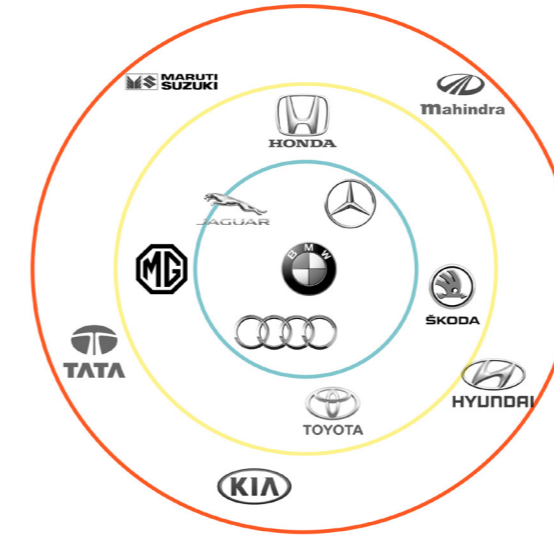


Figure 7 – Graphic of BMW competition

BMW competitors in the Indian market

Now that we have a general understanding of BMW's target group in India, who is BMW competing with in this market?

Inner ring – BMW competitors in the premium car segment in India

This set of competitors offers products with similar features and values in the context of India (see figure 7). The closest competitors are Audi and Mercedes. Together with BMW, the three dominate 85% of the Indian premium car segment (Dash & Sharma, 2019).

Along with similar product offers, the three brands also show overlap in their mission statements: Both Audi and BMW are aiming at "shaping the future of premium mobility" (Audi, 2021) and Mercedes and BMW aim to be "the best or nothing" (Daimler, 2021), striving for the premium level of quality, similar

striving for the premium level of quality, similar to BMW standards.

Moreover, the premium car segment in India has grown 1.6 times between 2015 and 2021 ('BMW India Update', 2022). In 2021, this segment accounted for 24.800 sales: Respectively BMW accounted for 33.2%, Mercedes for 45.3% (Shah, 2022) and Audi for 13.3% (Gandhi, 2022).

Mid ring – BMW competitors in terms of growing market potential

The near premium car segment market, offering products below EUR 34 000 (e.g. Honda, MG, Skoda) has grown five times in size over the timespan of 2015 up to 2021 ('BMW India Update', 2022). This has allowed car companies in the segment to gain market size rapidly.

Outer ring – BMW competitors in India in terms of market share

Taking into account the fact that the statuscar market in India is on the rise and 'merely' accounts for 0.8% of the entire Indian automotive industry currently ('BMW India Update', 2022), it is also of interest to get an understanding of the competitors in terms of market share. The top three car brands are Maruti Suzuki (42.75%), Hyundai (16.24%) and Tata (11.45%) (Statista, 2022).

Challenges

There is a considerable market for BMW in India, nevertheless there are challenges as well.

For starters, to flourish in a culture-sensitive country such as India, BMW needs to carefully analyse the challenges on the way and the next steps necessary to scale over these. Various challenges, that are encountered in research for BMW to succeed in the Indian market, are listed below:

- Marketing strategies specific to the Indian context need to be applied and the pulse of new-age Indian consumer needs to be understood (Gupta, S., 2019).
- Identifying successful luxury brand strategies (Gupta, S., 2019) that work within a specific sector in context is essential.
- BMW is perceived as a notch below Mercedes in India in respect to status in the premium car segment (Gokhale et al., 2021). Bearing in mind that in India a car represents one's social status (Siddiqha, 2022), it will benefit the brand to challenge this status quo.
- The import duty on premium cars is extremely high. It currently attracts a Goods and Service Taxes (GST) up to 48-50% respectively (depending on the type of car) (Mukherjee, 2021). This challenge has been already taken into account by the rise in local production of selected car

- Mobility needs in the country pose three major challenges concerning the environmental price to pay for this rising market (Ojha, P., 2022):
- Crude oil has become a major liability.
- Regulation and curbing of green house (GHG) emissions.
- Poor air quality which is a serious concern for the nation that is urbanizing at a rapid rate.

2.2.5 Exploring Indian consumer values & needs

After presenting research on BMW in India and the Indian premium automotive market, this subsection focuses on understanding its consumers. With the goal to explore and discover the values and needs of these consumers, twelve in-depth interviews are conducted. Figure 8 provides an overview of the interviewees.



Figure 8 – Graphic of BMW competition

As a result of the interview data, the insights obtained are clustered and a visual representation of this can be seen in figure 9. The clustering of insights provides an overview of the various topics that emerged during data analysis (view section 02.1 for process elaboration). The figure presents two large bubbles, whereas each one addresses one interview goal. To clarify this visually, different colors are used for different bubbles.

The blue colored bubble portray the topics that relate to Indian consumer values (interview goal 1; subsection 2.2.1) and the yellow bubble represents the topics that relate to Indian consumer needs, or 'pains and gains' (interview goal 2; subsection 2.2.1).

To clarify distinction between the various topics within the bubbles, different shades of yellow or blue outlines are used. Moreover, the size of the bubble tells us the importance of the topic: bubble size is proportional to more mentions about the topic by interviewees.

Furthermore, the two large grey bubbles are emerged topics that have an influence on how the interviewees perceived various BMW themes and pains and gains regarding mobility. Since these influential topics do not directly contribute in answering the main research question, the elaboration on the topics are stated in the appendix 2.

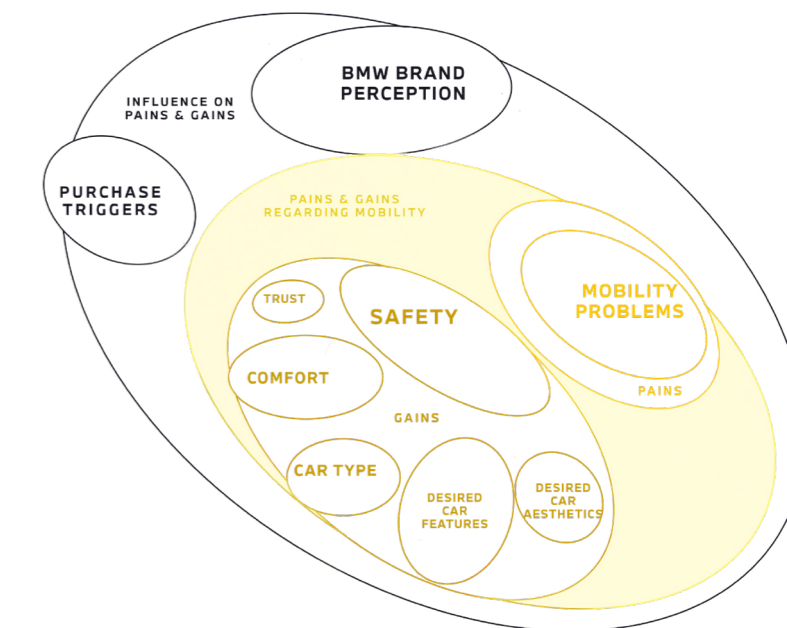


Figure 9 – Clustering of interview insights

Indian value set

For translating the insights into values, data sensemaking is conducted with multiple BMW employees to gain various perspectives on what is core to the findings and for the purpose of formulation of the values. The quotes by the interviewees are categorised and abstracted to values. This leads to a set of fifteen values (figure 10).

The values start with 'I want' to emphasise perspective from the consumer. This is similar to the BMW way of phrasing values and this makes it easier to comprehend and compare the BMW and Indian values in chapter 4.



Figure 10 - Indian values with substantial quotes by interviewees

Insights regarding Indian consumer needs

Besides the discovery of Indian consumer values, the part presents answers to the second interview goal: insights of Indian consumer needs or pains and gains regarding mobility. It covers a variety of topics which are portrayed as the light yellow bubbles in figure 9.

Safety

Indians consider safety an important aspect for mobility. Here, safety is not only referred to driving safety, but also to being and feeling safe in general. Reliability of the car is considered critical for being and feeling safe, especially for women. As stated by P6, "It is dangerous for a girl to be alone in a car that breaks down. It is just not safe, period". This notion is confirmed by P2: "With my bag on the front seat, I will always make sure the windows are closed for safety. Otherwise someone might just come and nag it via the window".

Aside from the women centric take on safety, P2 addressed "How come there are no features that address us women specifically? Just small additions". Very few features in the current BMWs address special attention to women and this emotional side of safety, feeling safe. However, besides reliability of the car to keep you safe, interviewee Ni addressed how a SUV makes her feel safe.

As safety is mentioned by all women interviewed, this tells us that there is an Indian consumer need for women to feel safe and have safety centric features for them as woman. In addition to the importance of safety, interviewee P10 mentioned "I take care of my car. I don't just park it everywhere". This displays a relation between you and your car: the car keeps you safe and you keep your car safe. All in all, safety is considered important for Indian women when mobile.

Intriguingly, the male interviewees did not specifically mention safety as consumer need. However, when discussing BMW as brand, it is noted by both male and female interviewees as a "reliable dog" (P6) and "a reliable product" (P3) (P8).

Desired car aesthetics

Various interviewees also displayed interest in the aesthetics of the car: "it should look like a piece of art or something very well engineered" (P8) and "provide a spacious feeling inside the car" (P2). If it looks like there has been a considerable effort put into the making of it, craftsmanship, it would make her "feel special", thus making an object more appealing (P2). Additionally, size matters. Similar to how the Chinese consumers prefer bigger BMW grills (subsection 1.1; 'Context'), multiple interviewees stated that they prefer bigger cars, SUVs, whereas sitting high-up offers a road overview and feeling of security.

Desired car features

The car should be a space that enhances sensory experiences and personalisation. Multiple interviewees expressed the importance of features that offer convenience, such as an "air purifier to keep the luxury experience when driving through a village" (P10, P6).

Moreover, with technology advancing in society, Indian consumers have higher expectations of a car and the options for personalisation: "I want technology that ready my mind and for example, puts on the playlist that matches my mood" (P6).

Specifically accounting for BMW, P8 stated that it has to "look sporty, feel sporty and drive sporty". This notion focuses on performance in broad interpretation and integration in the product. It also links to the discovered Indian value "I want performance in all aspects of life".

Interestingly, P8 mentioned that despite the overall importance of performance, the sound of a car is not necessary to contribute to it being sporty. He states this as "Power yes, loud sound no". This could be due to the high noise pollution in India (e.g. honking and traffic congestion) (Kalawapudi et al., 2020).

Car type

Consumers in India tend to pick a car depending on it's use. P8 mentioned this as „I drive my best cars on certain days" and interviewee Sm stated "In the day when I go to work I take my Honda City and in the night I used to take the 5 series". This shows that the car chosen is specific to where it is to be taken, the timing and occasion.

Moreover, P6 shared that "Often if you have a luxury car, you for sure have other cars too. Then you would use a Hyundai or Volkswagen to get veggies at the market or for the driver to use as errand car". This displays that there is conscious thought which car is used when to, for instance, avoid car damage.

In line with this sense of practicality, P2 stated that she also takes into account which car she uses depending on the company: "If we are picking up friends, we take the AMG SUV so we all fit".

Concerning electric vehicles (EVs), interviewees stated they are interested in owning it if the infrastructure and availability of charging options in India improve. Furthermore, two interviewees P2&8 own a hybrid (HEV) and referred to it as "ultimate status as well as luxury because it is so quiet". This consumer interest portrays that sound is not necessary for status and how this can be a unique selling point for EVs. However, momentarily the preference for the interviewees is still for HEVs and internal combustion engines (ICEs).

Comfort

Comfort is also a primary Indian consumer need. According to the data gathered during the interviews, comfort is interpreted in two manners: comfort related to the physical environment and comfort related to a state of mind. Accessibility of repair shops and spare parts and paying in installments contribute to a comfortable mindset.

Additionally, physical comfort is also critical for consumers whereas P12 stated "I really appreciate spaciousness as a family member or just as passenger in the back". As a majority of the Gen X interviewees have a driver, the rear space of the car is considered important for comfort. Various interviewees even disappointingly addressed: "BMW does not offer a 5 series long-wheel base in India, however Mercedes does".

Trust

Trust is the smallest bubble within the gains regarding mobility, regardless it is considered critical to the interviewees. In order to feel safe, trust is essential: "Trust in other people and companies is important to me. This should go back and forth" (P12). Possibly due to pervasive corruption in India, the need for honest and upfront communication is emphasized in this society and demanded by consumers.

BMW brand perception

BMW's brand is perceived differently by the various generations. The relatively younger generation (Gen Y and Z) stated brand associations such as "if you like driving, you take a BMW" (P1) or "BMW is like a reliable dog, a business man, a mother who ensures you get to school" (P6). P8 stated „I enjoy driving around, so that's why I drive a BMW". For these interviewees, it is about driving for fun, that sheer driving pleasure BMW is known for, and reliability of the product. Despite the brand being known for these positive characteristics, two interviewees stated that BMW marketing in India is not considered 'fun':

"BMW should improve their marketing and target the youth. Make it more fun!" (P2) and "BMW is missing out on the pop culture. Mercedes AMG is hosting a sneaker auction for instance" (P8) (see figure 11).

The elderly generation (Gen X) associated BMW with "style, sound engineering and sturdy driving" (P9) and as a "naughty brand" (P8).

However, the elderly generation as a whole was more diverse in brand associations. Also various negative associations are collected: "I have limited knowledge of BMW" (P12) and "BMW has a sophisticated sense of aesthetics because it is not in your face, others will not notice you paid a big sum for it" (P8).



Figure 11 – Instagram post of biggest Indian streetwear platform, Solesearch, about a sneakers auction at a Mercedes AMG Performance dealership

In short, based on the interviews, Gen X appreciates BMW’s engineering and design most, if familiar with the brand.

Furthermore, interviewees did not distinguish a clear brand differentiation between Mercedes, BMW and Audi, stating “I know the product is pretty much the same” (P11) and “the products in terms of quality and engineering is similar” (P8).

However Mercedes does appear to stick out, being perceived as the “default for a luxury car” (P8). In line with P12, states “Mercedes was the early status symbol as it was the first premium car brand to enter the Indian market”. Additionally, the comparison between the E class and 5 series is made: “More space in E class than in 5 series” (P8) and “Mercedes is more luxurious to me” (P12 and P2). As the majority of Gen X interviewees have a driver, rear comfort is then considered more important than driving pleasure.

Overall, BMW is perceived as less luxurious than Mercedes to the interviewees and offers less comfort.

Key takeaways

- Through a wealth analysis, the regional focus within India is scoped to the North: Delhi/National Capital Region (No.2 city in terms of highest GDP data) and Chandigarh/Tricity (No.1 city in terms of highest annual income per capita).
- This regional focus is taken into account as case study for this project, whereas the consumers within this regional focus are interviewed to uncover their values and needs.
- The Indian premium car owners are younger in age in comparison to the global average age.
- Besides traditionally wealthy families, nowadays the new-age Indian consumer have emerged as target group too.
- Based on the data collected from the in-depth interviews, expression and status are considered more important to the interviewees than driving mindset and performance.
- Women’s safety is addressed by all female interviewees as necessity and something that the current offer of cars is missing out on.
- The interviewees are interested in EVs, however due to limited availability of charging options they prefer a HEV or ICE.
- Gen Y and Z enjoy driving and relate this to the BMW brand. Gen X interviewees prefer (rear) comfort over driving pleasure

2.3

BMW INDIAN VALUE SET

This section presents a BMW Indian value set. The Indian values (section 2.2.5) are compared with specific BMW values.

Concerning various themes, several values show overlap.

The common values are listed in figure 12 (black text values), and interestingly, all of them entail self-development. Based on the conducted research, this set allows for a meaningful connection through values, which are credible from BMW’s perspective and desirable for Indian consumers.

In the next steps of the thesis, these values will be taken into account for designing an experience for the Indian market.

PERFORMANCE

- ‘I want to feel good’
- ‘I want all aspects of life to be sporty’
- ‘I want to commit’

STATUS

- ‘I want to experience what is yet unknown’
- ‘I want more with less’ and ‘I want more with less’
- ‘I want the best’
- ‘I want to feel like a Maharadja and ‘I want to be treated like a Mogul’
- ‘I want to free’
- ‘I want ultimate convenience’

EXPRESSION

- ‘I want to feel comfortable in my skin’
- ‘I want to differentiate myself’
- ‘I want to belong’

DRIVING MINDSET

- ‘I want to be a leader of change’
- ‘I want to take charge’
- ‘I want to be credible’

Figure 12 – BMW Indian value set (black text values) and the additional Indian values (grey text values)

AREAS OF POTENTIAL

Based on the insights discovered during field research, this section presents three intriguing areas of potential for BMW in the Indian market: (1) targeting youth in India, (2) leading the Indian EV market and (3) women's empowerment & safety. The following subsections will elaborate on how we got from insights to areas of potential, what the three areas entail and choose one area as the foundation for the Focusing Diamond.

2.4.1 From insights to areas of potential

The consumer needs, or pains and gains, regarding mobility are shared with six BMW India employees during a field trip visit to the national headquarters in Gurgaon, India. These employees work in Brand Communication, (Dealership) Marketing and Public Relations. The goal of the visit was to create areas of potential for BMW together, by sharing the insights and discussing what opportunities are meaningful to Indian consumers as well as in line with BMW India's interests.

Lastly, the areas of potential are discussed with the company supervisors at BMW Design Strategy to further shape and develop the areas.

2.4.2 Targeting youth in India

Creating a brand positioning strategy with the goal to create brand aspiration for youth in India / How can BMW strengthen aspiration for the BMW brand, for the young target segment (pop culture) by triggering word-of-mouth and making use of the BMW Indian values?

As BMW in India rather appeals to the younger target segment (generation Y and Z) (section 04.2 'Background of the Indian luxury car market') (section 03.6; 'Brand perception'), it seems considerably relevant to target appealing to this group.

Moreover, this was even addressed by Ti and Sa, stating to make the brand marketing 'more fun' by playing into the pop culture and values of this target group in India. This is also of interest for BMW, as it is unlikely that "BMW Joyfest" and "BMW Golf Tournament", the two events that BMW India organises for prospects and (already) BMW owners, attracts a lot of youth.

What – a brand positioning strategy

Why – to appeal to the younger segment of Indians that want to drive themselves

How – by means of branding activities, such as marketing campaigns and hosting events, and consequently triggering word-of-mouth

2.4.3 Leading the Indian EV market

Creating a brand positioning strategy targeting for EV leadership in the Indian market /

How can BMW take lead in the EV market in India by making electric a core part of the positioning strategy?

This area of potential is, for starters, based on the Indian consumer interest in EVs. In spite of obstacles, such as the infrastructure and limiting availability of charging options, India's market for luxury electric vehicles is gaining interest (Thakkar, 2022). Without Tesla in the market, due to high import duties on electric cars and held off plans for local production, BMW has considerable chances of positioning itself firmly to become market leader in the EV market.

In line with that, in discussion with BMW Head of Marketing India, Vitesh Brar (2022), stated that because road tripping is not an established concept in India, as it is in Europe, due to limited infrastructure, people use their car only in a certain radius around their house which increases the likelihood of EV adoption and support with a charging station at home (BMW EY Customer study, 2021).

What – a brand positioning strategy

Why – make use of the opportunity that there is no market leader in EVs in India yet

How – by means of branding activities, such as marketing campaigns and hosting events, and consequently triggering word-of-mouth to firmly position BMW as 'the electric brand in town'

2.4.4 Women's empowerment & safety

Designing a service for women's empowerment and offers an enhanced safety experience / How can BMW empower women in India to go out independently and enhance a feeling of safety?

Bearing in mind the relevancy of feminism and safety for women (e.g. the reinforced abortion law in America, #MeToo movement, women's right protests in Iran) in today's world, especially in a context such as India, empowerment of women and enhancing the sense of feeling and being safe is critical. This is in line with the stressed consumer need by all female interviewees, based on the gathered research. It is because of incidents such as sexual harassment, rape or violence that families and women take precautions for safety reasons, thus in return give in to a degree of their freedom of mobility (Masarani, 2021).

To clarify the severity of this pressing issue, the country reported 28046 cases of rape (Statista, 2021) and four rapes accounted for every hour in 2021 (Masarani, 2021). It is because of these unsafe conditions, that it does harm concerning the sense of feeling safe, psychological security, to the mass over time.

By focusing on a vulnerable matter, such as safety, which belongs to the basic need of every human being (Hopper, 2020), reaching likelihood in establishing an authentic relationship between brand and consumer.

What – service

Why – identified consumer need for women to wish to feel safer and go out

How – intervening in consumer's daily life and over time creating a personal connection

2.4.5 Decision-making for an area of potential

Based on a discussion with the supervisors at BMW Design Strategy, the three areas are discussed and one area is chosen. The selection criteria that is taken into account, is originality of the area and alignment and interest by the department's interests and goals.

All directions resonated with us, however the originality of stressing 'feeling safe' and how the car can support this sparked more.

Based on this input as well as my personal interest to contribute to Indian society in terms of meaningfulness, the choice was made to focus on the third area of potential regarding women's empowerment and the state of feeling and being safe.

Reflecting on the initial assignment (section 01.1) and how we can create a "meaningful connection between BMW and Indian consumers" women's empowerment and the state of feeling and being safe will support creating an emotional product as the BMW department Corporate Strategy states to strive for ('Corporate Strategy', 2022).

Vulnerable topics as such will likely 'move body, mind and heart' ('Statement and Charts Oliver Zipse AGM 2022', 2022), thus the area is provides for a worthy opportunity for BMW.

Beyonce – Flawless
Speech by Chimamanda Ngozi Adichie

We teach girls to shrink themselves
To make themselves smaller
We say to girls
“You can have ambition
But not too much
You should aim to be successful
But not too successful
Otherwise you will threaten the man”
Because I am female
I am expected to aspire to marriage
I am expected to make my life choices
Always keeping in mind that
Marriage is the most important
Now marriage can be a source of
Joy and love and mutual support
But why do we teach girls to aspire to marriage
And we don't teach boys the same?
We raise girls to each other as competitors
Not for jobs or for accomplishments
Which I think can be a good thing
But for the attention of men
We teach girls that they cannot be sexual beings
In the way that boys are
Feminist: the person who believes in the social
Political, and economic equality of the sexes

Figure 13 – Lyrics of the song "Flawless" about feminism, by Beyonce

2.4.6 Relevance of women's empowerment & safety ..in society

Besides the area being a worthy opportunity for BMW, women's empowerment and the state of being & feeling safe is important in society today. It is a huge global issue that needs urgent attention. It is about unprecedented morals without more grounding than just "it has always been this way" regarding gender roles or "she dressed for it" concerning sexual harassment or rape cases (e.g. Nirbhaya case, a gruesome rape case of a 23-year-old woman in Delhi on a bus (Ghai, 2022)).

In our daily lives, it is about the implicated notion that if you are a woman, you are more likely to give up your job and take care of the kids. It is about the notion that women in certain contexts, such as India, study to showcase their abilities but not always are allowed to apply it in practice and work. And mostly, it is about minor fleeting moments in which, due to history concerning gender injustice of societal expectations and 'hollow' norms, women feel a certain way – possibly defined as feeling unsafe, not empowered or lacking a sense of psychological security – because there are still contexts in which women know what is expected of them and that often excludes thinking about their own interest.

Beyonce highlights just this issue by integrating a part of Nigerian writer Chimamanda Ngozi Adichie's speech "We Should All Be Feminists" via one of her songs, Flawless (view figure 13). This is an innovative attempt to create awareness about injustice of societal gender roles as such. In this speech Adichie refers to African society; but the issue resonates across cultures and continents as it is a universal one.

Times are changing and many voices all over the globe are rising up to, as interviewees stated "our generation (gen Z) is all about maximum thought leadership" (P6) and "questioning our society's beliefs" (iP11). Relevancy of empowerment and (psychological) safety for women is reflected in current societal topics such as the #MeToo movement and state bans on abortion in America.

Moreover, the Prime Minister of India, Narendra Modi, recently gave a speech regarding this topic on Independence Day (Desk, 2022), whereas he states:

“ I have one request to every Indian. Can we change the mentality towards our women in everyday life? ”

With that goal in mind, empowerment, safety and psychological security of women starts with questioning our patterns, ripping out the pages and writing new rules from scratch. Based on those changes, striving for equality of sexes, it will allow room for women to be more comfortable and feel empowered.

...within automotive industry

The automotive industry is known as a rather male-dominated industry (Black, 2021), in terms of employment as well as targeted in advertising. It was only in 2002 that BMW had an advertisement which characterized a sense of male dominance through the male's positioning and the women's submissive placement (view figure 14). In line with this, a BMW advertisement in 2017 announced the feature 'Gesture Control' by conveying a woman yelling and a man making a gesture 'controlling her' to keep quiet. These advertisements do not shed positive light on women and probably does not attract many women either, however, to clarify, BMW is no black sheep in the automotive industry, many other car brands are also guilty of stereotyping women in the past. However, fortunately, the industry has definitely evolved and some car companies are taking initiative to especially target women.



Figure 14 – BMW advertisement (2002)



Figure 15 – Audi #DriveTheChange campaign in India (2021)

An example of this is Audi with its #DriveTheChange campaign (2021) in India, to dismantle sexist driving-related stereotypes (figure 15).

On the contrary of feeling safe, being safe or in short, just safety, is a value that is more commonly used and claimed by car companies. For instance, Volvo has a long brand tradition of being associated with safety (Stylidis et al., 2020). Naturally this is an important aspect to mobility, ensuring you are kept safe while getting from A to B, but what about feeling safe?

With BMW being an emotional brand with joy at its core, and additionally, health and well-being features in cars trending (Singh, 2020)

the area of potential portrays interest and market potential. Nevertheless, the identified consumer need (during interviews) to feel safe and empower women is not addressed as value specifically by any car company yet.

On the contrary of feeling safe, being safe or in short, just safety, is a value that is more commonly used and claimed by car companies. For instance, Volvo has a long brand tradition of being associated with safety (Stylidis et al., 2020). Naturally this is an important aspect to mobility, ensuring you are kept safe while getting from A to B, but what about feeling safe? With BMW being an emotional brand with joy at its core, and additionally, health and well-

being features in cars trending (Singh, 2020) the area of potential portrays interest and market potential.

Key takeaways

- **Based on the Indian consumer need addressed by all female interviewees, 'Women's empowerment and safety' will serve as area of potential and the foundation for the Focusing Diamond**
- **The state of feeling and being safe will serve as a foundation to design a service that offers meaningfulness to BMW and Indian consumers.**

FOCUSING — DIAMOND

This chapter presents an exploration of women's empowerment & safety and thereafter defines a problem focus.

3.1

EXPLORING WOMEN'S EMPOWERMENT & SAFETY

Prior to exploring the area of potential, the definitions used are clarified below.

Empowerment – the process of gaining freedom and power to do what you want or to control what happens to you (Cambridge dictionary, 2022)

‘The state of being safe’: Safety – a state in which or a place where you are safe and not in danger or at risk

‘The state of feeling safe’: Psychological security – a feeling of confidence, safety and freedom that separates from fear and anxiety (Wang, 2019)

In order to design for women's empowerment and safety, it is important to understand the background of women's role in society and the situations in which women in India feel unsafe.

Although initially women were held in high regard during the Vedic age (Bhattacharyya, 2016). This was known as the myth of the golden age of Indian womanhood (Sivakumar & Manimekalai, 2021).

However, with the time of Buddha, the status of women declined, as an ‘asset’ to a ‘liability’ (Radha, 2019). Parents perceived a daughter as a source of anxiety within mind the matter of the marriage. If the parents could not get the daughter married, she was a disgrace and inauspicious to them (Bhattacharyya, 2016).

In latter times, the British invasion had its effect on women's power and position in society too. It was normal for Indian women to be dressed half naked, however after the invasion this gradually changed to covering themselves with more cloth.

More recently, events such as the Nirbhaya case (short elaboration on the case in section 06.2 ‘..in society’) showcase an engrained notion in Indian society concerning dressing sense and behavior, by how one of the rapists unjustly talks (Ghai, 2022): “A decent girl won't roam around at 9 o'clock at night. A girl is far more responsible for rape than a boy. Boys and girls are just not equal. Housework and housekeeping is for girls, not roaming in discos and bars at night or wearing wrong clothes”.

Despite this notion being purely wrong, however to this day women are told how to

is far more responsible for rape than a boy. Boys and girls are just not equal. Housework and housekeeping is for girls, not roaming in discos and bars at night or wearing wrong clothes”.

Despite this notion being purely wrong, however to this day women are told how to dress to avoid “inviting trouble” and “slut-shaming” in India (Masarani et al., 2021).

All in all, societal changes led to changes in women's role and status: from a respectable status to being crushed under the wheel of decline through various phases of history (Radha, 2019).

Fortunately, gender equality is now better than previous times and it is more pursued through, for instance, educating children (Thakur, 2019).

However, based on the female interviewees, safety is a critical matter that requires more attention in India.

It is now time to speak up, share the stories and strive for change.

“ It is when the dialogue starts, that we actually know how to help.

(woman 1, workshop 1)



”

3.1.1 Area research approach

To understand what kind of problems women encounter in relation to safety, a variety of Indian women are asked to share a story of a situation in which they felt or were unsafe.

The stories are collected via various means (workshops, voice messages and calls), recruited in various ways (via an Indian women's safety organisation, Red Dot, and via personal contacts) (appendix 3), to take into account the saturation of data. To avoid limiting ourselves to merely being meaningful to the affluent Indian people, the scope for the collection of stories is set up broad. It takes into account women from different socio-economic backgrounds, and generations and originating from different places within the regional focus. Moreover, focusing on not just being meaningful to the BMW target group, partially builds on the reason for this area of potential: my personal ambition to be meaningful to Indian society.

For that reason, two workshops are held with women from different socioeconomic backgrounds based on their transport modes (use an economy car, use of public transport, use taxis/rickshas). Recruitment of the participants is done via the Red Dot foundation, whereas the majority of participants did not own a premium car. The goal is to collect stories and find out what problems occur to women within the regional

focus.

For each workshop, four women participated and the workshops are conducted via the online interaction tool Miro.

During the workshop (view appendix 4), situations in which women experienced feeling unsafe are discussed using the following questions: (1) What made you feel unsafe? (2) What would have made you feel safe?

Consequently, a user journey for the situation is set up to pinpoint which negative emotions occur when and ideate for these specific moments. The aim of the workshops is to explore the problems women experience and gather initial ideas on how to solve them.

To ensure we also take into account the problems experienced by a variety of people with the financial means to purchase a premium car, twelve stories of women that fall within this category are collected via voice messages and calls.

3.1.2 Collection of stories: experiences of feeling and being unsafe

Based on the stories, a variety of problems for Indian women are identified. Various quotes of the stories are portrayed on the right. Although unsettling to read, it is imperative that the truth not be brushed over. Instead, this is a call for action. The severity of these problems cannot be solved merely by BMW, however this project is an attempt to create an experience that contributes to solving this.

“ These guys used to come opposite to our all girls college and jerk off ... and they used to throw their cum filled balloons at the girls and it came to a point where these girls stopped going to college. It was really unsafe.

(woman 2, voice message)

“ Me and my friends were playing in the park, mind I was eight at the time ... and this strangers says ‘Come closer, I have something I want you girls to play with’ and then he took out his d*ck and he was like ‘Do you want to pet him?’

(woman 3, voice message)

“ I guess I speak of every girl who is sexually harassed by her family member ... she just has to sit there, sit still and smile and keep your mouth shut cause God forbid the family finds out because we do not want family drama.

(woman 4, voice message)

“ I can feel judgmental eyes staring at me when taking a train a little late at night.

(woman 5, workshop)

3.2

PROBLEM FOCUS

After collecting the stories of unsafe situations by Indian women (subsection 3.1.2), this section elaborates on finding a problem focus and what it entails. This focus will serve as the starting point for the design phase.

To define a problem focus for which BMW can be helpful, the problem selection is scoped accordingly (figure 16). The problem selection is discussed with the BMW supervisors concerning the following: How can BMW support and make the biggest impact for a variety of unsafe situations? By selecting the problems for which the car can be helpful and searching for a common denominator, a problem focus is defined (problem 1.0) that accounts for all women.

Subsequently, this problem leads to another problem (2.0) that is especially relevant for women that belong to the BMW target group.



Figure 16 – Representation of identified problems and scoping to a problem focus

Problem 1.0: Streets in the north of India are considerably unsafe (especially at night time) for women

The majority of problems for which a car is present in the surrounding and can offer safety support, occur on the streets. Seeking a common denominator, it is found that the streets in the north of India are considerably unsafe (especially at night). Another commonality is that most of these incidents happen at night time. The incidents range in types and severity of problems.

Additionally, female harassment in a public space in India occurs every 51 minutes (Bhattacharyya, 2013a,b, 2015). This makes that public spaces, such as streets, very unsafe for women, leaving them "feeling out of place" (Bhattacharyya, 2015; Madan & Nalla, 2016) and feeling unsafe.

Problem 1.0 is relevant for all women, especially in a public space for someone who does not own a car. In general, without the status of a car, let alone a BMW, one is likely to be out on the street and more prone to experiencing unsafe situations. If a BMW can be a safe haven or simply offer a feeling of safety, the brand will become more meaningful and potentially aspirational to those who do not own it (yet).

However, in order to be meaningful within the area of women's empowerment and safety, BMW will first have to prove this to their Indian

target group, those with the financial means to purchase a BMW. How does problem 1.0 relate to them?

Problem 2.0: Less freedom of mobility for women

A consequence of the streets being considerably unsafe, families and societies take precautions to ensure safety. (Vera-gray, 2018) (e.g. curfew at universities and colleges in India (Namit, 2019)). This is especially true among more conservative and affluent households – the BMW target group.

Taking into account that India ranks first as the world's most dangerous country for women (Guardian, 2018), women seem to make a trade-off between safety and freedom. Freedom to go out alone varies by age and marital status; Young and unmarried women are subjected to most restrictions (Krishnan, 2018). In addition, women from affluent households made less progress in terms of empowerment than women from poorer households. This indicates an opportunity to empower young and unmarried women (of the BMW target group) in India. Simultaneously, this underlines the importance of ensuring that the family of the woman in question feels secure about her safety and grants her (more) freedom of mobility.

We acknowledge that both problems occur to all women and safety matters to all. However a differentiation in emphasis for a specific target group is defined based on the possibility to distance from unsafe situations and research regarding society's norms and values.

Key takeaways

- **Problem 1.0: Streets in the north of India are (considerably) unsafe (especially at night time). This problem accounts for all women, however emphasises the importance to women who do not have the status of a car.**
- **Problem 2.0: Less freedom of mobility. As consequence of problem 1.0, Indian women take precautions to ensure their safety. This accounts for all women, but especially emphasises the importance to the BMW female target group; women from wealthy households and who are young and unmarried.**
- **These problems serve as starting point for the Design Diamond.**

DESIGN DIAMOND

This chapter presents the design phase. It starts with the design brief, thereafter shares the development of the service and lastly, the service validation of assumptions.

4

4.1

DESIGN BRIEF

The severity of stories regarding unsafe situations told by Indian women, addressed the importance to undertake action and encourage to design a service that empowers women and makes them (feel) safer. In order to set a clear starting point for the ideation phase, a design brief is formulated. The brief includes a concise recap of the problem statement, design statement, a strategic plan and design requirements.

4.1.1 Problem statement

Based on the collection and analysis of the situations in which women are unsafe or feel unsafe in India, one main problem is identified (problem 1.0; section 3.2) that led to another problem (problem 2.0; section 3.2). It is because the streets are unsafe or experienced as unsafe (depending on context and time) for (especially) women, that women are told to take safety precautions which lead to restricted freedom of mobility. This also encounters dependency on others (often a male figure) to go out (Masarani, 2021).

Thus: how can a car enhance street safety and make Indian women feel safer?

It is understandable that these goals are not easily within reach for just BMW or with merely designing a service concept for BMW.

However, the goal is to imagine how "we can be the change we want to see in the world" (Gandhi) and how a company, such as BMW, should aspire to be meaningful to more than whom is just filling the pockets. With BMW's brand mission to design for joyful experiences 'which move body, mind and heart' credibility points can be expected if the brand designs to ensure that the body, mind and heart is safe. This coincides with the goal of the main research, to be meaningful for the people and brand and moreover, it enhances corporate social responsibility.

4.1.2 Strategic plan to ultimate meaningfulness: BMW providing safety for all women

It is understandable that the problem statement is not easily solved by just BMW or with merely designing a service concept. However, the goal is to imagine how "we can be the change we want to see in the world" (Hahn, 2013), a quote by Gandhi, and how a company, such as BMW, should aspire to be meaningful to more than who are just filling their pockets. With BMW's brand mission to design for joyful experiences 'which move body, mind and heart' credibility points can be expected if the brand designs to ensure that the body, mind and heart is safe. This coincides with the goal of the main research, to be meaningful to the people and brand. Moreover, it enhances corporate social responsibility and sheds positive light on the brand.

Phase 1 / 'Horizon 2': Make safety and feeling safe for women a unique selling point (USP) for BMW and prove the value of it to BMW's target group in India

Before becoming meaningful for all women, BMW must actually become credible in keeping one safe and making them feel this way too. The brand will first have to prove that it can be valuable in keeping the female owner safe. By doing that, BMW will build credibility, consequently make it a selling point too.

Design goals of phase 1:

- Create a meaningful brand connection between BMW and Indian consumers
- Make women that own a BMW feel safer while out on the street

Phase 2 / 'Horizon 3': Become meaningful for women in India that do not own a BMW and keep them safe (view figure 17)

After BMW succeeds in making safety a primary value where the woman feels safe while driving, it will allow room for BMW to upscale and become meaningful to more than just owners. The owners must themselves feel safe first, especially in the Indian context for the reasons already explained above. As aspiration for a brand is one of the main purchase triggers (appendix 2; 'Purchase triggers') discovered during the research phase, this will contribute to making the brand (more) aspirational for potential buyers.

Design goals of phase 2:

- Make women in India feel safer while out on the street
- Empower women to go out by themselves or without a male figure and make them (feel) safe in a BMW or in the surrounding of a BMW (e.g. when choosing which direction to take (figure 17))



Figure 17 – Visual of how a BMW could be(come) meaningful to someone who does not own a BMW

4.1.3 Design statement

Based on the problem statement and phase 1 of the strategic plan, a design statement was formulated:

DESIGN a service (product category) **FOR** women in India that own a BMW (target audience) **THAT** enhances safety while driving from A to B and from your parking spot (B) to your final destination (functional benefit) **AND** empowers women to go out while at the same time offers psychological security to the family while the woman in question is out (emotional benefit) **IN ORDER TO** enhance the car's utility in terms of taking care of you (self-expression benefit)

The formulation of the design statement is constructed according to the brand positioning statement as proposed in branding literature (Van der Vorst, 2017). The problem and design statement will serve as the starting point for the service development.

4.2

SERVICE FRAMEWORK

After setting a clear starting point with the design brief, this section elaborates on the service development and the final service concept. It presents the step-by-step development process, storyboard of a use-case scenario, elaboration on the final service concept and a service blueprint. During the service development assumptions arise and these detected assumptions are listed in the last subsection.

4.2.1 Service Development

Step 0 / Inventory

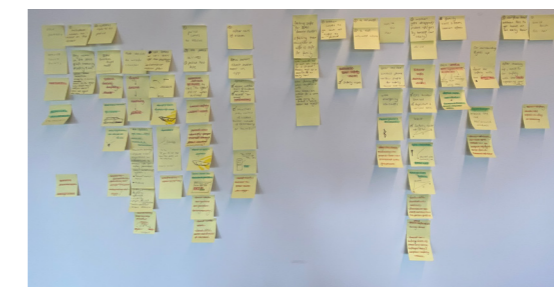
GOAL - To inventory the starting point.
METHOD - Scope to scenario for the as-is journey: a woman is going out by herself; feels unsafe and is unsafe when two drunk people come to bother her.

The choice for this scenario: based on collection of stories what is relevant and accurate and to showcase the range of situations possible.

OUTCOME - An as-is journey of a scenario in which a woman is/feels unsafe is set up as foundation to analyse for challenges.

Step 1 / Analyse

GOAL - Pinpoint which specific moments during the journey the user experiences or negative emotions and analyse what challenges occur during the journey.
METHOD - As-is journey to identify challenges and problems.
OUTCOME - Identification of challenges and problems experienced by the user.



Step 2 / Define

GOAL - Translate from challenges and problems to starting points for ideation.
METHOD - Create "How Might We" questions based on the identified challenges and emotions that play into safety, based on Pieter Desmet's (2002) emotion-driven design model. Select the most relevant questions, based on the design brief as criteria.

The emotions that play into safety, based on the emotion-driven design model, are selected by asking three designers independently which emotions resonate for them with safety and feeling safe. Based on these answers, the emotions selected are considered as inspiration for creating the HMW questions.

OUTCOME - The "How Might We" questions (appendix 5) that serve as inspiration and anchor points during ideation. The questions are in order of problematic situations that occur during the journey.

Step 3 / Ideate

GOAL - Ideation.

METHOD – Ideation based on HMW questions.

This was conducted with 5 participants who are familiar with design (via work) and familiar with India (either originated from India, lived there for a period of time or have Indian family).

All were sent a similar briefing and asked to ideate for approximately half an hour on the HMW questions. They were asked to share their ideas on the interaction tool Miro.

OUTCOME – Variety of ideas for the HMW questions, solving the problems in chronological order of the user journey.

Step 4 / Define

FIRST ITERATION

GOAL - Pick out the gems of ideas and draft improved user journey.

METHOD – Creative workshop.

During a workshop with the designers and engineer whom ideated solo in step 3, the same group is coordinated for a meeting to discuss all the ideas and pick out the gems. After selecting the gems, an initial draft for the improved user journey is set up with the selected ideas in a classic analogue way, using sticky notes. After going through all ideas and the brief, the user journey is communicated in a storyboard.

OUTCOME – A storyboard of the improved user journey that elaborates on the user experience and service.

Conclusions after first iteration cycle:

- Integrate touchpoint to customise service: the service should be customizable in how much ‘protection’ one wishes to have, steering away from “Big Brother is watching you” and rather towards BMW as a ‘guardian angel’ for the user.
- It is critical to convey that the service is in line with privacy ethics and regulations within Indian context.
- Elaborate on what safety parameters of the service determine detection of an unsafe situation.

Step 5 / Conceptualise

SECOND ITERATION

GOAL - Taking the concept to the next level.

METHOD – Roleplay, desk research, creative one-on-one sessions and a service blueprint.

Roleplay helped understand the complexity of a scenario and stimulated creative thinking of how you as woman on the street would want the system to react and how a perpetrator could be disrupted from his or her behaviour. Dealing with the complexity of a scenario, various service elements are identified that require further research (e.g. ‘How does the technology work? What is possible and what is not?’)

Secondly, desk research is conducted and the concept is grounded with more information about the following topics: technology / how to disrupt a perpetrator’s behavior / what makes an individual feel safe?

Conclusions after second iteration cycle:

- BMW owners should be motivated and feel comfortable enough to check the mode option on. The benefit and value of the service in use must be clearly communicated to the BMW owners and the service should ensure they are not putting themselves or their car on the line.
- Chances of crime and harassment decrease when the perpetrator (‘to be’) feels like he is being watched, by for instance eyes watching him/her or a

sound close by.

- Elaborate on contextual assumptions of scenario.
- Elaborate on whether BMW has this technology capabilities in possession or whether a partnership is necessary.
- Explain how the service makes an individual feel safer, keep them safer and how a perpetrator is disrupted in his/her behaviour.

THIRD ITERATION

Creative one-on-one sessions are organised to showcase the storyboard and iterate on the concept for the following topics:

- To understand and analyse the contextual assumptions / with three Indian designers.
- To enhance the user experience / with the Indian designers / three BMW In-car and Non-car experience designers.
- To enhance technology connectivity and feasibility on BMW’s side / with BMW UX/UI designer / three BMW Design Strategists.

To reason how to disrupt a perpetrator’s behavior and what makes an individual feel safe / with an associate professor in safety psychology and management / social psychologist & communication advisor at Politie Nederland.

Conclusions after first iteration cycle:

- To make one feel safe, connectivity with other people (especially family) is

important.

- Strive for a seamlessly integration experience for the user by means of making it a multi-modal system.
- With the goal to distinguish the system’s relevancy for a range of unsafe situations, the scenario must clearly showcase that the service is applicable and helpful for ‘light up to extreme’ situations.

FOURTH ITERATION

A service blueprint is created to visualise all bits that constitute the service in an overview (Reason et al., 2015). To enhance clarity and simplicity of the service, two designers (UI/UX and Strategic Design) are consulted for feedback of the service blueprint and based on that an iteration of the service blueprint is made.

Conclusions based on the service blueprint are listed below:

- Service blueprint must be communicated high-over in terms of steps to portray simplicity of the service.
- Add the steps ‘before, during, after’ to display different stages.

OUTCOME – Research and input grounded concept.

During this step, two concepts were created, however in discussion with the company supervisors these are merged into a final concept. These concepts can be found in appendix 5.

4.2.2 Final Service Concept – The Late Night Mode

The final service concept as outcome of the development (subsection 4.2.1) is presented in this subsection. It entails a high-over elaboration of the service as value proposition with an overview of the elements, a storyboard of a use-case scenario and the unique selling points.

Introduction to the 'Late Night Mode'

The Late Night Mode is a mode that safeguards you when out late at night. The mode entails a smart ecosystem, consisting of an in-car AI system, the BMW app and (possibly) a smart watch. Figure 18 portrays an overview of all elements and features belonging to the service.

The mode is a feature on the app, with customizable options via settings.

The system relies on data connectivity of the user. Based on this, it understands how the user is feeling and if feeling unsafe or detected of being in an unsafe situation, it suggests to help by connecting you to other people or acting on behalf of you in a non-obtrusive way, with your safety as first priority.

Moreover, the Late Night Mode is a multi-modal system that aims to keep you safe while driving from A to B, and from parking the car to your destination in a seamless effortless manner. In order words, it concerns an in-car safety experience and surrounding car safety.

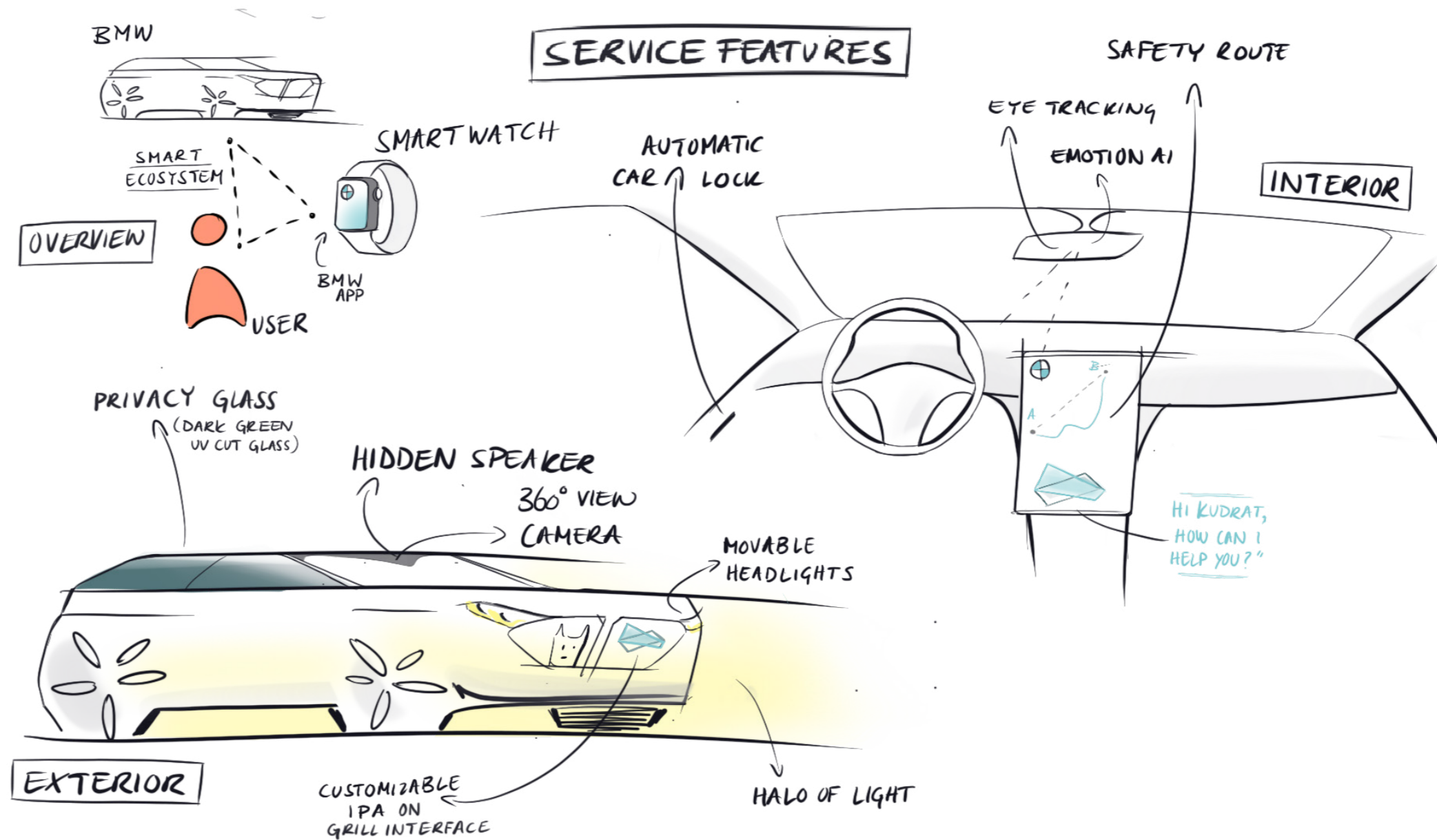
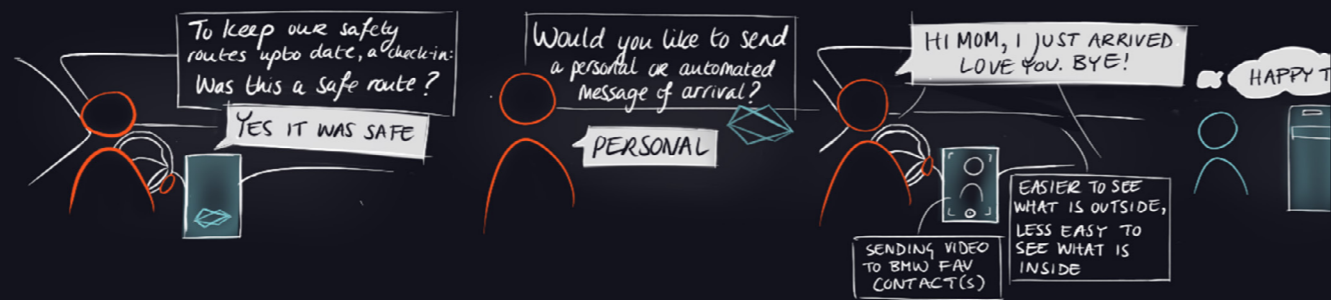
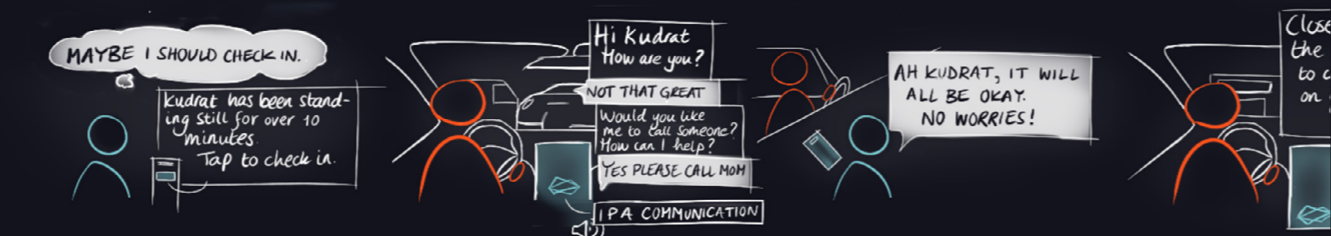
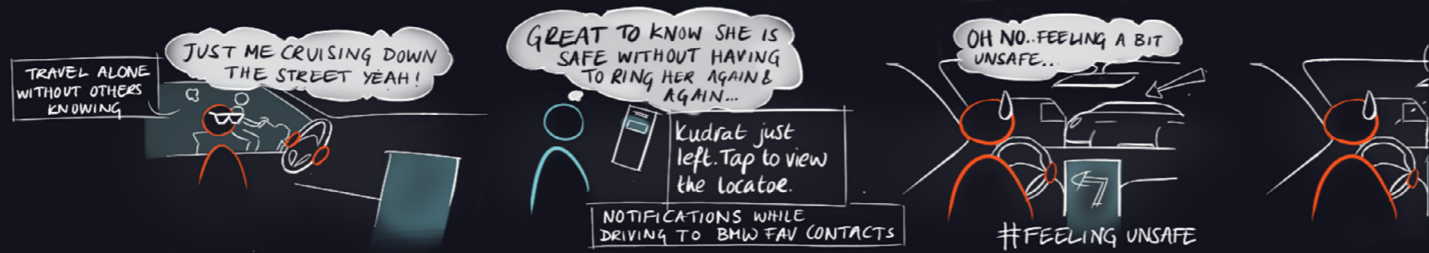
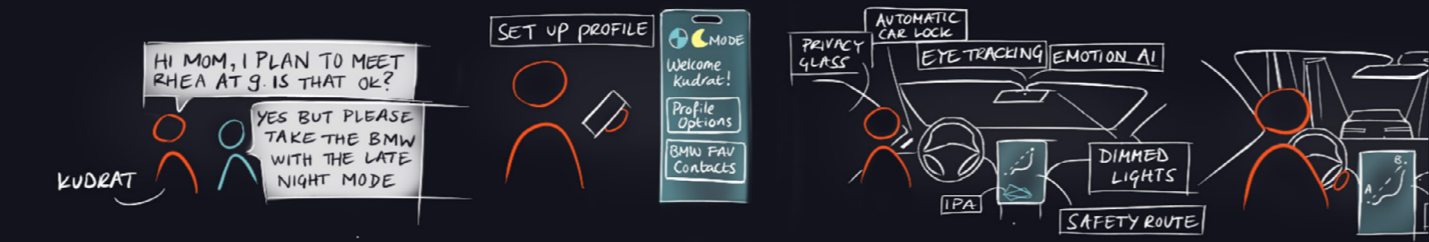
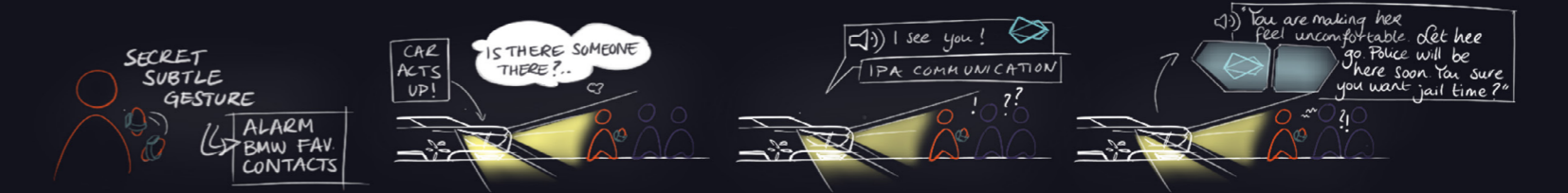
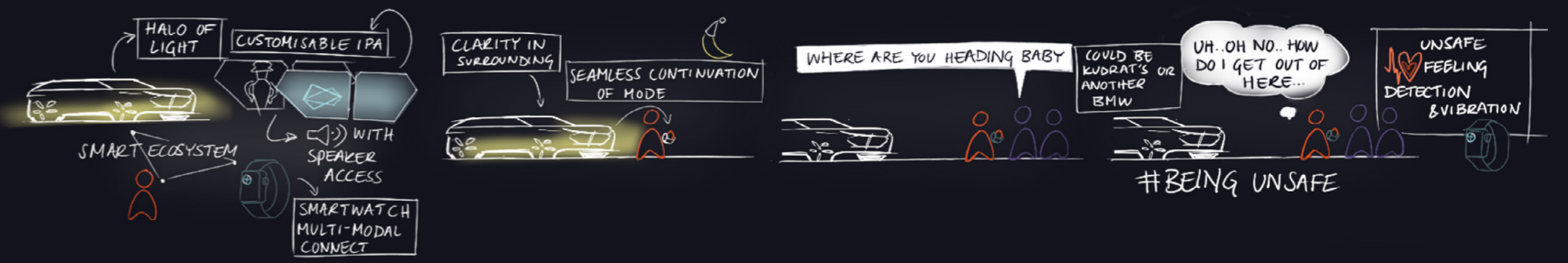


Figure 18 – Overview of all features belonging to the service, categorised over the interior and exterior of the car

DRIVE



WALKING TO FINAL DESTINATION



Storyboard of use-case scenario

The storyboard is portrayed below. It focuses on the use-case that Kudrat is meeting up with a friend and uses the Late Night Mode on her way. To convey how the service works and how the smart system handles when the user feeling or being unsafe, Kudrat experiences two situations alike: an accident occurs in front of her while she is on her way, and she is being bothered while walking to her final destination.

Values into design

To display how the values could be translated into design, the BMW Indian value set is taken into account while designing and various values (section 2.3) are present in the concept during certain steps in the service.

Key values portrayed:

- 'I want to feel good'
- 'I want to feel comfortable in my skin'
- 'I want ultimate convenience'

These values are translated into design through data connectivity (Emotion AI/eye tracking). This puts the individual and his needs central.

Figure 19 – Storyboard for use-case scenario of the Late Night Mode

Unique selling points

- **Human-centered system:** A smart system that understands how you are feeling, checks in and suggests action calls in a free non-obtrusive way.

..even when you do not know you need help. Emotion AI and an eye tracking sensor in the car sense your mood and accordingly the IPA (Intel Intelligent Personal Assistant) communicates and makes suggestions aiming to improve your state.

..even when you freeze and do not know what to do. In cases when you cannot fight or flight, it is a common reaction to freeze; often without even knowing that it is a valid response to fear, especially in the case of sexual assault (Mazurek, 2019). It is in these times that the system can nudge you in the car via communication with the IPA or via a subtle nudge on the smart watch and extend a helping hand.

- **Multi-modal convenience:** When you leave the car with the Late Night Mode on, the mode will continue on your smart watch if connected. Seamless integration allows for the user not just to drive safely from A to B, but also ensures you reach your final destination safely.
- **Parked car serving a better purpose:** If the car is parked anyways, it serves a better purpose with the Late Night Mode as it enhances safety for the BMW owners

plan (subsection 4.1.2), the system even offers safety to women that do not own a BMW. This is about taking care of each other and brand authenticity, without an agenda or wallet at heart.

- **Data connectivity serving a good purpose:** Tesla's are nowadays able to record via camera (Model 3 Owner's Manual, n.d.) for safety purposes of the car. However, what if, this feature allows for more meaning to people? From safety of belonging to safety of oneself. By actually understanding when someone is in need and the car acting up as a "guardian angel", camera recording in combination with the IPA communicating to the scene serves a societal purpose of ensuring safety.

4.2.3 Service Blueprint

The storyboard presents a scenario from the user's perspective. In this subsection, a service blueprint (figure 20) is created to showcase how the service step-by-step works from BMW's side. It entails a visual overview of all bits that constitute to the service (Reason, Løvlie & Flu, 2015), divided over the two stages: driving and walking to the destination. The service blueprint is based on the storyboard, however it is simplified in user steps as focus lies on the actions BMW undertakes when detecting that the user is feeling unsafe or is in an unsafe situation.

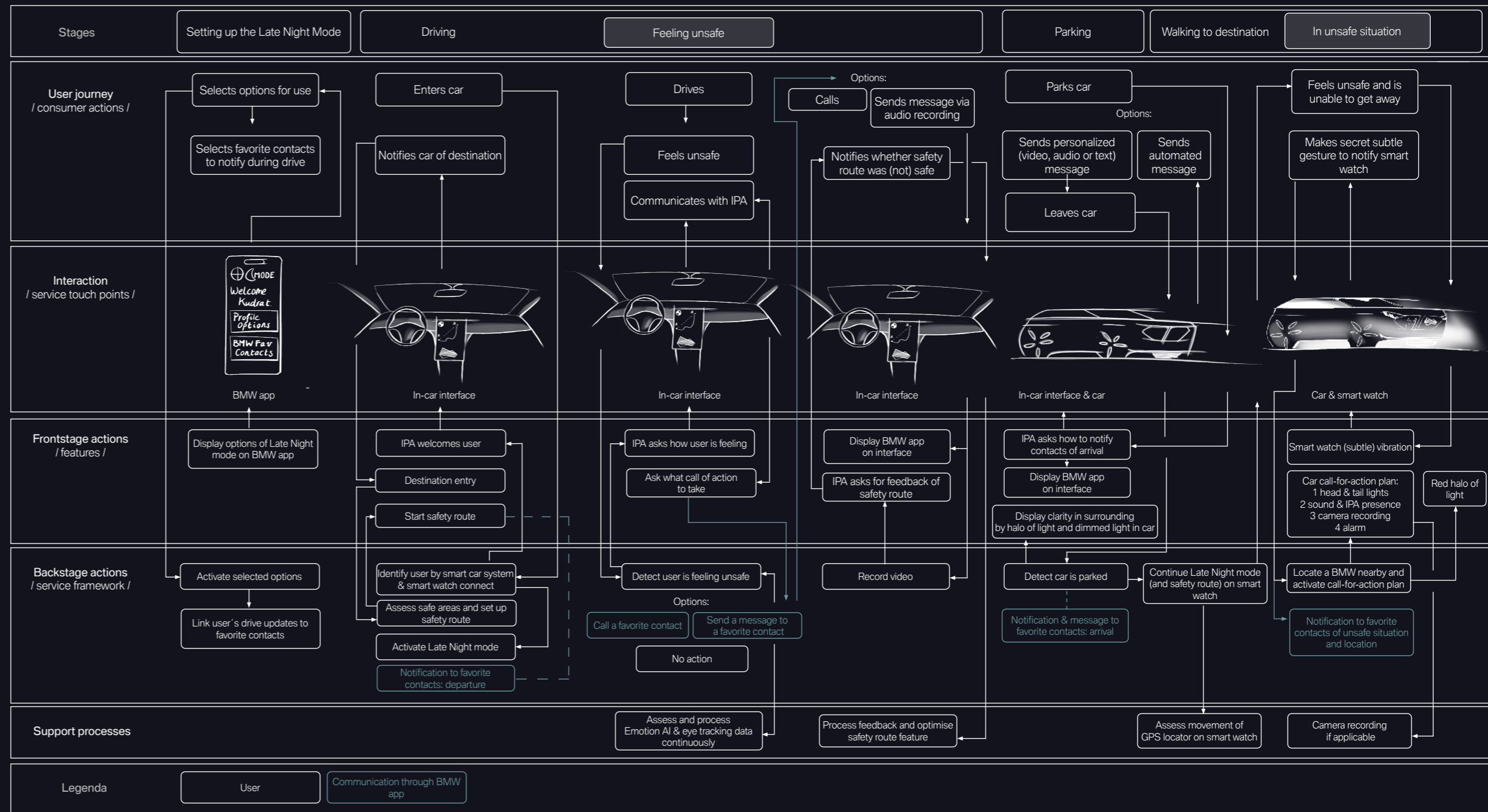


Figure 20 – Service blueprint for the final service concept

VALIDATION OF ASSUMPTIONS

4.2.4 Assumptions

During development of the service in prior sections of this chapter, various assumptions are detected. The use of the assumptions is to improve the probability for the innovation becoming a success. For that reason, the assumptions are prioritised according to the design brief (section 4.1) and verified with two other 'Design for Interaction' master students at the TU Delft. A selection of the assumptions are listed in this subsection and categorised over desirability, feasibility and viability. To discover whether the BMW target group is interested in the value proposition of the service and moreover, whether they believe the features are appealing various assumptions regarding desirability are listed. Besides desirability for the target group, the feasibility and viability assumptions require input from BMW, thus validation is conducted with BMW employees.

Assumptions regarding desirability

1. Are women interested in using the service?
2. Do women feel safe while using the Late Night Mode?
3. Do family members want to receive information regarding the drive of the woman in question? Does this make them feel assured she is safe?

1. Will BMW owners allow the option of their car acting up (through a call-for-action plan) for their own protection in case an unsafe situation occurs?
2. Will BMW owners allow the option of their car acting up (through a call-for-action plan) for other BMW owners in case an unsafe situation occurs?
3. Will safety services such as the Late Night Mode enhance more freedom of mobility for women?
4. Do BMW owners have a smart watch? Would BMW owners be willing to purchase a smart watch and be willing to wear it while using the mode?
5. Is it likely that unsafe situations in India occur in the surrounding of the car on the street or in a parking lot?

Assumptions regarding feasibility

1. Does BMW need partnerships to develop this service or can they do it on their own?
2. Does BMW deliver features for a specific market?
3. Is the technology applicable in the service in line with privacy regulations (for India)?
4. Is it possible to connect from a smart watch of a user to a BMW nearby (does not have your own BMW) and switch on the call-for-action plan?
5. Does women's empowerment and the state of being & feeling safe fit the BMW brand?

Assumptions regarding viability

1. Is BMW open to participate (via the call-for-action plan) publicly when an unsafe situation occurs?
2. Does it make sense business wise to develop this service for the Indian market alone?
3. Does it make sense business wise to develop this service targeting (especially) women?
4. Does it make sense business wise to develop this service as start for a long-term strategic plan targeting women?

This section covers the validation of desirability, viability and feasibility assumptions with Indian consumers and BMW employees and in closing, input for further iterations.

4.3.1 Approach for validation of assumptions

This subsection elaborates on the approach that is taken to validate the assumptions and improve the likelihood of the innovation becoming a success.

Desirability assumptions

Two focus groups are conducted with each six participants and for the one-on-one sessions five validation tests are conducted. These focus groups as well as one-on-one tests are held to bear in mind the saturation of data. Building forth on the saturation of data and respecting meaningfulness to all Indian women (as stressed in subsection 4.1.2; 'Phase 2'), it is desired to test with Indian women that come from different socioeconomic backgrounds (e.g. family business, inherited wealth, service sector), within the regional focus in India. Initially one-on-one tests were preferred to mitigate bias and influence each other's opinions, however Red Dot's generous offer to help out with focus groups was not neglected. It only enhanced the chances of the concept becoming richer in quality and diverse in input.

The tests are conducted digitally, using Miro to capture insights and stimulate interaction while discussing on Teams. The test consisted of three parts: (1) Presenting the storyboard and elaborating on it step-by-step (2) Clarifying whether anything is unclear (3) Asking validation questions regarding the value proposition (elements of the service). For an overview of the validation questions, view appendix 6.

Viability and feasibility assumptions

The feasibility and viability assumptions required expertise from BMW. Thus, validation sessions are held with four employees that have marketing and technology expertise. The sessions are conducted at the office. During the validation, the storyboard is presented and elaborated on if anything is unclear for the participant. Thereafter, the feasibility and viability assumptions are discussed: can BMW develop it and does it make sense for them to do it?

4.3.2 Input for further iterations

The final service concept is not necessarily the final design of the service. Due to limited time, multiple assumptions are detected, however, merely a selected, based on prioritisation, is tested. To further develop the service and test all assumptions, more iterations with the Indian consumer and BMW employees are recommended. However, the validation tests did

provide many insights which can serve as starting points for further iterations. The starting points are clustered into overall themes with the pointers ranked on prioritisation to test.

Taking a step back

- Research within what range the car can be helpful when unsafe situations occur and develop various call-for-action plans depending the range and possibilities.
- Research the depth and diversity of situations (quantitatively) in which women feel unsafe inside the car and in the surrounding of the car.
- Research during which moments in the user journey the consumer would appreciate a helping hand.
- Research which other segments and markets may be interested in the service concept.
- Research whether promoting women to go out alone does not clash with cultural taboo in India.
- Upgrading context understanding
- Research till what extent cars are in the surrounding when an unsafe situation occurs.
- Research till what extent the perpetrators are disrupted in behavior by the car acting up (via the call-for-action plan).

Till what extent do we customise and keep it simple

- Research till what extent the service should allow options to customize however still make the service easy to use and convenient.
- Research till what extent women are willing to share their location and data with the favorite contacts while driving and walking the last mile to your destination.
- Research till what extent BMW owners in general are willing to share their data.
- Research what the system should communicate when the user decides to take a different route than the suggested safety route.
- Research how smartwatch connectivity in the service can be best optimised.
- Research how cars and till what extent can cars detect an unsafe situation.

Deep dive into privacy

- Research till what extent the car may act up for protection purposes without taking over a policing role and till what extent is this allowed by the (Indian) government.
- Research to what extent the car may act up for protection purposes without being experienced in a negative way, like Big Brother is watching you.

CONCLUSION

This final part of the thesis is about bringing all ends together and concluding the project: It entails the future milestones, design evaluation, limitations and project reflection & lesson learnt.

DESIGN EVALUATIONS

As outcome of the graduation project, a service concept is delivered that enhances the safety experience. In doing so, it aims to empower women to go out independently. Over the journey displayed in chapter 4, the service is developed and the assumptions derived are tested. The duo of being and feeling safe is desirable by Indian women and how this value is translated into design has raised interest and shows for a promising starting point for further service development.

The value delivered to both ends, consumers as well as BMW, is portrayed below:

Value proposition

..for the target group / desirability

Meaningfulness through values: The service concept aims to provide meaningfulness to the target group. The meaningful connection between BMW and Indian consumers is created by integrating the common BMW Indian values in the experience.

Addressing a research-based consumer need: Based on empirical and theoretical research (subsection 2.2.5; ‘ Insights regarding Indian consumer needs’, chapter 3), women addressed their interest to go out by themselves while feeling and being safe. This purpose is reflected in the service concept and validated during consumer validation.

..for society / desirability

Enhances street safety for all women, not just BMW owners: Phase 2 of the service concept (section 4.1) focuses on becoming more meaningful, even to those who do not own a BMW. By creating a smart system that is able to detect when someone is in danger by means of various safety parameters (e.g. AI, 360 view camera), the system has the potential to become meaningful for all women. This has the potential to amplify BMW’s social corporate responsibility. Moreover, the step-by-step procedure of the car acting up and making people more conscious of their actions is a way to steer behavioral criminology towards better decision-making (Loughran, 2019).

..for BMW / viability

Feeling safe as authentic USP: Safety and especially feeling safe can be truly meaningful for a brand and its target group if fulfilling this need in an authentic manner. This is considered an essential need for all human beings, based on the Maslow’s hierarchy of needs (Hall, 2018).

Moreover, it is considered relevant to women in India, thus more reason to tend this need for the specific target group.

Pioneering on feeling safe: Safety is considered an important factor when purchasing a car. This concept flips both sides of the coin, it addresses ‘feeling safe’ (psychological safety) as well as strengthening ‘being safe’. Thus, this would give the BMW brand a competitive advantage, as no other car brands are focusing on both (chapter 2.4.5).

Pioneering on women’s empowerment: In addition, like mentioned in the subsection ‘Relevance of women’s empowerment & safety’ (subsection 2.4.5), no car brand is (yet) known for empowering women. This strengthens the potential of the opportunity gap.

Strengthening smart partnerships: Pioneering and exploring how to create a maximum smart system which is multi-modal and strives for seamless integration, BMW makes it easier for oneself to collaborate for what is beyond their knowledge and resources. BMW has a partnership with Apple. As Apple smart watches are widely used, it makes for a good collaboration for connectivity to the BMW Late Night mode and allows for BMW to advance on how to best make use of data input. Additionally, as BMW also offers smart watches, this would allow for a more prominent benefit by for instance pricing them attractively when purchasing a BMW.

Potential to upscale to different segments and markets: The service concept aims to address women as target group. However, naturally, being and feeling safe is not merely of importance to Indian women. It applies to all people and thus provides for an opportunity to upscale to different segments and markets (e.g. Middle East, Latin America).

..for BMW / feasibility

Setting up a platform: Within the BMW app, a Late Night mode feature will have to be created in order for the service to function and be able to communicate to the favorite contacts during your ride. This has the potential to make the BMW app more useful and enhance the value for its customers.

Making use of BMW technology: Most technology applied in the service concept are available or in development in general for the automotive industry (e.g. IPA, 360 view camera), as well at BMW (based on the validation insights, appendix 5). With the majority of technology readily available it improves feasibility chances. However, that does not say it all. For instance, connecting the IPA system on the car exterior to the car interior appears questionable in terms of feasibility. This is one of the challenges to take into account on the road to a successful implementation scheme.

Enhance smartness in cars: In order to bring the Late Night mode alive in cars, various technological features will have to be integrated, such as Emotion AI, eye tracking sensor and a customisable IPA inside the car as well as on the exterior front interface. The possibilities to design for user experiences are endless. A service concept targeting safety and feeling safe purposes for the user is just the start.

Making use of BMW’s character: Based on BMW’s rather aggressive look of the cars (Dey et al., 2019), it matches the personality portrayed in the service when the car is ‘protecting’ you and acts up when you are in an unsafe situation near a BMW. The BMW ‘Angel Eyes’ match the aggressive response it should bear with perpetrators at the scene of an unsafe situation; in line with protecting you as a guardian angel.

In positioning for the brand, it will have to be researched further whether women as the target audience will fit and which service features are most suitable. However, this service concept shows market potential and offers a means to create a meaningful connection with Indian consumers.

5.2

FUTURE MILESTONES

In this section, the future milestones regarding the service are elaborated on. Based on the input gathered during validation of the desirability, viability and feasibility assumptions (section 4.3) and the input for further iterations (subsection 4.3.2), future milestones over three horizons have been set up.

Horizon 1: Research, invest & prepare
Since this project is based on qualitative research for a specific context (region in India), the recommended plan for Horizon 1 is to dive into quantitative research of the value proposition and scope. For example: validate the service for the Indian market quantitatively and thereafter, validate interest by the Chinese market (as China is BMW's largest market (Nica, 2022)). Thus, as it shows potential for more contexts and not just Indian women as the target group (please view subsection 4.3.2; 'Input for further iterations'), it is of interest to research and validates this too. This will significantly enlarge the target group and increase the chances for market success. Moreover, prototype testing along with iterative consumer validation rounds will allow for optimisation of the experience and its features of it. All in all, this horizon focuses on service development and validation of its market potential.

Horizon 2: Enroll & grow
If the service shows market potential, Horizon 2 will focus on market entry and service enrolment. Marketing will play an active role in creating awareness of the service and the benefits it offers to the target group. It will be tailored to the specific target group of markets. As described in phase 1 of the strategic plan (subsection 4.1.2) part his phase entails positioning For BMW, this phase will entail positioning the brand as an expert in "feeling safe" and enhancing the safety experience using the car as touchpoint. Following market entry, the service allows for upscaling to different consumer segments and markets that for instance lack safety on the streets or simply desire more user- and tech-centered services.

Horizon 3: Expand
Consequently, to upscaling the service to various markets, Horizon 3 will focus on enriching the possibilities of the service. In this service, it entails a smart system that focuses on enhancing safety. However, as wellbeing has many facets, the possibilities for a human-centered smart system are endless. Besides exploring other facets of wellbeing in relation to a smart system, this horizon allows room to explore how the proposition could become more valuable to a larger audience. By building on the credibility achieved for making BMW owners feel safe and empowered, and

strengthening their corporate social responsibility, this phase will explore the possibilities to enhance street safety for non-BMW owners (subsection 4.1.2).

5.3

LIMITATIONS

Various limitations arose during the research phase. These are listed over three categories: Exploring BMW, India, and Indian consumer values & needs.

5.3.1 Limitations for exploring BMW
BMW, a brand with more than 100 years heritage, cannot be simplified and condensed in a couple of weeks of research. Due to confidentiality reasons, various terms were renamed, and the design process was simplified. Value definitions may get lost in translation. Thus, this mitigation is kept in mind by looking for similar descriptions and definitions.

Moreover, India as research context is not per se on BMWs radar and for that reason, there is limited extensive research internally at the headquarters concerning BMW in this market (e.g. competitor info in context). However, a few local market studies are conducted with BMW India and this information is valuable when trying to create an understanding of BMW in the Indian market.

5.3.2 Limitations for exploring India
Concerning chapter 2, the wealth analysis which forms the basis for the reasoning behind the regional focus relies on the data available concerning cities scoring highest in terms of GDP data and per capita yearly income. For future research, multiple wealth factors would be preferred in use, in combination with more elaborate quantitative data, to substantially

ground which entry point in India shows most potential for BMW.

- The anthropology researchers live in Chandigarh, thus this may have biased them while discussing the context focus. Nevertheless, this bias is mitigated by partaking an active role during the interviews, questioning 'why' and what sources are reliable for their statements.
- Researching India implies the notion that this market can deliver on a meaningful connection with BMW. By addressing the culture of the context focus till a certain extent is known to me personally, I aim to be aware of reflexivity and my role in the process. Thus, by those means I aim to mitigate bias while simultaneously using my knowledge and relations in India to my advantage with the goal to find direction for opportunities for BMW.
- While the Indian premium car market has been referred to, the study does not elaborate specifically on the market (size) within the context focus. However, it is assumed this region is an attractive entry point in the region exploration (subsection 2.2.2). In further research this will need more attention.

5.3.3 Limitations regarding Indian consumers values & needs

Various limitations regarding this research part are listed below:

- The Indian value set is based on qualitative work (twelve interviewees with the BMW potential target group) and thus, it does not prove credibility. Quantitative research will have to be conducted in order to prove relevance for the Indian customer on bigger scale. However, the insights are used for inspiration and as design guidelines for further development
- The field research is conducted in various surroundings, according to the interviewee's preference and comfort. Some interviews were conducted in noisy surroundings with other people nearby. This may have had a limiting effect on the interviewee to speak his or her mind due to distraction or social pressure.
- Bearing in mind my own knowledge and relations in the context, I should be aware of reflexivity and my role in the project to mitigate bias. Moreover, in order to mitigate these chances, discussions with various BMW employees were conducted to get multiple perspectives on the data interpretation of the emerged insights regarding the values and Indian consumer needs.

5.2

REFLECTION

The entire project has been a great learning experience. It has made me attuned to not only the aspirations, requirements and needs of the consumers, particularly a niche segment such as Indian women, but also brought me insights about myself as a designer. I have learned that I enjoy fuzzy front of the fuzzy front end and 'opening Pandora boxes'.

The process of ideating, getting the framework in place, reaching out and forming the various connects within BMW, and the target group, coordinating visits and meetings and ironing out the details was a major exercise that was as enjoyable as it was challenging and demanding.

For first phase of my thesis, I relocated to Munich, Germany, to collaborate closely with my colleagues and to experience what BMW stands for. This experience enabled me to make use of internal knowledge and research and enhanced the quality of my work. This experience enabled myself with information and values needed to carry out my research. Aside from the fact that it was valuable to my studies, living in a different atmosphere and meeting new people truly motivated me, which translated directly into my thesis.

This graduation project has really been a revelation in terms of putting the ideas in one's head on paper and finally translating them in the real world in a format which is pragmatic and applicable to real life situations.

I found myself to be an emotional designer as I was really touched by the experiences and the stories of the women I talked with. This revealed that I blended my emotions into the design rather than maintaining it neutral. This taught me for the future to keep a healthy balance between the two when needed. I also learned that I am rather a trendwatch kind of designer, as the fuzzy front part of the design process is what I enjoy working on the most. This entails especially exploring which directions make sense.

One of the main learning goals I had set for myself at the beginning of the project is to improve my facilitation skills. Looking back, I really have the feeling that I improved this skill. During the workshops, I facilitated meetings with Indian woman, talking about their personal experiences and stories. As this were in many cases sensitive topics, I managed to create a safe space which enriched the data input.

The toughest learning goal for me was working efficiently. I have improved on it by trying out different concentration methods such as the pomodoro technique, however there is definitely room for improvement.

All in all, it has been a very valuable experience and I look forward with confidence to starting my career.



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Interview guide for Indian consumers

APPENDIX 1

In order to find a problem focus for women's empowerment and the state of being & feeling safe within the north of India, stories have been collected of situations in which women experienced being or feeling unsafe. The data was collected by various means, across various generations and by using various types of transport means (view table 1)

Interview guide potential BMW customers

Goal of interviews:

- To figure out what **luxury means** to potential Indian customers → means to make it besides BMW, appealing to luxury upper class
- To find out what **values** potential Indian customers **within the playing fields have** concerning mobility and cars
- To find out **pains and gains** for potential Indian customers regarding mobility and cars

Main research questions:

- **Who are the potential customers** who have the money that could be spent on premium cars? What are they spending it for? Why are they spending it on cars and why not?
- **What is luxury** to them? What dimension of luxury provides identification? What is luxury in terms of cars to them?
- **What are purchase triggers** for potential Indian customers?
- **What design aesthetics** do they find appealing?
- **What are the key challenges for BMW** and other Premium manufacturers? → How can BMW design in a way that fits potential Indian customers their preferences?

Before start of the interview:

Hi, thank you so much for taking out the time for this interview. Your input is very valuable!

Currently I am working on conducting explorative research to get insights on your perception of mobility and cars.

This interview is for my work and I will gladly explain more of about after the interview, so I do not influence or bias you upfront.

I am mainly just very curious about your experiences and opinions regarding mobility and your lifestyle. Just to clarify, there are no wrong answers and everything will be anonymous so I hope that makes you feel comfortable to say what is on your mind.

I have a couple of themes I would like to discuss.

Just a check, is it okay if I record you? This is once again for research purposes, I can listen back to your answers and might want to use some answers for a video for internal purposes.

Generic questions

LIFESTYLE

1. To kick it off, could you tell me a bit about yourself. Your age, what you do in your daily life.
2. Where you come from, what you family does (if you don't mind me asking)?

3. What does joy mean to you? → BMW is joy. What is the Indian definition of joy?
4. Could you tell me about a day in the life for you looks like? From waking up to going to bed and what role the car plays into that, how it is integrated in your life. → What is the function of a car?

5. When talking about lifestyle in broad sense, such as wanting to express yourself, wanting less with more and wanting to create your own conditions. Does any resonate with you, your interpretation, if so and why? If not, what does pop up when thinking of lifestyle?

LUXURY

6. What does luxury mean to you?
7. How do you reward yourself if you have had a great accomplishment at work or if it is your birthday treat?
8. What are your big expenses? Where do you spend most of your money on? → Spending money on what matters

SPORTINESS

9. What does sportiness mean to you?
10. Sportiness in broad sense, being either physically active or mentally active or wanting to participate (e.g. in society). Does any of these resonate with you? → 'I want to be the best, feel good, participate'

LEADERSHIP

11. What does leadership mean to you?
12. Leadership in a broad sense, such as being empowered, taking responsibility and making the difference. Does any resonate with you, your interpretation, if so and why?
13. Do you have aspirations, goals, in life? Is there something you strive for?
14. Do you actively participate on this? If so, what do you do?

SUSTAINABILITY, a topic that is very popular nowadays and I am curious how it's part of society over here and your opinion on it

15. What does sustainability mean to you?
16. Do you take it into account in your daily lifestyle or is it perhaps less apparent?
17. What is your opinion on electric cars? Why would or why wouldn't you buy it?

BMW

18. Are there moments you feel joy in a car, if so, what are those joyful moments?
19. What do you drive? If you don't drive, what does your family drive or how do you go about? → Check question, are they really within potential target group
20. Do you have a driver or drive yourself?
21. What are the problems you experience with mobility or your car in India?
22. Imagine anything is possible, in future ideal world, how do you imagine a car to act and be integrated in your daily life in India?
23. How did you end up driving this car? → purchase triggers
24. What comes to mind when you think of the brand BMW? → brand perception
25. What would pull you over the edge for buying a BMW? Or what would hold you back?
26. Which model would you buy? For what reason?
27. Anything final you would like to say to BMW?

CULTURE

28. How would you say the younger generation, being gen Z (born after 1997), differs from the elder generations?
29. What are no go's for Punjabis and Delhi people?
30. Any relation between Punjabis and Delhi people? How are they similar and how do they differ?

Influential topics regarding the clustering of insights

APPENDIX 2

Various topics emerged during the interviews, which have an influence on the Indian consumer values and needs.

The following topics are addressed: the (Indian) definition of joy, status, Indian society and sustainability.

The elaboration is presented in the on the right.

Definition of joy

Joy is the brand mission of BMW (chapter 02.3), thus at the core of the brand. As it is a subjective term, what does it mean to Indians? It was defined as "spending time with loved ones" and about "seeing the other person happy". In short, it is about sharing moments with people. With these joyful moments, the car is considered "as means to achieve that".

Moreover, these moments that give joy were considered "carefree" and all about "being engrossed in the moment", in other words your mental state clear of worry. It is considered anything that gives "happiness and you can do for as long as you want" and entails "your comfort zone", making comfort enjoyable.

Status

Various interviewees were motivated to purchase luxury products. The purchase intention mentioned was either as rewards for themselves or as a symbol of status. The latter purchase intention, or referred to as 'conspicuous consumption', satisfies material needs but also social needs such as the notion of 'buying to impress others' (Sanyal et al., 2014). Status is a critical term influencing Indian values and their behavior. In India status links directly to "money as foremost means for differentiation", where you stand on the socio-economic ladder. For instance, your social status in Indian high schools is defined by your outfit. With uniforms being the dress code, one would expect it to stimulate uniformity between students. However, in this context, "You are allowed to change the belt so this is your social status what others to see". This allows for differentiation and that being linked to your social status. As one interviewee stated, it is about "flaunting money" that is considered a status symbol.

Especially in social circles differentiation appears a stressed topic. "People aspire to aspire to buy the same car" as social statement to show "we are equals here". It was mentioned that the social circle is a depending factor for which car brand is perceived more luxurious (interviewee x). Interviewee x stated "social status is related to cars, houses, clothes, phones, purses and hosting parties".

With more and more luxury brands entering the Indian market, the amount of differentiation levels in society grows as well. The underlying reason why differentiation may be considered important in India, is to express yourself and/or related to the desire to be perceived as more important.

For instance, "buying a luxury car as corporate employee shows you want to climb the corporate ladder ... cause when his boss sees him in his three series whereas he has a seven series ... he thinks okay this boy has got potential". This portrays a general consensus of products displaying your aspirations or achievements. Likewise, for that reason interviewee Smita states she keeps "the expensive car for going out and when people are watching me".

Lastly, exclusiveness is considered status in India. If you have a luxury brand that is not available in India, this aspiration sets in (interviewee Smita). Similar to how Mercedes got to this aspirational image of luxury by the cars being imported prior to entering their market entry (interviewee Nikki).

Indian society

Based on the interviews, various interesting connotations concerning Indian society was made by the society members themselves. Luxury being a new concept to the modern Indian (interviewee Rajesh), or new-age Indian consumer, these people (upper middle class) have a disposal income which they never had before. Accounting for the new age Indian consumer as well as the traditionally wealthy, interviewee Sahej states this as "Luxury products what were always considered a dream, are

turning into aspirations within reach” (with a right amount of saving). India has entered the “American Dream stage” (interviewee Vaatika). It is turning into a new consumption society.

Moreover, typical for the Indian society is its aspiration for international goods (interviewee Smita). It appears drilled in the upbringing of generation X, that “grew up with the understanding that abroad products have better quality and better value for money” (interviewee Smita). Possibly word-of-mouth also influenced the sense without argumentation of which brand, what product and for what reason it is better. Additional classic Indian values important for society is religion based decision making. Interviewee Vinayak mentions this as the “perception of religion being more valued than science in India”. An example of a situation that amplifies the importance of religion, is the moment of purchasing a car: the first ritual many Indians do, is a prayer at a Mandhar (Hindu church).

Additionally, people avoid buying metal on Saturday because “there is a god called Chandi and he controls Saturdays and metals so I would never buy a new car on Saturday” (interviewee Smita). One may call it superstition, another may call it simply belief.

Sustainability

Sustainability is a trending topic worldwide, however the interviewees noted that in India the importance is not yet very present. Since BMW values the topic of sustainability (as portrayed in their mission section 02.3), this topic is also discussed during the interviews to retrieve an understanding of what this concept means to Indians.

For the rather progressive minds, or social drivers, sustainability is considered a lifestyle, from simply avoiding plastic bags to eating local to preserving as much water as possible (interviewee Nikki). However, this does not seem account for the majority of society, interviewee X stated the following: “In Indian society, you would rather sell an EV based on status than on sustainability”.

Being an early adopter in terms of owning an EV could provide status too: an electric car gets a green number plate instead of a white one. This links back to differentiation and exclusiveness.

However, for some it was considered a low priority: “purpose first, sustainability a bonus”. With the consumption society on the rise and the “American” or better so “Indian dream” granting many all of a sudden access to more than just basic necessities, sustainability is a low priority. Besides sustainability, being a low priority for some, it goes hand in hand with the lack of knowledge and of its importance, especially in the rural areas states interviewee Adi. Before a majority of Indian society can become part of the progressive minds, awareness of the meaning of sustainability has to be spread and what influences it has on our quality of life as well as on earth.

Purchase triggers

Various purchase triggers were stated by the interviewees as factors that influence their buying behavior are listed below:

- **Word-of-mouth and similar backgrounds** matter to purchase aspirations (stated by nine out of twelve interviewees): “People from similar social circles often aspire to buy the same car, just to show they are equals” (interviewee Amit)
- Depending on the **purpose of the car**, different factors matter. “Fuel efficiency, comfort and how many people can sit in the car for a daily drive car” (interviewee Sahej, interviewee Nikki) are factors looked into (stated by seven out of twelve interviewees)
- **Discounts matter** for the final choice between competitors (stated by three interviewees): “Indians love discounts. Whoever gives them the best deal, they will got for that.” (interviewee Vinayak)
- **Brand loyalty to luxury car brands**: “There is no problem with it (Mahindra Scorpio) so why change” “We are a BMW house” “My dad always drives a BMW, he used to race so he likes the driving dynamics”

Data collection

APPENDIX 3

In order to find a problem focus for women’s empowerment and the state of being & feeling safe within the north of India, stories have been collected of situations in which women experienced being or feeling unsafe. The data was collected by various means, across various generations and by using various types of transport means (view table 1).

By asking which transport means the interviewees use on a daily basis, provided for an indication of whether the women fit the BMW target group.

Means of collection:	Number of women:	Generation:	Transport means:
Workshop 1	3	Y, Z	Taxis/Rickshas and public transport
Workshop 2	3	Y	1 owns a car, the rest make use of taxis/rickshas and public transport
Voice message	4	X, Y	All own a car, and 3 own a luxury car
Call	2	X	Owens a car

Table 1 - Overview of information regarding data collection

Workshop for problem finding and general ideation

APPENDIX 4

Two creative workshops have been held to collect situations in which women feel unsafe in India to start the ideation process. In the following two sections, the workshop flow and content are presented.

Workshop flow

The workshops were conducted online via Teams and using Miro as interaction tool to collect the data. Prior to starting the workshop activities the sensitivity of the topic was clarified to the participants. Efforts were made to ensure that the workshop should be a safe zone and that all data and stories would remain anonymous. Thereafter, to increase connectivity with the participants, they were asked to switch on their camera and microphone if they felt more comfortable that way. If that was not the case, communication happened through just the microphone or typing in the chat of Teams/ Miro sticky notes.

Analysis of unsafe situation

- (1) Share a moment you felt unsafe
- (2) What made you feel unsafe?
- (3) What would have made you feel safe?
- (4) Describe the timeline of the situation using sticky notes
- (5) Pinpoint the emotions you experienced on the journey

Ideation

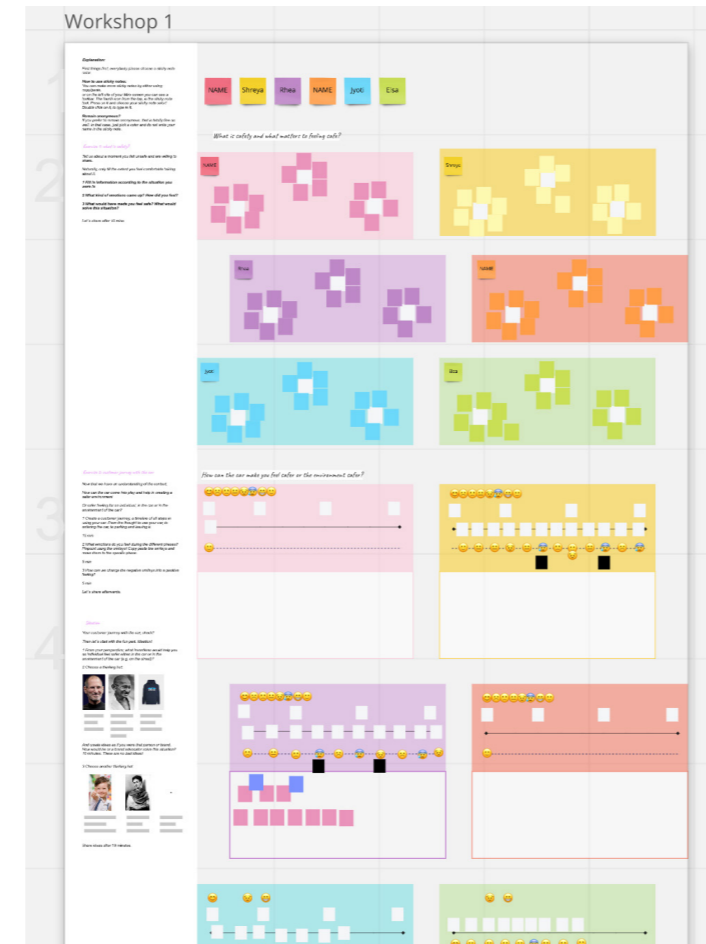
- (6) Focusing on the moments you experienced negative emotions, come up with ideas to help you out in these moments
- (7) Thinking hats*: everybody picks a Thinking Hat and ideates using the picked person or brand's as inspiration 'How would this person or brand solve this situation?'

Thinking hat* - An ideation exercise

Workshop content

The data for the workshops is collected via Miro. On the right you can be found a high-over view of the workshop content and data collection.

However, not all data was collected via Miro. During the second workshop, two participants were not acquainted with Miro and preferred to participate via Teams. The data of these two participants is unfortunately lost and has not been taken into account for developing the service framework (user journey)



Creative workshop for designing a safety service

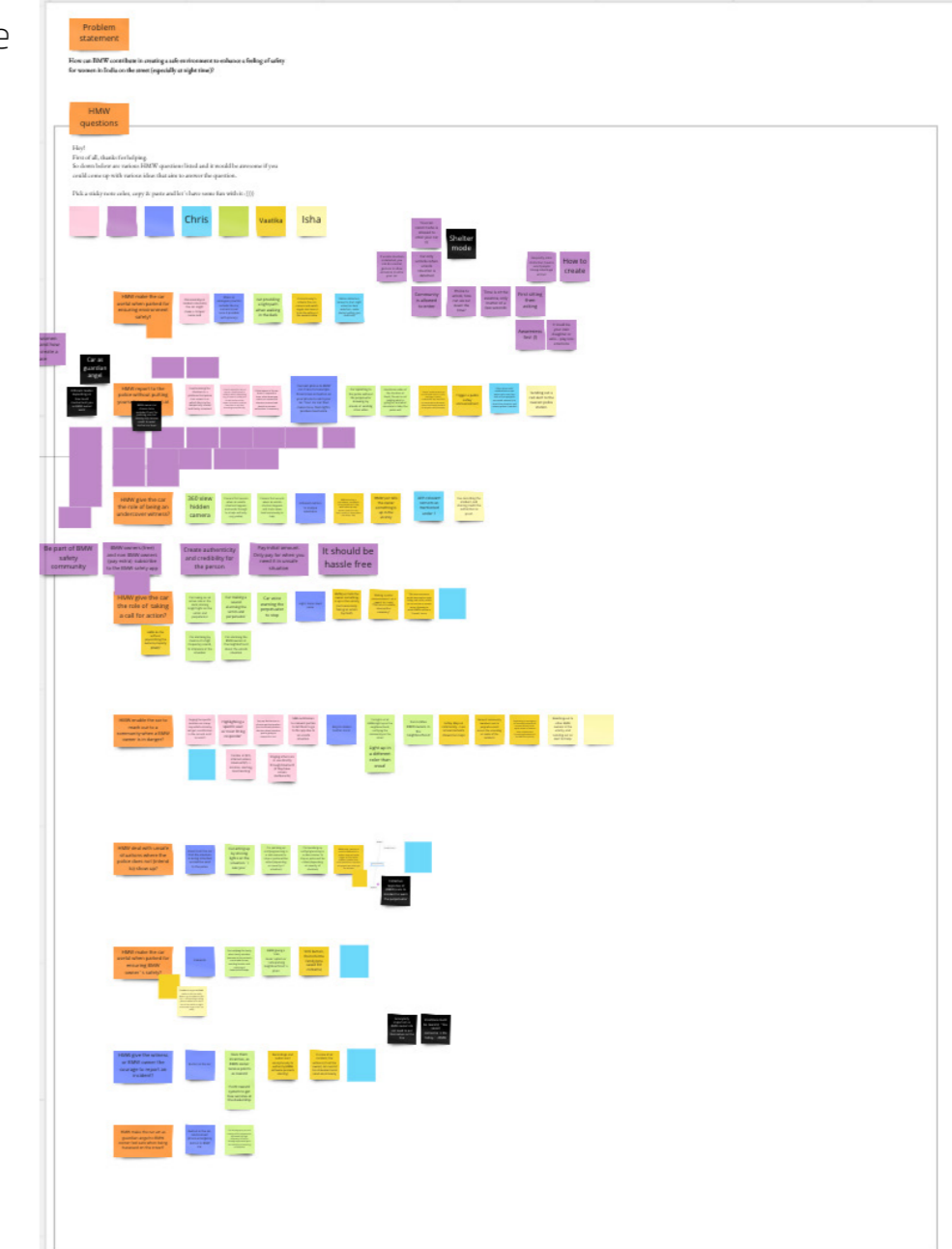
APPENDIX 5

This appendix portrays various elements of the workshop, to demonstrate the outcome of the ideation steps taken.

The high-over approach for ideation can be viewed on the right.

On the following page, the as-is journey is presented on the right top and below are the "How Might We" questions which serve as inspiration for ideation.

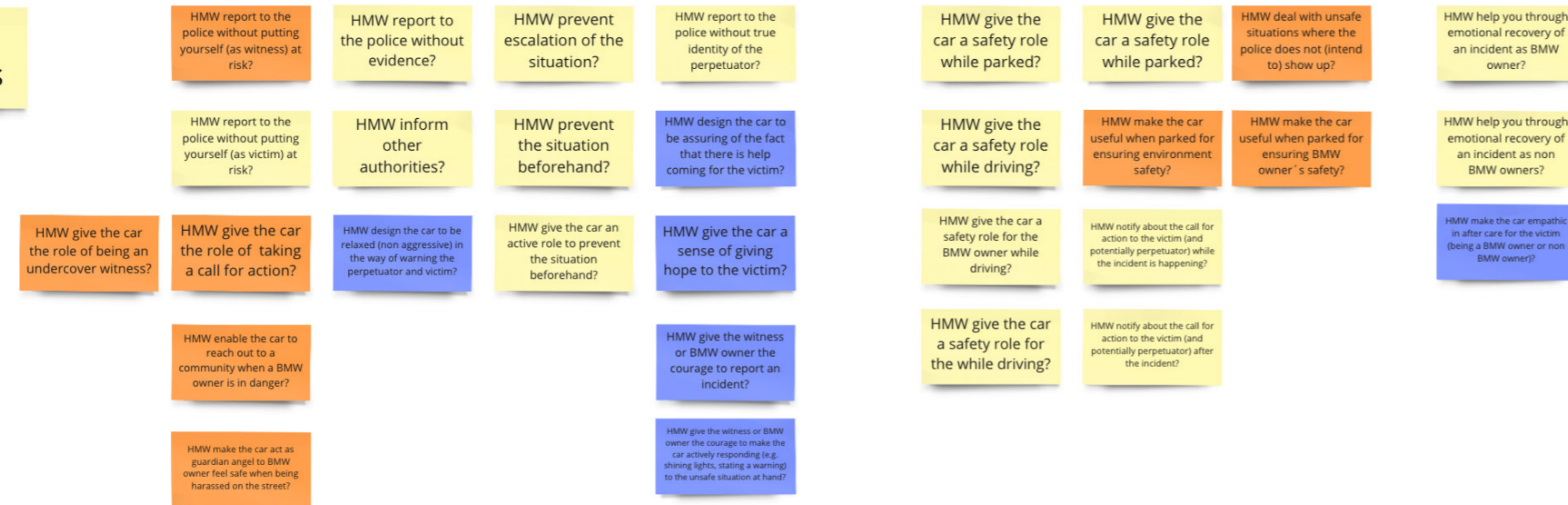
Ideation on How Might We questions



As-is journey



HMW questions



Validation of desirability assumptions

APPENDIX 6

The desirability assumptions were used as foundation for the semi-structured validation.

The questions are listed below:

1. Would you be interested in using the service?
2. Would you feel safe while using the Late Night Mode? Would you allow
3. Do family members want to receive information regarding the drive of the woman in question? Does this make them feel assured she is safe?
4. Will BMW owners allow the option of their car acting up (through a call-for-action plan) for their own protection in case an unsafe situation occurs?
5. Will BMW owners allow the option of their car acting up (through a call-for-action plan) for other BMW owners in case an unsafe situation occurs?
6. Will safety services such as the Late Night Mode enhance more freedom of mobility for women? For instance, would you allow your daughter to go out more with this mode on?
7. Do you have a smartwatch? Do you wear it when going out?
8. Would you be willing to purchase a smartwatch and be willing to wear it while going out, using the mode?
9. Is it likely that unsafe situations in India occur in the surrounding of the car on the street or in a parking lot?