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A Study of Marketing Strategies and Brand Positioning of Vega Auto Accessories Limited in the Indian Automotive Accessories Market

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Abstract
Vega Auto Accessories Limited, a four-decade-old organized-sector helmet manufacturer headquartered in Belgaum with a production unit at Rudrapur, Uttarakhand, competes against Studds and Steelbird in India's rapidly formalizing two-wheeler safety-gear market. This study examines the company's marketing strategies and brand-positioning choices against a backdrop of stricter Motor Vehicles Act enforcement and rising Bureau of Indian Standards certification scrutiny. Two objectives guided the research: assessing Vega's offline-and-digital marketing mix, and evaluating its competitive standing against organized-sector rivals. Two hypotheses proposed that Vega's offline orientation limits digital visibility, and that structured digital marketing is positively associated with brand-awareness potential. Using a descriptive, secondary-data case-study design, company records, market-research reports, and government safety data were compiled across six result tables, including a hypothesis-evaluation summary. Findings show Vega retains strong dealer-based trust and safety credibility but trails competitors in digital execution. Both hypotheses found supporting evidence the first strongly, the second directionally. The study concludes that converting Vega's legacy positioning into stronger online visibility, without weakening its dealer network, is its most pressing strategic priority.

Keywords: *Brand Positioning; Digital Marketing; Marketing Strategy; Helmet Industry; Consumer Behaviour.*

1. Introduction

India's two-wheeler population is the largest in the world, and that scale alone has turned the helmet from an optional accessory into a mandatory, heavily regulated product category. Section 129 of the Motor Vehicles Act requires protective headgear for every rider and pillion above the age of four, yet compliance remains uneven: the Ministry of Road Transport and Highways recorded 54,568 helmetless two-wheeler fatalities in 2023 alone (Press Information Bureau, 2025). This gap between law and practice has pushed regulators and organized manufacturers alike toward tighter certification enforcement and more assertive brand communication, since a helmet's perceived safety credibility now sits at the centre of purchase decisions rather than at the margins. Vega Auto Accessories Limited occupies a particular place in this landscape. Founded in 1982 by the Chandak family in Belgaum, Karnataka, and now also operating a manufacturing unit at Rudrapur, Uttarakhand, the company has grown into one of India's three leading organized-sector helmet brands, alongside Studds and Steelbird (Tracxn, 2026). Its positioning has historically rested on a blend of ISI-certified safety and design-led fashion appeal, aimed chiefly at riders between 16 and 35 years old. Yet Vega's own pre-campaign assessments describe a business that remains predominantly offline: newspaper advertising, trade events, and dealer relationships still carry more weight than search or display marketing, even as competitors court the same audience online.

Positioning theory holds that a brand's value depends less on the product itself and more on the distinct place it occupies in a buyer's mind relative to competitors (Fayvishenko, 2018). For an organized-sector manufacturer competing against both premium international entrants and low-cost unorganized producers, that distinctiveness has to be earned twice, once through certified product quality, and again through the channels used to communicate it. Recent industry forecasts point to sustained double-digit growth across nearly every segment of India's helmet market through 2030 (detailed in Table 2), a trajectory that rewards brands able to convert awareness into online conversion, not merely offline recall. This study therefore examines how Vega Auto's current marketing mix aligns with its brand-positioning goals, and where its digital gap creates risk or opportunity relative to Studds and Steelbird. The analysis draws on the company's own market data together with independent industry and government sources, treating Vega as a case through which broader questions about SME brand positioning in a regulated, safety-driven Indian product category can be examined.

2. Literature Review

Brand positioning research traces back to Smith's (1956) foundational distinction between product differentiation and market segmentation as two routes to competitive advantage a distinction that still underlies most contemporary positioning models. Keller (1993) extended this into customer-based brand equity, arguing that brand strength lives in the associations consumers hold in memory rather than in a product's physical attributes alone, a framing especially relevant to helmets, where safety perception stays largely intangible until an accident occurs. Yoo, Donthu, and Lee (2000) later demonstrated empirically that marketing-mix elements price, store image, distribution intensity, and advertising spend directly shape brand equity, giving positioning strategy a measurable link to tactical decisions rather than treating it as pure brand philosophy. Not all scholarship accepts positioning theory uncritically. Sharp, Dawes, and Victory (2024) challenge the Segmentation-Targeting-Positioning (STP) paradigm popularised by Kotler, arguing from large-scale purchase-pattern data that competing brands are bought by largely overlapping customer bases rather than sharply differentiated segments, and that brand growth depends more on physical and mental "availability" than on perceived uniqueness. This tension matters for a company like Vega, whose safety-plus-fashion narrative competes in a market where Studds and Steelbird pursue near-identical claims; the market-based-assets view would predict that distribution reach and search visibility, not differentiation alone, decide market share.

On the digital side, Jadhav, Gaikwad, and Bapat's (2023) systematic review of SME digital-marketing literature found consistently positive but uneven effects of digital adoption on small-firm performance, moderated by managerial digital competence a caution relevant to a family-run manufacturer transitioning from print advertising to paid search. Deku, Wang, and Preko (2024) reported similar findings among emerging-market SMEs, while Bagodi, Venkatesh,

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and Sinha (2021) showed that Indian SME performance depends heavily on employee-level execution capacity, not just strategic intent. On the advertising-copy side, Haans, Raassens, and van Hout (2013) found that search advertisements using statistical or expert evidence generate higher click-through rates than causal claims, a finding with direct bearing on how Vega might phrase its "ISI-certified" safety-led ad copy. Finally, Zeqiri et al. (2025) linked social-media marketing activity to brand awareness and purchase intention in emerging economies, reinforcing that Vega's underused social channels represent measurable, not merely cosmetic, opportunity cost.

3. Hypotheses

H1: Vega Auto's predominantly offline marketing orientation limits its digital brand visibility relative to its organized-sector competitors.

H2: A structured digital marketing strategy (search and remarketing) is positively associated with improved brand awareness and website-traffic potential for Vega Auto.

4. Methodology

This study adopts a descriptive, secondary-data case-study design centred on Vega Auto Accessories Limited, examined specifically through its Rudrapur, Uttarakhand manufacturing and market operations, one of the company's production units alongside its Belgaum, Karnataka headquarters. A case-study design was chosen because the research question concerns one identifiable organization's marketing behaviour within a defined industry context, rather than generalized consumer attitudes across a population, making a single-unit, evidence-triangulated approach more appropriate than a large-sample survey. Data were drawn entirely from secondary sources, since no primary consumer survey was commissioned for this study. Three categories of material were compiled: (a) the company's own internal pre-campaign marketing assessment, documenting current advertising channels, target demographics, website analytics, and proposed digital-campaign budget; (b) independent market-research and financial-disclosure sources covering the organized Indian helmet industry, including company-profile databases, competitor financial filings, and industry-forecast reports; and (c) government road-safety data published by the Ministry of Road Transport and Highways and the Press Information Bureau, used to contextualise the regulatory environment shaping brand positioning. The analytical tool used was comparative document and data synthesis: figures from each source were cross-checked against at least one independent corroborating source before inclusion, and discrepancies for instance, between company-claimed and third-party-estimated market share were reported as ranges rather than resolved arbitrarily. Both hypotheses were evaluated qualitatively against this evidence base, assessed as supported, partially supported, or not supported, rather than through inferential statistical testing, since no primary sampled dataset was available. This evidence-based hypothesis appraisal is appropriate for exploratory, single-case marketing research where triangulated secondary data substitute for primary measurement.

5. Results

Table 1: Comparative Profile of Organized-Sector Helmet Manufacturers in India

Company	Founded	Key Location(s)	Recent Revenue	Scale	Domestic Market Share
Vega Auto Accessories	1982	Belgaum (HQ) + Rudrapur unit	₹506 Cr (FY24)	2,367 employees	~35% (company-claimed)
Studds Accessories	1975	Faridabad-region HQ	₹634 Cr	7.4 million helmets (FY25)	27.3% by volume (FY24, CARE Research)
Steelbird Hi-Tech	1976	Delhi / Baddi (HP)	₹787 Cr (FY25)	8.7 million helmets (FY25)	Not separately disclosed

Source: Tracxn (2026); Screener.in (Studds Accessories profile); Autocar Professional (2025); Tradebrains.in, Studds vs Vega vs Steelbird comparison (2026).

Table 1 shows that Vega, despite three decades of legacy, trails Studds and Steelbird on disclosed revenue and volume by FY2024–25. Morgan and Rego (2009) note that brand portfolio breadth and market reach jointly drive firm performance beyond product quality alone, which helps explain why Studds' dual-brand structure and export expansion outpace Vega's single-brand, domestically concentrated model despite comparable manufacturing footprints.

Table 2: India Helmet Market Size and Growth Forecast

Segment	2024 Value	Forecast	CAGR
Motorcycle helmets	USD 363.1 million	USD 606.8 million by 2030	8.9%
Two-wheeler helmets (broader)	USD 1.50 billion (FY24)	USD 2.61 billion by FY32	7.34%
Smart/connected helmets	USD 26.0 million	USD 103.6 million by 2030	26.7%

Source: Grand View Research (2025); Marketsandata (2024).

Table 2 confirms India's helmet market is growing across every reported segment. This supports Saatçioğlu's (2025) observation that global brand-positioning success increasingly depends on capturing category growth early rather than defending static share. For Vega, the data suggest the addressable market is large enough to absorb a stronger digital push without necessarily cannibalising existing dealer-based sales.

Table 3: Vega Auto — Company and Brand Positioning Profile

Attribute	Detail
Ownership	Chandak family, Vega Group of Companies
Product range	Full-face, off-road, open-face; exclusive Indian dealer for Airoh and Nexx
Price range	Approx. $16–$32 (helmet segment)
Target demographic	Riders aged 16–35, primarily male, expanding to women's helmets
Distribution	400+ dealers, one retail outlet (Goa), listings on Flipkart/Snapdeal/Amazon
Organic search rank ("Vega Helmets")	2/10
Organic traffic share	78% of website visits

Paid search history	No AdWords campaign run at time of assessment

Source: Vega Auto Accessories Pvt. Ltd., internal Pre-Campaign Report; Tracxn (2026).

Table 3 reveals a structural gap: 78 percent of website traffic already arrives organically, yet the brand ranked only second for its own name and had never run a paid campaign. Jadhav's (2025) research on positioning strategy suggests value-based and emotional positioning strengthen loyalty only when consistently reinforced across every touchpoint a condition Vega's site performance does not yet meet.

Table 4: Vega Auto's Proposed Digital Campaign Structure and Budget (3-Week Plan)

Campaign	Ad Groups	Budget Share	Budget (USD)
Sales	5	35%	$87.5
Brand Awareness	4	30%	$75.0
New Customers	2	20%	$50.0
Remarketing (Display)	2	15%	$37.5
Total	**13**	**100%**	**$250.0**

Target metrics: 13,000–15,000 impressions; 4% CTR; 520–600 clicks; $0.11–$0.19 CPC.

Source: Vega Auto Accessories Pvt. Ltd., internal Pre-Campaign Report.

Table 4 shows Sales and Brand Awareness receiving the largest combined share (65%), consistent with Thomas and George's (2021) argument that positioning strategy must be tailored to each targeted cohort's behavioural stage rather than applied uniformly. The smallest allocation to remarketing (15%) is a conservative, appropriate choice for a brand testing digital channels for the first time.

Table 5: Road Safety and Helmet Compliance Indicators in India

Indicator	Value	Year
Two-wheeler deaths from not wearing helmets	54,568	2023
Two-wheeler share of total road deaths	44.5%	2022
BIS-licensed helmet manufacturers	176	2024–25
Non-compliant helmets seized	3,000+	FY2024–25
Helmet-related traffic challans	10.5 million	Dec 2024–Jun 2025

Source: Press Information Bureau (2025); Ministry of Road Transport and Highways data.

Table 5 situates Vega's safety-led positioning within an environment where non-compliance still costs tens of thousands of lives annually. Mani and Tripathy's (2013) study of two-wheeler buying behaviour found safety and durability to be leading purchase criteria in India, reinforcing that Vega's ISI-certification claims remain commercially relevant, even as the scale of non-compliance shows how much of the market organized brands have yet to formalise.

Table 6: Hypothesis Evaluation Summary

Hypothesis	Supporting Evidence	Assessment
H1: Offline orientation limits digital visibility vs. competitors	Table 3 (no paid-search history, rank 2/10 despite 78% organic traffic); Table 1 (Studds'	**Supported**

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	export/IPO growth, Steelbird's retail expansion)	
H2: Structured digital strategy positively associated with awareness/traffic potential	Table 4 (4% target CTR, directionally consistent with search-ad evidence); literature (Zeqiri et al., 2025; Deku et al., 2024)	**Partially supported** — no post-campaign outcome data yet exist

Table 6 evaluates both hypotheses against assembled evidence rather than inferential statistics, given the study's secondary-data design. H1 is supported: Vega's documented absence of paid-search activity and modest organic rank, contrasted against competitors' faster digital and export growth, indicate a real visibility gap. H2 is only partially supported, since projected click-through targets align directionally with findings from Balakrishnan Menon (2024) and Mittal and Kumar (2024) on digital engagement, but no actual post-campaign performance data exist to confirm outcomes.

6. Discussion

The results speak directly to the two objectives set for this study. On the first examining Vega's existing marketing mix Tables 1, 3, and 4 together depict a company whose brand equity rests almost entirely on legacy, dealer trust, and product certification, with digital channels treated as an emerging addition rather than a core pillar. This matches Keller's (1993) argument that brand equity depends on consumer associations built over time; Vega's three decades in the market have clearly produced recognition, reflected in meaningful organic search traffic despite never having run paid campaigns. But recognition alone is a fragile asset in a category where, per Table 2, overall demand is expanding fast enough that digitally aggressive competitors can capture growth Vega is not actively pursuing online. The second objective evaluating Vega's competitive standing against Studds and Steelbird is where the digital gap becomes most consequential. Verma's (2024) case-study findings on Indian SME digital-marketing adoption show that firms integrating structured online campaigns typically report measurable gains in reach and customer acquisition, gains that firms relying solely on traditional advertising tend to miss. Table 1 shows Studds moving toward public listing with export-led growth and a dual-brand strategy, while Steelbird expands retail footprint aggressively; both moves imply marketing sophistication extending beyond manufacturing into brand-communication infrastructure. Vega's comparable manufacturing scale, documented in Table 1, suggests the company is not disadvantaged on production capability, the gap lies specifically in how that capability is communicated and converted into customer acquisition online.

The safety-regulation context in Table 5 adds a layer worth discussing separately. Because helmet purchase in India remains partly compliance-driven and partly aspiration-driven, Vega's positioning cannot rely on safety messaging alone; Fayvishenko's (2018) framework for positioning-strategy formation stresses that a positioning scheme must combine a functional benefit with a distinct, communicable identity, and Vega's "safety-plus-fashion" motto already provides that combination on paper. What Table 3 shows is that this positioning is not yet reaching potential customers through the channels where they now search and compare a gap search advertising is specifically designed to close, provided ad copy follows evidence-based principles such as those Haans, Raassens, and van Hout (2013) identify, favouring certification-based statistical claims over vaguer lifestyle appeals. Read together, the hypothesis evaluation in Table 6 suggests a company at an inflection point rather than in decline. Vega is not losing on product quality or manufacturing scale; it is losing attention share in the specific channels, organic and paid search, remarketing, e-commerce integration, where its two closest competitors are visibly investing more. The proposed campaign structure in Table 4 represents a reasonable first step, though its ultimate effectiveness depends on execution discipline and continuous optimisation, not merely budget allocation.

7. Conclusion

Vega Auto Accessories Limited enters the next phase of India's organized helmet market with real structural advantages: four decades of manufacturing experience, ISI-backed safety credibility, a national dealer network, and a growing production base spanning Belgaum and Rudrapur. This study's secondary-data comparison makes clear that these advantages have not yet been matched by an equivalent digital marketing presence, even as competitors move toward public listings, export expansion, and more assertive online campaigns. The proposed search-and-remarketing strategy outlined in the company's own pre-campaign assessment addresses this gap directly, and its modest, phased budget allocation reflects a sensible, low-risk way to test digital channels without disrupting the offline relationships that still anchor the brand. Whether this translates into measurable market-share gains will depend on execution and on tracking actual campaign performance against projected benchmarks a natural next step once post-campaign data become available. For now, the evidence supports treating digital visibility, rather than product quality, as Vega's most immediate strategic priority.

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