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A Study on Sales Performance and Market Strategy of Bgauss (Xcel Automobiles, Panvel) in India's Electric Two-Wheeler Sector

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Abstract : *Sales performance is the extent to which an organisation converts market opportunity into actual sales. Effective sales and market strategy helps organisations build brand share, reach customers widely, and sustain growth. It is particularly important in the Indian electric two-wheeler industry, where a fast-growing market, new technology, heavy competition and a dealer-based retail model require firms to attract customers and convert their interest into registrations.*

BGAUSS is an Indian electric two-wheeler brand of RR Global, a Mumbai-headquartered electrical industry conglomerate, launched in June 2020. Xcel Automobiles, located in Old Panvel, Navi Mumbai, was the first BGAUSS dealership. The brand sells through a dealer network and offers scooters across commuter and utility segments. Operating in a competitive industry dominated by a few large manufacturers, BGAUSS depends on its dealers and its product range to grow its share.

This study examines the sales performance and market strategy of BGAUSS, focusing on brand-wise market position, dealer network reach, product range, registration growth, and the market funnel from all two-wheelers to electric two-wheelers to BGAUSS. The analysis uses publicly available data covering 13 manufacturers and four BGAUSS models. Findings indicate that BGAUSS registered 26,201 electric two-wheelers in FY2026, up 51 per cent from 17,343 in FY2025, raising its share from 1.51 to 1.87 per cent and placing it seventh among the listed manufacturers, while the five largest manufacturers still held 84.1 per cent of the market. The study highlights the importance of widening dealer reach, matching products to customer segments, and tracking conversion at each stage. It concludes that sales performance should be evaluated not only by registration growth but also by market share and by the position of the brand in the wider two-wheeler market..

Keywords: *Sales performance*

I. INTRODUCTION

1.1 Background

Sales and market strategy has moved over the past two decades from a largely reactive, showroom-based selling activity to a function of direct strategic significance, particularly in organisations whose growth depends on attracting and converting a large and varied pool of prospective customers. This shift is especially visible in the Indian electric two-wheeler sector, where new brands, digital marketing platforms, government support for electric mobility, and technology-enabled retail models have widened the ways in which customers discover, compare and purchase vehicles, and where organisational growth is now closely tied to the pace at which firms can build awareness, reach customers and convert them across a large and diverse national market.

BGAUSS is one such organisation. An electric two-wheeler brand of RR Global, it sells its vehicles through a network of authorised dealerships, the first of which was Xcel Automobiles in Old Panvel, Navi Mumbai. A dealership of this kind generates leads through a combination of walk-in customers, digital enquiries, telephonic outreach, referrals and

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local promotional activity, and then converts them through follow-up, product demonstration, test rides and booking support. Sustaining and expanding sales across such a network requires a sales and market strategy capable of operating consistently, across many cities simultaneously, and through both digital and in-person channels.

This paper uses BGAUSS, with Xcel Automobiles in Panvel as its dealership context, as a single-brand case study to examine how its sales and market strategy performs in practice, drawing on publicly available market data on registrations, dealer network, product range and growth, together with the author's exposure to the dealership during an internship as a Sales and Marketing Trainee.

1.2 Problem Statement

While the conceptual literature on marketing and sales management is well developed from a conventional consumer-goods and corporate selling perspective, comparatively less empirical attention has been paid to the sales performance of mid-sized challenger brands in the Indian electric two-wheeler sector, where a handful of large manufacturers account for most registrations and a number of smaller brands compete for the remaining share through dealer networks and product positioning. This creates a gap between the generalised marketing and sales funnel model commonly taught and applied in marketing practice and the specific market reality of brand share, dealer reach and product positioning in a fast-growing and concentrated industry. This paper addresses that gap by providing a data-based account of one such brand's sales performance and market strategy, using publicly available data that readers can verify for themselves.

1.3 Research Objectives

The primary objective of this study is to examine the sales performance and market strategy of BGAUSS, with Xcel Automobiles (Panvel) as its dealership context. This primary objective is pursued through the following specific research objectives:

a) To document the dealership-based sales and distribution process followed by BGAUSS from lead generation through to booking and delivery.

b) To analyse, using publicly available registration data, the market position of BGAUSS among electric two-wheeler manufacturers in India in FY2025 and FY2026.

c) To compare the models in the BGAUSS range on price and range, and assess their relative positioning for different customer segments.

d) To examine the geographic reach of the BGAUSS dealer network and assess the extent to which its strategy operates on a national, multi-city basis.

e) To measure the position of BGAUSS in the market funnel from all two-wheelers to electric two-wheelers to BGAUSS, and to test whether its change in share between FY2025 and FY2026 is statistically significant.

1.4 Research Questions

The study is guided by the following research questions:

RQ1: What share of electric two-wheeler registrations does BGAUSS hold, and how has this share changed between FY2025 and FY2026?

RQ2: How widely is the BGAUSS dealer network spread across the country?

RQ3: How do the models in the BGAUSS range differ in observable characteristics such as price and range per charge?

RQ4: What is the position of BGAUSS in the market funnel from all two-wheelers to electric two-wheelers, and what does this indicate about its growth potential and the selectivity of a concentrated market?

1.5 Significance of the Study

The study is significant for three reasons:

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First, it provides one of a limited number of data-based accounts of the sales performance of BGAUSS, a brand that is growing quickly but has received comparatively little academic study, within the Indian electric two-wheeler sector.
Second, by grounding its analysis in publicly reported registration data and company information rather than survey-based self-report, the study offers findings that any reader can verify against the cited sources, which strengthens the reliability of its descriptive claims, even though as a single-brand case study, its generalisability remains limited.
Third, the study's practical recommendations are directly relevant to BGAUSS dealerships such as Xcel Automobiles and offer a transferable template that other similarly placed electric two-wheeler brands and dealers may find useful in reviewing their own sales and market strategies.

II. LITERATURE REVIEW

Kotler, Kartajaya and Setiawan (2017) "explore how marketing has evolved from traditional, product-centred approaches to a customer-centred, digitally connected approach in their book Marketing 4.0: Moving from Traditional to Digital, published by Wiley. Rather than a single primary study, it synthesises marketing theory and documented company practice and describes the customer path through five stages: aware, appeal, ask, act and advocate. The book argues that digital channels and social connectivity have changed how customers discover and evaluate brands, and that companies must integrate online and offline touchpoints along this path. It recommends that organisations combine digital interaction with face-to-face engagement rather than treating them as separate activities, and it provides a conceptual basis for this paper's view of sales performance as the outcome of a connected customer journey".
Buttle and Maklan (2019) "explore customer relationship management as a core business strategy and the technologies and processes that support it in their textbook Customer Relationship Management: Concepts and Technologies, published by Routledge. Drawing on a broad synthesis of CRM research and documented organisational practice rather than a single primary survey, it covers customer acquisition, retention and development, and the management of data about prospects and customers. The text finds that the value of a customer relationship depends on how systematically information about prospects is captured and used. It recommends that organisations maintain accurate and up-to-date customer records and manage each stage of the customer lifecycle deliberately rather than informally, and it underscores why accurate customer data matters for sales analysis".
Jayasingh, Girija and Arunkumar (2021) "explore the factors influencing consumers' purchase intention towards electric two-wheelers in India, featured in the journal Sustainability. It is based on an online survey of 182 valid responses collected in 2021, and it applies an extended Theory of Planned Behaviour model analysed through partial least squares structural equation modelling. The results indicate that environmental concern, perceived economic benefit, social influence and charging infrastructure significantly affect attitude towards electric two-wheelers, that attitude significantly affects purchase intention, and that perceived economic benefit is the main driver of purchase intention. It recommends that manufacturers and dealers emphasise economic savings and environmental benefits in their marketing and use varied media to reach potential buyers. The authors note that the non-random sample limits generalisation and that the study measures intention rather than actual purchasing".
Kotler and Armstrong (2021) "explore marketing as the process by which companies create value for customers and build strong customer relationships in order to capture value in return, in their textbook Principles of Marketing, published by Pearson. Drawing on a broad synthesis of marketing theory and documented company practice rather than a single primary survey, the text covers customer relationship management, integrated marketing communications, and the use of digital and social media channels to engage customers. The text recommends that organisations select communication and sales channels according to the target customer and the nature of the product rather than applying a uniform approach, which supports this paper's emphasis on matching products and channels to customer segments".
Kotler and Keller (2022) "explore how organisations identify, attract, convert and retain customers through an integrated marketing and sales effort, in their textbook Marketing Management, published by Pearson. Drawing on a broad synthesis of marketing research and documented company practice rather than a single primary survey, the text treats the marketing funnel and customer relationship management as core tools for managing the movement of

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prospects towards purchase, and it stresses that marketing effort should be judged by customer outcomes and not by activity alone. The text recommends that organisations track conversion at each stage of the funnel and invest in the stages where prospects are lost, which is the approach this paper adopts in its funnel view of the market".

Arora, Sharma and Singh (2022) "explore the adoption of electric vehicles in the Indian market using the diffusion of innovation framework with attitude as an added factor, featured in Environmental Science and Pollution Research. It is based on a questionnaire survey in Delhi NCR that produced 225 usable responses and applies structural equation modelling with a mediation analysis. The results indicate that attitude has the strongest effect on purchase intention, that relative advantage such as lower running cost has a positive effect, and that complexity, including perceived difficulty of charging and infrastructure, has a negative effect. It recommends that manufacturers promote trial programmes such as test drives, run awareness campaigns, and use advertising and digital channels to spread information about electric vehicles. It underscores the importance of trialability and customer experience, and it provides a direct basis for treating the test ride as a key step in the sales funnel".

Ray and Sahney (2022) "explore how personal cultural orientation shapes green purchase intention in the case of electric two-wheelers in India, featured in the Journal of Asia Business Studies. It is based on a self-administered questionnaire completed by 582 respondents and applies partial least squares structural equation modelling to four of Hofstede's cultural dimensions. The results indicate that collectivism, long-term orientation and masculinity significantly influence the intention to buy an electric two-wheeler, with collectivism having the strongest influence. It recommends that marketers use these findings to design promotional strategies and that advertising content should reflect consumers' cultural values. It underscores the relevance of social influence and referral in the buying decision of Indian consumers".

Jacob (2025) "explores the effect of digitisation on automobile dealers' lead generation, reporting the findings of a whitepaper prepared by Meta and the Federation of Automobile Dealers Associations (FADA), in the newspaper Business Standard. It is based on dealer and manufacturer experience of using Meta platforms, including Facebook, Instagram and WhatsApp, and is a news report of an industry whitepaper rather than a peer-reviewed study, so the underlying method is not described. The report states that digitisation improved dealers' lead generation efficiency by 32 per cent, with a similar decline in cost per lead, and that 10,000 of FADA's 15,000 dealers were part of the initiative. It underscores the growing importance of digital channels in dealership lead sourcing, while the absence of a described method means that its figures should be treated with caution".

III. COMPANY AND INDUSTRY CONTEXT

3.1 Overview of BGAUSS

BGAUSS is an Indian electric two-wheeler brand of RR Global, a Mumbai-headquartered conglomerate in the electrical industry. RR Global announced its entry into the electric two-wheeler segment under the BGAUSS brand in June 2020, with Hemant Kabra, director of RR Global, as founder and managing director of BGAUSS. At launch, manufacturing and assembly had begun at RR Global's plant in Chakan, Pune, and the company stated that it planned to produce 80,000 units in FY 2020-21 and to scale up afterwards. Its first two scooters, the B8 and the A2, were offered in five variants, and the stated product priorities were ease of operation, comfort, low maintenance and quick charging.

The brand's sales and service were planned to eventually cover all of India, beginning with cities in the southern and western regions. In October 2020, BGAUSS opened its first dealership, Xcel Automobiles, in Old Panvel, Navi Mumbai. The brand has since widened its product range and dealer network. Its official website currently lists scooters such as the BG C12 MaxR, BG MAX C12i, BG Oowah and BG RUV 350 MAX, and states that BGAUSS has more than 250 dealerships across India and a base of over 1,00,000 customer families. Industry data show that BGAUSS registered 26,201 electric two-wheelers in FY2026, which placed it seventh among the manufacturers listed in the data.

The author completed a Sales and Marketing traineeship at Xcel Automobiles, the BGAUSS dealership in Panvel, between 1 July 2026 and 15 August 2026. From a sales perspective, the dealership's operation creates continuous

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demand for lead generation and follow-up across roles such as showroom sales, telecalling, customer relations, service coordination and documentation.

3.2 The Indian Electric Two-Wheeler Industry

India's electric two-wheeler industry has grown significantly over the past few years. According to industry data, about 14.0 lakh electric two-wheelers were registered in FY2026, an increase of nearly 22 per cent over the 11.5 lakh registered in FY2025, and electric vehicles formed 6.54 per cent of the 21.41 million two-wheelers registered, up from 6.09 per cent in FY2025. TVS Motor, Bajaj Auto, Ather Energy, Ola Electric and Hero MotoCorp were the five leading brands, and together they accounted for about 84 per cent of registrations.

Despite this growth, electric two-wheelers continue to face challenges related to upfront price, range expectations, availability of charging infrastructure, awareness and customer trust in a newer technology. The research literature reviewed in Section 2 identifies perceived economic benefit, charging infrastructure, attitude and trialability as important influences on purchase intention. These gaps have made information, demonstration and follow-up especially important in the selling process, and they have encouraged the use of digital platforms for reaching prospective buyers.

The industry is highly competitive, with established two-wheeler manufacturers, specialised electric vehicle start-ups, and conventional petrol scooter and motorcycle brands all competing for the same customer. A brand such as BGAUSS, which holds a share below two per cent, must therefore compete through the breadth of its dealer network, the fit of its product range, the quality of customer engagement and the speed of dealer follow-up.

This competitive environment directly influences the sales function at dealership level. A dealership such as Xcel Automobiles must continuously generate and follow up enquiries from customers who have suitable need, budget and interest, and convert them in a timely manner. As enquiries come from several channels and localities, efficient, high-volume lead handling and timely conversion become essential for supporting the brand's growth.

3.3 Dealership-Based Distribution and Lead Sourcing Model

BGAUSS follows a dealership-based distribution model in which authorised dealers such as Xcel Automobiles handle sales, delivery and after-sales service within their territory. A dealership of this kind typically generates leads through walk-in customers, digital enquiries, telephonic outreach, referrals and local promotional activity, and converts them through follow-up calls, showroom discussion, test rides and booking support.

Unlike a purely online seller, a dealership combines personal customer relationships with physical product demonstration and local service support. This is important for electric two-wheelers, where the literature indicates that trial and direct experience reduce the perceived complexity of the technology. The author's traineeship at Xcel Automobiles provided direct exposure to this model and informs the interpretation of the market data in this paper.

This business model has significant implications for the sales function. The continuous inflow of enquiries across several channels and localities creates high-volume follow-up requirements across roles including showroom sales and telecalling. Consequently, the sales team conducts parallel follow-up activity, primarily through telephone and digital messaging, and coordinates enquiry screening, test rides and booking within tight timelines. This continuous, multi-channel lead sourcing and conversion process, and its results at the level of the brand, form the central focus of the report.

IV. RESEARCH METHODOLOGY

4.1 Research Design

This study adopts a descriptive research design using quantitative secondary data drawn from publicly available sources rather than survey instruments or interview-based self-report. A descriptive design was adopted because all four research questions ask what, how much or how dispersed; none proposes a hypothesis about cause and effect and the study has no comparison group or intervention that would support an explanatory or experimental design. A quantitative method was used because the data are already numeric or categorical and because the research questions

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concern counts and proportions, which can be verified against the cited sources in a way that respondents' recollection cannot. The statistical techniques applied are deliberately limited: frequency counts, percentage distributions, simple derived ratios and one chi-square test of independence. The trade-off inherent in this design is that findings are drawn from a single brand over a bounded period which constrains generalisation to the wider electric two-wheeler sector.

4.2 Data Sources

Data for this study were drawn from five publicly available sources: (i) manufacturer-wise electric two-wheeler retail registrations for FY2025 and FY2026 as reported from the Federation of Automobile Dealers Associations (FADA) dataset in trade media (BikeLeague, 2026); (ii) national market totals and electric vehicle penetration for FY2026 reported by Autocar Professional (2026a); (iii) a report on BGAUSS registrations for July and August 2026 and its product plans (Chaturvedi, 2026); (iv) BGAUSS's official website and a BikeDekho dealer and model listing, for the product range and dealer network; and (v) company launch and first-dealership reports from 2020 (Autocar India, 2020; Autocar Professional, 2020).

4.3 Sample and Scope

The dataset comprised brand-level registrations for 13 electric two-wheeler manufacturers in FY2026 (a total of 1,401,818 registrations) and FY2025 (a total of 1,150,790 registrations), four BGAUSS models with listed price and range, and dealer network indicators for the brand. Two monthly figures for BGAUSS, July and August 2026, are included for the period of the author's traineeship. No personally identifying information about any customer is used anywhere in this paper; all findings are presented as counts, percentages or ratios.

4.4 Data Analysis Technique

Data were analysed using frequency counts and percentage distributions computed directly from the reported figures, generated on a spreadsheet. Two further procedures were added where a descriptive figure risked being over-read. First, derived ratios such as price per kilometre of range and dealers per city, which are calculated by the author and labelled as derived. Second, a chi-square test of independence was applied to test whether the distribution of registrations across BGAUSS, the five largest manufacturers and all other manufacturers differs between FY2025 and FY2026; the significance level was set at 0.05. No other inferential tests were applied. Apart from these procedures, percentages and counts should be read as a description of the market during the period studied rather than as estimates of population parameters.

4.5 Limitations

This study has several limitations. First, as a single-brand study, its findings describe the sales performance and market strategy of one electric two-wheeler brand and should not be generalised to the sector as a whole without further comparative research.

Second, the underlying data were compiled by industry bodies and trade media for reporting rather than for research purposes. They are retail registrations rather than manufacturer sales, the FADA dataset used excludes Telangana, and small differences of one or two units arise between sources (for example, 26,200 and 26,201 BGAUSS registrations). Dealer counts differ between BGAUSS's own figure (more than 250) and a third-party listing (330), and listed prices are indicative and change over time.

Third, model-wise sales, state-wise registrations for BGAUSS and dealership-level enquiry and conversion records are not publicly available, so the study cannot measure lead conversion at Xcel Automobiles directly and the funnel analysis is drawn at market level.

Finally, the analysis is descriptive and cross-sectional; it does not track customers longitudinally beyond the point of registration and therefore cannot speak to post-sale outcomes such as customer satisfaction, service experience, retention and referral behaviour.

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V. DATA ANALYSIS AND FINDINGS

5.1 Brand-wise Market Position of BGAUSS

Table 1 presents the distribution of electric two-wheeler registrations across the eight highest-volume manufacturers in FY2026, out of 1,401,818 total registrations.

Manufacturer	Registrations (n)	% of Total
TVS Motor	341,513	24.36%
Bajaj Auto	289,349	20.64%
Ather Energy	239,178	17.06%
Ola Electric	164,295	11.72%
Hero MotoCorp (VIDA)	144,330	10.30%
Greaves Electric (Ampere)	61,563	4.39%
BGAUSS	26,201	1.87%
River Mobility	22,354	1.59%
Other manufacturers	113,035	8.06%

Table 1: Electric Two-Wheeler Registrations by Manufacturer, FY2026 (n = 1,401,818)

The data indicate a highly concentrated market: the five largest manufacturers together account for 84.1 per cent of registrations, led by TVS Motor with 24.36 per cent. BGAUSS recorded 26,201 registrations, a share of 1.87 per cent, which places it seventh in the list. At the same time, this position sits ahead of River Mobility (1.59 per cent) and well behind Greaves Electric (4.39 per cent), which indicates that BGAUSS is a growing challenger brand with a small share of a large market and that its growth must come largely from winning customers who would otherwise buy from the larger brands.

5.2 Geographic Reach of the Dealer Network

Indicator	Value	Source
Dealerships across India (company statement)	More than 250	BGAUSS website
Dealer showrooms listed	330	BikeDekho listing
Cities covered by the listing	247	BikeDekho listing
Showrooms per city (derived)	1.34	Author's calculation
First dealership	Xcel Automobiles, Old Panvel, Navi Mumbai (October 2020)	Autocar Pro (2020)
Initial launch regions (2020)	Cities in southern and western India	Autocar India (2020)
Headquarters and plant at launch	Mumbai; Chakan, Pune	Autocar India (2020)

Table 2: BGAUSS Dealer Network Reach Indicators

Table 2 presents indicators of the reach of the BGAUSS dealer network, drawn from the company's own statements and a third-party dealer listing.

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The network indicators show a widely dispersed presence: the listed 330 showrooms spread across 247 cities give an average of only 1.34 showrooms per city, which means that most locations are served by a single dealer. The network has grown from a first dealership in Old Panvel in October 2020, within a launch plan focused on southern and western cities, to a presence that the company describes as spanning India. This pattern is consistent with a strategy of extending reach into many smaller cities and towns rather than concentrating on a few metropolitan markets, and it illustrates the national and fragmented geographic character that a dealer-based strategy of this kind must be able to accommodate. State-wise registration data for BGAUSS are not public, so the study cannot show where the network performs strongest.

5.3 Product Range Profile

Table 3 profiles the four models in the BGAUSS range as listed by BikeDekho, offering a model-specific view of price and range.

Model	Ex-showroom price (₹, onwards)	Range (km per charge)	Price per km of range (₹, derived)
BGauss OoWah	96,990	145	669
BGauss Max C12	1,09,990	123	894
BGauss C12 MaxR	1,59,990	178	899
BGauss RUV 350	1,46,990	145	1,014

Table 3: BGAUSS Model Range: Price and Range Profile (4 models)

The range spans from an entry-level model priced from ₹96,990 to a premium commuter priced from ₹1,59,990, with listed ranges between 123 and 178 km per charge. The OoWah offers the lowest price per kilometre of range (₹669), while the C12 MaxR offers the longest range, which the company reported at 178 km under ARAI certification, together with a top speed of 75 kmph and 38 litres of storage. The RUV 350 is positioned as a utility model. This spread supports the proposition that a product range works as an implicit segmentation mechanism, with different models appealing to different budgets and uses even before dealer-level selling begins. The prices are indicative listings, and the BikeDekho page itself reports a different launch price for the C12 MaxR, so the figures should be read as approximate.

5.4 Registration Growth of BGAUSS

Table 4 presents the registrations of BGAUSS by period, drawn from the FADA dataset and a trade report on the months of the author's traineeship.

Period	Registrations (n)	Year-on-year growth	Share of e-2W
FY2025	17,343	–	1.51%
FY2026	26,201	+51.1%	1.87%
July 2026	5,518	+213%	Not reported
August 2026	4,845	About +180%	Not reported

Table 4: BGAUSS Electric Two-Wheeler Registrations by Period

BGAUSS registrations rose from 17,343 in FY2025 to 26,201 in FY2026, an increase of 51.1 per cent against market growth of 21.8 per cent, which raised its share from 1.51 to 1.87 per cent. Growth continued through the months of the author's traineeship, with 5,518 registrations in July 2026 (up 213 per cent) and 4,845 in August 2026 (up about 180

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per cent) compared with the same months a year earlier. The brand is therefore growing well above the market, although from a small base, and monthly registrations cannot by themselves be attributed to any one sales activity.

5.5 Market Funnel: An Illustrative View

Table 5 uses FY2026 market totals to illustrate the funnel from all two-wheelers to electric two-wheelers to BGAUSS, showing where the brand sits relative to the full market.

Stage	Registrations (n)	% of All Two-Wheelers
All two-wheelers (petrol and electric)	21,410,000 (approx.)	100.0%
Electric two-wheelers	1,401,663	6.5%
BGAUSS	26,200	0.12%

Table 5: Market Funnel, FY2026 (n = approx. 21.41 million two-wheelers)

This funnel shows that electric two-wheelers still form only 6.5 per cent of two-wheeler registrations and that BGAUSS holds 0.12 per cent of the whole two-wheeler market and 1.87 per cent of the electric segment. This is a substantively important finding: it indicates that the brand's growth has two sources, the expansion of the electric segment itself and the capture of share within it. It also shows that the great majority of potential customers still buy petrol two-wheelers, so that awareness, trial and follow-up at the dealership are what move a customer from the large petrol pool into the small electric pool, and from there towards a particular brand.

5.6 Change in Market Share: A Chi-Square Test

Table 6 compares the distribution of electric two-wheeler registrations between FY2025 (1,150,790 records) and FY2026 (1,401,818 records). Registrations were grouped as BGAUSS, the five largest manufacturers (TVS Motor, Bajaj Auto, Ather Energy, Ola Electric and Hero MotoCorp) and all other manufacturers, leaving 2,552,608 registrations. A chi-square test of independence was used because both variables are categorical.

Manufacturer Group	FY2025, n (%)	FY2026, n (%)
BGAUSS	17,343 (1.51%)	26,201 (1.87%)
Five largest manufacturers	993,311 (86.32%)	1,178,665 (84.08%)
Other manufacturers	140,136 (12.18%)	196,952 (14.05%)

Table 6: Registrations by Manufacturer Group and Year (n = 2,552,608; chi-square = 2534.13, df = 2, p < 0.001)

The test shows a statistically significant association between year and the distribution of registrations (chi-square = 2534.13, df = 2, $p < 0.001$; Cramer's V = 0.03, a very small effect). The difference is driven mainly by the five largest manufacturers, whose combined share fell from 86.3 to 84.1 per cent, while BGAUSS rose from 1.51 to 1.87 per cent and other manufacturers from 12.18 to 14.05 per cent. The result should be read cautiously: with more than 25 lakh registrations, even small shifts in share are statistically significant, so the very small effect size is the more informative figure. The data are also complete registration counts rather than a random sample, so the test is descriptive and establishes an association, not a cause.

VI. DISCUSSION

6.1 Market Size versus Brand Share and Penetration

The findings support the proposition drawn from the marketing literature that market growth and brand-level performance are analytically distinct dimensions of sales strategy. Electric two-wheeler registrations grew by 21.8 per cent in FY2026, while BGAUSS grew by 51.1 per cent, yet its share remains 1.87 per cent and electric vehicles remain only 6.5 per cent of two-wheeler registrations. This implies that an effective sales strategy in this context depends as

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much on converting customers from the petrol segment and from competing brands, through awareness, trial and follow-up, as on riding the growth of the segment itself.

6.2 Geographic Reach and the Dealership Model

The wide dispersion of the dealer network reflects the strategic logic of a dealership-based model, in which an authorised dealer provides local presence, product demonstration and service in each city. Because the network covers about 247 cities with an average of 1.34 showrooms per city, BGAUSS is able to pursue a multi-city strategy and to reach customers beyond the major metropolitan markets, which would be considerably more costly to sustain through company-owned outlets alone. The literature on cultural orientation and social influence suggests that referral and word of mouth within local communities may further support this reach.

6.3 Product Range as Implicit Segmentation

The contrast between the entry-level OoWah, the commuter C12 models and the utility RUV 350 documented in Table 3 suggests that the product range operates as an informal segmentation mechanism within the brand's sales strategy. This is broadly consistent with the marketing literature's observation that different offerings attract different customer groups at different stages of the buying journey, and suggests a practical implication for sales strategy: dealers should match the model they present to the customer's budget and use case rather than offering a generic recommendation.

6.4 Growth and Scale as a Challenger Brand Model

The 51.1 per cent growth documented in Table 4, read alongside the concentrated market structure in Table 1, supports a broader interpretation of BGAUSS's strategy as a challenger brand model in the sense discussed in Section 3.3: it combines dealer-based reach and personal selling, centred on showroom discussion and test rides, with a product range positioned across several price points. This growth appears, on the evidence presented here, to be real and well above the market, but the small base and the 84.1 per cent share of the five largest manufacturers show that the brand still has a long way to go before it competes on scale.

VII. RECOMMENDATIONS

Based on the findings presented above, the following recommendations are offered:

a) Track and periodically review the dealership's response rates by sourcing channel and locality, since telephonic and digital follow-up is where leads are won or lost in a market where electric two-wheelers are only 6.5 per cent of registrations.

b) Formalise model recommendation by customer type, using the price and range differences documented in Table 3 as an explicit input into dealer sales training, rather than leaving model choice to chance.

c) Extend systematic funnel tracking at dealership level, covering enquiries, test rides, bookings and deliveries, to build the evidence base on conversion that public data cannot provide.

d) Continue to prioritise reach beyond the major metropolitan markets, given the evidence in Table 2 that the network already extends across many cities, and strengthen local awareness and test ride activity in each catchment.

e) Periodically clean and standardise record-keeping practices at the point of entry (consistent labels for enquiry outcomes and locations), to improve the dealership's own ability to monitor these metrics and to support future analysis of this kind.

VIII. CONCLUSION

This paper has examined the sales performance and market strategy of BGAUSS, with Xcel Automobiles in Panvel as its dealership context, using publicly available data on registrations, dealer network, product range and growth. The findings show a challenger brand characterised by growth well above the market, with registrations up 51.1 per cent in FY2026 and a share rising from 1.51 to 1.87 per cent; a widely dispersed dealer network averaging about 1.34

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showrooms per city; a product range that works as an implicit segmentation of customers by budget and use; and a market that remains highly concentrated and only 6.5 per cent electric. These findings support an interpretation of the brand's strategy as a deliberate combination of dealer-based reach and product positioning in a fast-growing but concentrated market. While the study's single-brand, case-study design and its reliance on public data limit the generalisability of its specific figures to the wider electric two-wheeler sector, its methodology and the broad pattern of findings it documents offer a template that other similarly placed brands and future comparative research, including dealership-level studies of lead conversion, may find useful in examining their own sales and market strategies.

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