



MARKETING STRATEGY OF TATA MOTOS

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Abstract : This study explores the marketing strategy of Tata Motors, one of India's leading automobile manufacturers and a globally recognized brand. The research aims to understand how Tata Motors positions itself in the highly competitive automotive market, both domestically and internationally. The study analyzes key marketing components including product innovation, pricing strategies, promotional tactics, distribution channels, and customer relationship management. Emphasis is placed on the strategic evolution of Tata Motors in response to changing consumer preferences, technological advancements, and global market dynamics. Through a comprehensive analysis of Tata Motors' product portfolio—ranging from economy cars like the Tata Tiago to premium Cars like the Indica —the research highlights how the brand leverages value-based positioning and aggressive promotional campaigns to capture market share. The project also delves into the impact of digital marketing, sustainability initiatives, and electric vehicle (EV) strategy on the company's overall brand image and market performance. The findings suggest that Tata Motors' adaptive marketing strategies, innovation-driven product development, and focus on customer engagement have played a significant role in its growth and resilience in a competitive market landscape.

I.INTRODUCTION

Marketing is "the activity and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."

Marketing is a product or service selling related overall activities. It generates the strategy that underlies sales techniques, business communication, and business developments. It is an integrated process through which companies build strong customer relationships and create value for their customers and for themselves.

Marketing is used to identify the customer, satisfy the customer, and keep the customer.

With the customer as the focus of its activities, it can be concluded that marketing management is one of the major components of business management. Marketing evolved to meet the stasis in developing new markets caused by mature markets and overcapacities in the last 2-3 centuries. The adoption of marketing strategies requires businesses to shift their focus from production to the perceived needs and wants of their customers as the means of staying profitable.

The term marketing concept holds that achieving organizational goals depends on knowing the needs and wants of target markets and delivering the desired satisfactions. It proposes that in order to satisfy its organizational objectives, an organization should anticipate the needs and wants of consumers and satisfy these more effectively than competitors.

Marketing is further defined by the AMA as an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. The term developed from an original meaning which referred literally to going to a market to buy or sell goods or services. Seen from a systems point of view, sales process engineering marketing is "a set of processes that are interconnected and interdependent with other functions, whose methods can be improved using a variety of relatively new approaches."

The Chartered Institute of Marketing defines marketing as "the management process responsible for identifying, anticipating and satisfying customer requirements profitably." A different concept is the value-based marketing which states the role of marketing to contribute to increasing shareholder value. In this context, marketing is defined as "the management process that seeks to maximize returns to shareholders by developing relationships with valued customers and creating a competitive advantage."

Marketing practice tended to be seen as a creative industry in the past, which included advertising, distribution and selling. However, because the academic study of marketing makes extensive use of social sciences, psychology, sociology, mathematics, economics, anthropology and neuroscience, the profession is now widely recognized as a science, allowing numerous universities to offer Master-of-Science (MSc) programmes . The overall process starts with marketing research and goes through market segmentation, business planning and execution, ending with pre- and post-sales promotional activities. It is

also related to many of the creative arts. The marketing literature is also adept at reinventing itself and its vocabulary according to the times and the culture.

An orientation, in the marketing context, related to a perception or attitude a firm holds towards its product or service, essentially concerning consumers and end-users. Throughout history, marketing has changed considerably in conjunction with consumer tastes.

EARLIER APPROACHES TO MARKETING

The marketing orientation evolved from earlier orientations, namely, the production orientation, the product orientation and the selling orientation.

Orientation

Profit
driver

Western
European
timeframe

Description

Production

Production

methods

until the

1950s

A firm focusing on a production orientation specializes in producing as much as possible of a given product or service. Thus, this signifies a firm exploiting economies of scale until the minimum efficient scale is reached. A production orientation may be deployed when a high demand for a product or service exists, coupled with a good certainty that consumer tastes will not rapidly alter (similar to the sales orientation).

Product

Quality of
the

product

until the

1960s

A firm employing a product orientation is chiefly concerned with the quality of its own product. A firm would also assume that as long as its product was of a high standard, people would buy and consume the product.

Selling

Selling

methods

1950s and

1960s

A firm using a sales orientation focuses primarily on the selling/promotion of a particular product, and not determining new consumer desires as such. Consequently, this entails simply selling an already existing product, and using promotion techniques to attain the highest sales possible.

Such an orientation may suit scenarios in which a firm holds dead stock, or otherwise sells a product that is in high demand, with little likelihood of changes in consumer tastes that would diminish demand.

Marketing

Needs and

wants of

customers

1970 to

present

day

The 'marketing orientation' is perhaps the most common orientation used in contemporary marketing. It involves a firm essentially basing its marketing plans around

the marketing concept, and thus supplying products to suit new consumer tastes. As an example, a firm would employ market research to gauge consumer desires, use R&D to develop a product attuned to the revealed information, and then utilize promotion techniques to ensure persons know the product exists.

CONTEMPORARY APPROACHES TO MARKETING

Recent approaches in marketing include relationship marketing with focus on the customer, business marketing or industrial marketing with focus on an organization or institution and social marketing with focus on benefits to society. New forms of marketing also use the internet and are therefore called internet marketing or more generally e-marketing, online marketing, search engine marketing, desktop advertising or affiliate marketing. It attempts to perfect the segmentation strategy used in traditional marketing. It targets its audience more precisely, and is sometimes called personalized marketing or one-to-one marketing. Internet marketing is sometimes considered to be broad in scope, because it not only refers to marketing on the Internet, but also includes marketing done via e-mail and wireless media.

Orientation Profit driver

Western
European
timeframe
Description
Relationship
marketing /
Relationship
management
Building and
keeping
good
customer
relations
1960s to
present
day

Emphasis is placed on the whole relationship between suppliers and customers. The aim is to provide the best possible customer service and build customer loyalty.

Business
marketing /
Industrial
marketing
Building and
keeping
relationships
between
organizations
1980s to
present
day

In this context, marketing takes place between businesses or organizations. The product focus lies on industrial goods or capital goods rather than consumer products or end products. Different forms of marketing activities, such as promotion, advertising and communication to the customer are used.

Social
marketing
Benefit to
society
1990s to
present
day

Similar characteristics as marketing orientation but with the added proviso

that there will be a curtailment of any harmful activities to society, in either product, production, or selling methods.

Branding Brand value

2000s to

present

day

In this context, "branding" is the main company philosophy and marketing is considered an instrument of branding philosophy.

CUSTOMER ORIENTATION

Constructive criticism helps marketers adapt offerings to meet changing customer needs.

A firm in the market economy survives by producing goods that persons are willing and able to buy. Consequently, ascertaining consumer demand is vital for a firm's future viability and even existence as a going concern. Many companies today have a customer focus (or market orientation). This implies that the company focuses its activities and products on consumer demands. Generally, there are three ways of doing this: the customer-driven approach, the market change identification approach and the product innovation approach.

In the consumer-driven approach, consumer wants are the drivers of all strategic marketing decisions. No strategy is pursued until it passes the test of consumer research. Every aspect of a market offering, including the nature of the product itself, is driven by the needs of potential

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consumers. The starting point is always the consumer. The rationale for this approach is that there is no reason to spend R&D funds developing products that people will not buy. History attests to many products that were commercial failures in spite of being technological breakthroughs.

A formal approach to this customer-focused marketing is known as SIVA (Solution, Information, Value, Access). This system is basically the four Ps renamed and reworded to provide a customer focus. The SIVA Model provides a demand/customer-centric alternative to the well-known 4Ps supply side model (product, price, placement, promotion) of marketing management.

If any of the 4Ps were problematic or were not in the marketing factor of the business, the business could be in trouble and so other companies may appear in the surroundings of the company, so the consumer demand on its products will decrease.

ORGANISATIONAL ORIENTATION

In this sense, a firm's marketing department is often seen as of prime importance within the functional level of an organization. Information from an organization's marketing department would be used to guide the actions of other departments within the firm. As an example, a marketing department could ascertain (via marketing research) that consumers desired a new type of product, or a new usage for an existing product. With this in mind, the marketing department would inform the R&D department to create a prototype of a product/service based on consumers' new desires.

Product Solution

Price Value

Place Access

Promotion Information

The production department would then start to manufacture the product, while the marketing department would focus on the promotion, distribution, pricing, etc. of the product.

Additionally, a firm's finance department would be consulted, with respect to securing appropriate funding for the development, production and promotion of the product. Interdepartmental conflicts may occur, should a firm adhere to the marketing orientation.

Production may oppose the installation, support and servicing of new capital stock, which may be needed to manufacture a new product. Finance may oppose the required capital expenditure, since it could undermine a healthy cash flow for the organization.

HERD BEHAVIOUR

Herd behavior in marketing is used to explain the dependencies of customers' mutual behavior. The Economist reported a recent conference in Rome on the subject of the simulation of adaptive human behavior. It shared mechanisms to increase impulse buying and get people "to buy more by playing on the herd instinct." The basic idea is that people will buy more of products that are seen to be popular, and several feedback mechanisms to get product popularity information to consumers are mentioned, including smart card technology and the use of Radio Frequency Identification Tag technology. A "swarmmoves" model was introduced by a Florida Institute of Technology researcher, which is appealing to supermarkets because it can "increase sales without the need to give people discounts." Other recent studies on the "power of social influence" include an "artificial music market in which some 19,000 people downloaded previously unknown songs" (Columbia University, New York); a Japanese chain of convenience stores which orders

its products based on "sales data from department stores and research companies;" a Massachusetts company exploiting knowledge of social networking to improve sales; and online retailers who are increasingly informing consumers about "which products are popular with like-minded consumers" (e.g., Amazon, eBay).

FURTHER ORIENTATIONS

- An emerging area of study and practice concerns internal marketing, or how employees are trained and managed to deliver the brand in a way that positively impacts the acquisition and retention of customers, see also employer branding.
- Diffusion of innovations research explores how and why people adopt new products, services, and ideas.
- With consumers' eroding attention span and willingness to give time to advertising messages, marketers are turning to forms of permission marketing such as branded content, custom media and reality marketing.

MARKETING RESEARCH

Marketing research involves conducting research to support marketing activities, and the statistical interpretation of data into information. This information is then used by managers to plan marketing activities, gauge the nature of a firm's marketing environment and attain information from suppliers. Marketing researchers use statistical methods such as quantitative research, qualitative research, hypothesis tests, Chi-squared tests, linear regression, correlations, frequency distributions, poisson distributions, binomial distributions, etc. to interpret their findings and convert data into information. The marketing research process spans a number of stages, including the definition of a problem, development of a research plan, collection and interpretation of data and disseminating information formally in the form of a report. The task of marketing research is to provide management with relevant, accurate, reliable, valid, and current information.

A distinction should be made between marketing research and market research. Market research pertains to research in a given market. As an example, a firm may conduct research in a target market, after selecting a suitable market segment. In contrast, marketing research relates to all research conducted within marketing. Thus, market research is a subset of marketing research.

MARKET SEGMENTATION

Market segmentation pertains to the division of a market of consumers into persons with similar needs and wants. For instance, Kellogg's cereals, Frosties are marketed to children. Crunchy Nut Cornflakes are marketed to adults. Both goods denote two products which are marketed to two distinct groups of persons, both with similar needs, traits, and wants.

Market segmentation allows for a better allocation of a firm's finite resources. A firm only possesses a certain amount of resources. Accordingly, it must make choices (and incur the related costs) in servicing specific groups of consumers. In this way, the diversified tastes of contemporary Western consumers can be served better. With growing diversity in the tastes of modern consumers, firms are taking note of the benefit of servicing a multiplicity of new markets. Market segmentation can be defined in terms of the STP acronym, meaning

Segment, Target and Position.

Types of Marketing Research

Marketing research, as a sub-set aspect of marketing activities, can be divided into the following parts:

- Primary research (also known as field research), which involves the conduction and compilation of research for a specific purpose.
- Secondary research (also referred to as desk research), initially conducted for one purpose, but often used to support another purpose or end goal.

By these definitions, an example of primary research would be market research conducted into health foods, which is used solely to ascertain the needs/wants of the target market for health foods. Secondary research in this case would be research pertaining to health foods, but used by a firm wishing to develop an unrelated product.

Primary research is often expensive to prepare, collect and interpret from data to information.

Nevertheless, while secondary research is relatively inexpensive, it often can become outdated and outmoded, given that it is used for a purpose other than the one for which it was intended. Primary research can also be broken down into quantitative research and qualitative research, which, as the terms suggest, pertain to numerical and non-numerical research methods and techniques, respectively. The appropriateness of each mode of research depends on whether data can be quantified (quantitative research), or whether subjective, non-numeric or abstract concepts are required to be studied (qualitative research).

There also exist additional modes of marketing research, which are:

- Exploratory research, pertaining to research that investigates an assumption.
 - Descriptive research, which, as the term suggests, describes "what is".
- Predictive research, meaning research conducted to predict a future occurrence.
- Conclusive research, for the purpose of deriving a conclusion via a research process.

MARKETING PLANNING

The marketing planning process involves forging a plan for a firm's marketing activities. A marketing plan can also pertain to a specific product, as well as to an organization's overall marketing strategy. Generally speaking, an organization's marketing planning process is derived from its overall business strategy. Thus, when top management are devising the firm's strategic direction or mission, the intended marketing activities are incorporated into this plan. There are several levels of marketing objectives within an organization. The senior management of a firm would formulate a general business strategy for a firm. However, this general business strategy would be interpreted and implemented in different contexts throughout the firm.

MARKETING STRATEGY

The field of marketing strategy encompasses the strategy involved in the management of a given product.

A given firm may hold numerous products in the marketplace, spanning numerous and sometimes wholly unrelated industries. Accordingly, a plan is required in order to effectively manage such products. Evidently, a company needs to weigh up and ascertain how to utilize its finite resources. For example, a start-up car manufacturing firm would face little success should it attempt to rival Toyota, Ford, Nissan, Chevrolet, or any other large global car maker. Moreover, a product may be reaching the end of its life-cycle. Thus, the issue of divest, or a ceasing of production, may be made. Each scenario requires a unique marketing strategy. Listed below are some prominent marketing strategy models.

MARKETING SPECIALIZATIONS

With the rapidly emerging force of globalization, the distinction between marketing within a firm's home country and marketing within external markets is disappearing very quickly. With this in mind, firms need to reorient their marketing strategies to meet the challenges of the global marketplace, in addition to sustaining their competitiveness within home markets.

BUYING BEHAVIOUR

A marketing firm must ascertain the nature of customers' buying behavior if it is to market its product properly. In order to entice and persuade a consumer to buy a product, marketers try to determine the behavioral process of how a given product is purchased. Buying behavior is usually split into two prime strands, whether selling to the consumer, known as business-to-consumer (B2C), or to another business, known as business-to-business (B2B).

B2C buying behaviour

This mode of behaviour concerns consumers and their purchase of a given product. For example, if one imagines a pair of sneakers, the desire for a pair of sneakers would be followed by an information search on available types/brands. This may include perusing media outlets, but most commonly consists of information gathered from family and friends. If the information search is insufficient, the consumer may search for alternative means to satisfy the need/want. In this case, this may mean buying leather shoes, sandals, etc. The purchase decision is then made, in which the consumer actually buys the product. Following this stage, a post-purchase evaluation is often conducted, comprising an appraisal of the value/utility brought by the purchase of the sneakers. If the value/utility is high, then a repeat purchase may be made. This could then develop into consumer loyalty to the firm producing the sneakers.

B2B Buying Behaviour

Relates to organizational/industrial buying behavior. "B2B" stands for Business to Business. B2B marketing involves one business marketing a product or service to another business. B2C and B2B behavior are not precise terms, as similarities and differences exist, with some key differences listed below:

In a straight re-buy, the fourth, fifth and sixth stages are omitted. In a modified re-buy scenario, the fifth and sixth stages are precluded. In a new buy, all stages are conducted.

USE OF TECHNOLOGIES

Marketing management can also rely on various technologies within the scope of its marketing efforts. Computer-based information systems can be employed, aiding in better processing and storage of data. Marketing researchers can use such systems to devise better methods of converting data into information, and for the creation of enhanced data gathering methods. Information technology can aid in enhancing an MKIS' software and hardware components, and improve a company's marketing decision-making process. In recent years, the netbook personal computer has gained significant market share among laptops, largely due to its more user-friendly size and portability. Information technology typically progresses at a fast rate, leading to marketing managers being cognizant of the latest technological developments. Moreover, the launch of smartphones into the cellphone market is commonly derived from a demand among consumers for more technologically advanced products. A firm can lose out to competitors should it ignore technological innovations in its industry.

Technological advancements can lessen barriers between countries and regions. Using the World Wide Web, firms can quickly dispatch information from one country to another without much restriction. Prior to the mass usage of the Internet, such transfers of information would have taken longer to send, especially if done via snail mail, telex, etc.

SERVICES MARKETING

Services marketing relates to the marketing of services, as opposed to tangible products. A service (as opposed to a good) is typically defined as follows:

- The use of it is inseparable from its purchase (i.e., a service is used and consumed simultaneously)
- It does not possess material form, and thus cannot be touched, seen, heard, tasted, or smelled.
- The use of a service is inherently subjective, meaning that several persons experiencing a service would each experience it uniquely.

For example, a train ride can be deemed a service. If one buys a train ticket, the use of the train is typically experienced concurrently with the purchase of the ticket. Although the train is a physical object, one is not paying for the permanent ownership of the tangible components of the train.

Services (compared with goods) can also be viewed as a spectrum. Not all products are pure goods, nor are all pure services. An example would be a restaurant, where a waiter's service is intangible, but the food is tangible.

SWOT ANALYSIS

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective. The technique is credited to Albert Humphrey, who led a convention at Stanford University in the 1960s and 1970s using data from Fortune 500 companies.

A SWOT analysis must first start with defining a desired end state or objective. A SWOT analysis may be incorporated into the strategic planning model. Strategic Planning has been the subject of much research.

- **Strengths:** characteristics of the business or team that give it an advantage over others in the industry.
- **Weaknesses:** are characteristics that place the firm at a disadvantage relative to others.
- **Opportunities:** external chances to make greater sales or profits in the environment.
- **Threats:** external elements in the environment that could cause trouble for the business.

Identification of SWOTs is essential because subsequent steps in the process of planning for achievement of the selected objective may be derived from the SWOTs.

First, the decision makers have to determine whether the objective is attainable, given the SWOTs. If the objective is NOT attainable a different objective must be selected and the process repeated.

The SWOT analysis is often used in academia to highlight and identify strengths, weaknesses, opportunities and threats. It is particularly helpful in identifying areas for development.

Use of SWOT Analysis

The usefulness of SWOT analysis is not limited to profit-seeking organizations. SWOT analysis may be used in any decision-making situation when a desired end-state (objective) has been defined. Examples include: non-profit organizations, governmental units, and individuals. SWOT analysis may also be used in pre-crisis planning and preventive crisis management. SWOT analysis may also be used in creating a recommendation during a viability study/survey.

CORPORATE PLANNING

As part of the development of strategies and plans to enable the organization to achieve its objectives, then that organization will use a systematic/rigorous process known as corporate planning. SWOT alongside PEST/PESTLE can be used as a basis for the analysis of business and environmental factors.

- **Set objectives – defining what the organization is going to do**
 - **Environmental scanning**
 - o Internal appraisals of the organization's SWOT, this needs to include an assessment of the present situation as well as a portfolio of products/services and an analysis of the product/service life cycle
- **Analysis of existing strategies, this should determine relevance from the results of an internal/external appraisal. This may include gap analysis which will look at environmental factors**
- **Strategic Issues defined – key factors in the development of a corporate plan which needs to be addressed by the organization**
- **Develop new/revised strategies – revised analysis of strategic issues may mean the objectives need to change**
- **Establish critical success factors – the achievement of objectives and strategy implementation**
- **Preparation of operational, resource, projects plans for strategy**

implementation

- **Monitoring results – mapping against plans, taking corrective action which may mean amending objectives/strategies.**

MARKETING MANAGEMENT

In many competitor analyses, marketers build detailed profiles of each competitor in the market, focusing especially on their relative competitive strengths and weaknesses using SWOT analysis. Marketing managers will examine each competitor's cost structure, sources of profits, resources and competencies, competitive positioning and product differentiation, degree of vertical integration, historical responses to industry developments, and other factors.

Marketing management often finds it necessary to invest in research to collect the data required to perform accurate marketing analysis. Accordingly, management often conducts market research (alternately marketing research) to obtain this information. Marketers employ a variety of techniques to conduct market research, but some of the more common include:

- **Qualitative marketing research, such as focus groups**
- **Quantitative marketing research, such as statistical surveys**
 - **Experimental techniques such as test markets**
- **Observational techniques such as ethnographic (on-site) observation**
- **Marketing managers may also design and oversee various environmental scanning and competitive intelligence processes to help identify trends and inform the company's marketing analysis.**

Using SWOT to analyse the market position of a small management consultancy with specialism in HRM.

Strengths Weaknesses Opportunities Threats

Reputation in marketplace
Shortage of consultants at operating level rather than partner level

Well established position with a well defined market niche

Large consultancies operating at a minor level
Expertise at partner level in HRM consultancy

Unable to deal with multidisciplinary assignments because of size or lack of ability
Identified market for consultancy in areas other than HRM

Other small consultancies looking to invade the marketplace

TARGET MARKETING

Target Marketing involves breaking a market into segments and then concentrating your marketing efforts on one or a few key segments.

The beauty of target marketing is that it makes the promotion, pricing and distribution of your products and/or services easier and more cost-effective. Targetmarketing is the selection of customers you wish to service. The decisions involved in it are

- **Which segments to target**
- **How many products to offer**
- **Which products to offer in which segments**

There are three steps to targeting:

- **Market segmentation**
- **Target choice**

□ Product positioning

One of the first things you need to do is to refine your product or service so that you are NOT trying to be 'all things to all people'.

Next, you need to understand that people purchase products or services for three basic reasons:

□ To satisfy basic needs.

□ To solve problems.

□ To make themselves feel good.

The next step in creating an effective marketing strategy is to zero in on your target market. Target marketing is one of corporate America's most effective business strategies. The idea is to increase sales by first identifying, and then targeting smaller, yet more profitable customer groups within the total market.

FOUR WAYS TO IDENTIFY TARGET MARKETS

1. Geographic: The location, size of the area, density, and climate zone of your customers.

2. Demographics: The age, gender, income, family composition and size, occupation, and education of your customers.

3. Psychographics: The general personality, behavior, life-style, rate of use, repetition of need, benefits sought, and loyalty characteristics of your customers.

4. Behaviors: The needs they seek to fulfill, the level of knowledge, information sources, attitude, use or response to a product of your customers.

One of the best ways to identify your target market is to look at your existing customer base.

Who are your ideal clients? What do they have in common? If you do not have an existing customer base, or if you are targeting a completely new audience, speculate on who they might be, based on their needs and the benefits they will receive. Investigate competitors or similar businesses in other markets to gain insight.

□ Who are your best customers? Where should you direct your marketing activities?

□ Where and how should you allocate your advertising and promotional efforts?

Target Marketing, provides focus for your business. It helps to establish critical Operational goals and defines what must be done to achieve them

What Customers Want ?

• Marketing is more than an activity, it is an attitude

• Instead of trying to get customers to buy what the firm likes to make, or happens to have on hand, the marketing oriented firm tries to produce or sell what its customers want which can be sold at a profit.

• Do not simply throw out everything that you now have and replace goods or production machinery with completely new items.

CUSTOMERS ATTITUDES

For a long time, people have believed that advertising can be used to change people's minds about what they want. This is an incredibly difficult process at best, and an extremely expensive one. Because of these two factors, it is a process that smaller firms simply cannot afford to pursue. Instead, it is much more productive for any size firm to tune in to target customer attitudes as they currently exist. Once they have identified the actual prevailing attitudes, they can begin to organize company resources needed to constructively address and satisfy these attitudes the key question is,

"What are the existing customer attitudes?"

With this as an objective, developing an understanding of existing customer attitudes becomes essential, and their identification becomes an important part of the marketing process. Once these customer attitudes, needs or preferences are identified, the entire firm can then organize itself to satisfy these needs as completely and efficiently as possible.

LITERATURE REVIEW

In India, there are 100 people per vehicle, while this figure is 82 in china. It is expected that India automobile industry will achieve mass motorization status by 2014.

Introduction

Since the first car rolled out on the streets of Mumbai (Bombay) in 1898, the Automobile Industry of India has come a long way. During its early stages the auto industry was overlooked by the government and the policies were also not favorable. The Liberalization policy and various tax reliefs by the Govt. of India in recent years have made remarkable impact on Indian Automobile industry. Indian auto industry, which is currently growing at the pace of around 18% per annum, has become a hot destination for global auto player like Volvo, general motors and ford.

History

The automobile history dates back to the late 18th century. Nicolas Joseph Cugnot, a French engineer is credited with inventing the first self-propelled automobile. Cugnot's vehicle used steam power for locomotion. The vehicle found military application in the French army. Cugnot's automobile was never commercially sold. In the beginning automobile industry was dominated by steam-powered vehicles. The vehicles were expensive and difficult to maintain.

The incidents of frequent boiler explosions also kept potential purchasers away. Commercial history of automobiles started with the invention of gasoline powered internal combustion engines. The German inventor, Karl Benz constructed his first gasoline powered vehicle in 1885 at Mannheim, Germany. Commercial production of Benz cars started in 1888. Levassor of France was the first company to exclusively build and sell motor cars from 1889. The early 1900s saw many automobile manufacturing companies coming into existence in a number of European countries and the United States. The first mass produced automobile in the United States was the curved-dash Oldsmobile. It was a three-horsepower machine and sold 5,000 units by 1904. The economics of the US car market was disrupted by the arrival of Henry Ford and his Model T car. The Model T was the world's first mass produced vehicle- a million units were sold by 1920- a space of 10 years.

INDIAN AUTOMOBILE INDUSTRY:-

India's automobile sector consists of the passenger cars and utility vehicles, commercial vehicles, two wheelers and tractors segment. The total market size of the auto sector in India is approximately Rs 540 billion and has been growing at around 8 percent per annum for the last few years. Since the last four to five years, the two wheel segment has driven the overall volume growth on account of the spurt in the sales of the motorcycle. However, lately the passenger cars and commercial vehicles segment has also seen a good growth due to high discount lower financial rate and pickup in industrial activity respectively. The automobile industry is fairly concentrated as in most of the segments, two or three players has cornered a major chunk of the total sales. For instance in passenger car segment, MUL, Tata Motors and Hyundai motors control around 85% of the total annual sales. Similarly, in the two wheelers segment the sales volume of Hero Honda, Bajaj auto and TVS motors constitute around 80% of the total sales and in the commercial vehicle segment the market leader Telco controls around 56% of the total annual sales. The auto components industry on the other hand is highly fragmented through there are dominating players in some of the critical segment.

Outlook

The expected rise in income levels, wide choice of models and easy availability of finance at low interest rates will drive growth in passenger cars segment, which is likely to be over 12 percent per annum for a next four to five years. Two wheelers growth is likely to marginally slow down, but still grow at an average annual growth rate of around 10 percent.. The commercial vehicles segment is likely to grow at a rate of 6-8 percent driven mainly by the increase in industrial and economic activity on account of the expected growth in the economy, though annual growth rates may fluctuate widely with the cyclical ups and downs of the economy. Tractor industry growth is likely to turnaround and posts a growth in volume in 2005-06. However, it will likely to turnaround and posts a moderate growth of around 4-5 percent annual growth rate over the medium term.

Scope of Indian automobile sector

The Indian automobile industry is going through a phase of rapid change and high growth. With the new project coming up on a regular basis the industry is undergoing technological change. The major players are expanding their plants and focusing on mass customization, mass production, etc.. Nearly every automobile company is investing at a higher rate than ever before to achieve a high growth trajectory. The overall investment in the sector has been increasing quite rapidly. It is expected that by the end of the 2012 Indian automobile sector will be investing a huge amount of 40,000 crore.

The Key Players In Indian Automobile Industry Are

- Hero motors limited
- Tata group
- Maruti Udyog Limited
- Bajaj Auto limited
- Mahindra group
- Ashok Leyland
- Yamaha motors India
- Hyundai motors India limited
- Toyota kirloskar motors privates limited
- Honda Sael cars India limited

EXTERNAL ENVIRONMENTAL ANALYSIS : After the small car assault on Indian roads now the global commercial vehicle makers are lining up to share the CV market segment that is growing at around 20% Year on Year except for 2008-009. Recent past market movements and consolidations are also getting cleared to determine the way Indian CV market is going to be shaping up.

Indian automotive industry, especially the CV segment has come a long way since 1950's to become the 4th largest market in the world now with over 400,000 unit sales. The growth potential of Indian market is well accepted to attract investment from the global majors not just in installed capacities but in local R&D, New product design/development initiatives for Indian as

well as export markets.

Market Segment

In 2009 CV market saw sales of 384,000 units of which 45% were LCV. The export segment

saw over 42,000 units mainly to Middle East and African countries.

The Commercial vehicles are classified based on Gross Vehicle weight which the weight of the vehicle and the maximum weight the vehicle are allowed to carry. GVW of over 16 tonnes, the vehicles are classified as HCV, 7.5 to 16 tonnes as MCV and less than 7.5 tonnes are LCV.

Tata Motors Limited is a multinational automotive corporation headquartered in Mumbai, India. Part of the Tata Group, it was formerly known as TELCO (TATA Engineering and Locomotive Company).

Tata Motors is India's largest automobile company, with consolidated revenues of USD 20 billion in 2009-10. It is the leader in commercial vehicles and among the top three in passenger vehicles. Tata Motors has products in the compact, midsize car and utility vehicle segments. The company is the world's fourth largest truck manufacturer, the world's second largest bus manufacturer, and employs 24,000 workers. Since first rolled out in 1954, Tata Motors has produced and sold over 4 million vehicles in India.

Established in 1945, when the company began manufacturing locomotives, the company manufactured its first commercial vehicle in 1954 in collaboration with Daimler-Benz AG, which ended in 1969. Tata Motors is a dual-listed company traded on both the Bombay Stock Exchange, as well as on the New York Stock Exchange. Tata Motors in 2005 was ranked among the top 10 corporations in India with an annual revenue exceeding INR 320 billion. In 2010, Tata Motors surpassed Reliance to win the coveted title of 'India's most valuable brand' in a annual survey conducted by Brand Finance and The Economic Times.

Tata Motors has auto manufacturing and assembly plants in Jamshedpur, Pantnagar, Lucknow, Ahmedabad, Sanand, Dharwad and Pune in India, as well as in Argentina, South Africa and Thailand.

As an enterprise under India's largest multi-holding company, Tata Motors has grown significantly in the past 65 years since its establishment in 1945. The company caters to three main market segments globally: the passenger cars, utility vehicles and commercial vehicles. A significant breakthrough for the company was the development and commercialization of the truly Indian cars - Tata Indica and Tata Indigo. The company produced the first mini-truck, first light and first heavy vehicle and many more firsts in India, being an innovator in their industry. It has followed a strategy of acquisitions and joint ventures in its mid-stage and launched new products at a rapid pace in different market segments. Today, Tata Motors enjoys the position of being India's leading automobile manufacturer with increasing presence in Europe, South East

Asia, Africa, Australia and the Middle East with a total income of US \$4 billion in 2004- 05.

The company focuses on providing customers the best value for their money and meets European standards and environmental regulations through their advanced technologies. Tata Motors Limited is India's largest automobile company, with consolidated revenues of Rs. 92,519 crores (USD 20 billion) in 2009-10. It is the leader in commercial vehicles in each segment, and among the top three in passenger vehicles with winning products in the compact, midsize car and utility vehicle segments. The Company is the world's fourth largest truck manufacturer, and the world's third largest bus manufacturer.

The Company's 24,000 employees are guided by the vision to be "best in the manner in which we operate, best in the products we deliver, and best in our value system and ethics."

The Company's manufacturing base in India is spread across Jamshedpur (Jharkhand), Pune (Maharashtra), Lucknow (Uttar Pradesh), Pantnagar (Uttarakhand) and Dharwad (Karnataka).

Following a strategic alliance with Fiat in 2005, it has set up an industrial joint venture with Fiat Group Automobiles at Ranjangaon (Maharashtra) to produce both Fiat and Tata cars and Fiat powertrains. The Company is establishing a new plant at Sanand (Gujarat). The Company's dealership, sales, services and spare parts network comprises over 3500 touch points; Tata Motors also distributes and markets Fiat branded cars in India.

Tata Motors, the first Company from India's engineering sector to be listed in the New York Stock Exchange (September 2004), has also emerged as an international automobile company. Through subsidiaries and associate companies, Tata Motors has operations in the UK, South Korea, Thailand and Spain. Among them is Jaguar Land Rover, a business comprising the two iconic British brands that was acquired in 2008. In 2004, it acquired the Daewoo Commercial Vehicles Company, South Korea's second largest truck maker. The rechristened Tata Daewoo Commercial Vehicles Company has launched several new products in the Korean market, while also exporting these products to several international markets. Today two-thirds of heavy commercial vehicle exports out of South Korea are from Tata Daewoo. In 2005, Tata Motors acquired a 21% stake in Hispano Carrocera, a reputed Spanish bus and coach manufacturer, and subsequently the remaining stake in 2009. Hispano's presence is being expanded in other markets. In 2006, Tata Motors formed a joint venture with the Brazil-based Marcopolo, a global leader in body-building for buses and coaches to manufacture fully-built buses and coaches for India and select international markets. In 2006, Tata Motors entered into joint venture with Thonburi Automotive Assembly Plant Company of Thailand to manufacture and market the Company's pickup vehicles in Thailand. The new plant of Tata Motors (Thailand) has begun production of the Xenon pickup truck, with the Xenon having been launched in Thailand in 2008.

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

The foundation of the Company's growth over the last 50 years is a deep understanding of economic stimuli and customer needs, and the ability to translate them into customer-desired offerings through leading edge R&D. With over 3,000 engineers and scientists, the Company's Engineering Research Centre, established in 1966, has enabled pioneering technologies and products. The Company today has R&D centers in Pune, Jamshedpur, Lucknow, Dharwad in India, and in South Korea, Spain, and the UK. It was Tata Motors, which developed the first indigenously developed Light Commercial Vehicle, India's first Sports Utility Vehicle and, in 1998, the Tata Indica, India's first fully indigenous passenger car. Within two years of launch, Tata Indica became India's largest selling car in its segment. In 2005, Tata Motors created a new segment by launching the Tata Ace, India's first indigenously developed mini-truck. In January 2008, Tata Motors unveiled its People's Car, the Tata Nano, which India and the world have been looking forward to. The Tata Nano has been subsequently launched, as planned, in India in March 2009. A development, which signifies a first for the global automobile industry, the Nano brings the comfort and safety of a car within the reach of thousands of families. The standard version has been priced at Rs.100,000 (excluding VAT and transportation cost).

Designed with a family in mind, it has a roomy passenger compartment with generous leg space and head room. It can comfortably seat four persons. Its mono-volume design will set a new benchmark among small cars. Its safety performance exceeds regulatory requirements in India. Its tailpipe emission performance too exceeds regulatory requirements. In terms of overall pollutants, it has a lower pollution level than two-wheelers being manufactured in India today. The lean design strategy has helped minimize weight, which helps maximize performance per unit of energy consumed and delivers high fuel efficiency. The high fuel efficiency also ensures that the car has low carbon dioxide emissions, thereby providing the twin benefits of an affordable transportation solution with a low carbon footprint. In May 2009, Tata Motors introduced ushered in a new era in the Indian automobile industry, in keeping with its pioneering tradition, by unveiling its new range of world standard trucks called Prima. In their power, speed, carrying capacity, operating economy and trims, they will introduce new benchmarks in India and match the best in the world in performance at a lower life-cycle cost.

Tata Motors is equally focused on environment-friendly technologies in emissions and alternative fuels. It has developed electric and hybrid vehicles both for personal and public transportation. It has also been implementing several environment-friendly technologies in manufacturing processes, significantly enhancing resource conservation. Through its subsidiaries, the Company is engaged in engineering and automotive solutions, construction equipment manufacturing, automotive vehicle components manufacturing and supply chain activities, machine tools and factory automation solutions, high-precision tooling and plastic and electronic components for automotive and computer applications, an automotive retailing and service operations.

Tata Motors is committed to improving the quality of life of communities by working on four thrust areas – employability, education, health and environment. The activities touch the lives of more than a million citizens. The Company's support on education and employability is focused on youth and women. They range from schools to technical education institutes to actual facilitation of income generation. In health, our intervention is in both preventive and curative healthcare. The goal of environment protection is achieved through tree plantation, conserving water and creating new water bodies and, last but not the least, by introducing appropriate technologies in our vehicles and operations for constantly enhancing environment care.

With the foundation of its rich heritage, Tata Motors today is etching a refulgent future.

The Success story

Tata Motors is one of the 32 publicly listed enterprises under the Tata Group, India's largest business conglomerate. Tata Motors collaborated with Germany's Daimler Benz in 1954 for 15 years to manufacture commercial vehicles. Since then, Tata Motors has grown enormously and produces several vehicles through their three main divisions– Passenger Cars, Utility Vehicles and Commercial Vehicles. In 1959, they set up their first and largest R&D centre in Jamshedpur. By 1961, exports had begun and the first truck was shipped to Sri Lanka. Another R&D center was started at Pune in 1966 to support automobile research which produced the first commercial vehicle in 1977. Tata Motors began the production and sale of heavy commercial vehicles by 1983 and light commercial vehicles three years later. With increasing sales and popularity, they sold their one millionth vehicles by 1991. Their interest in tapping the diesel engine market was evident through their joint venture with Cummins Engine Co. Inc. in 1993 for the production of high horsepower and emission friendly diesel engines.

After the joint venture in 1993, a few others were pursued the following year. An agreement with Daimler Benz in 1994, allowed Tata Motors to produce high end Mercedes Benz passenger cars for the Indian market. Smooth operations allowed the first Mercedes Benz E220car to be put on the market within a year. Another joint venture in the same year was formalized to complement the Cummins diesel engines by adding turbochargers on them. This was made possible with Tata Holset Ltd. in the UK to manufacture turbochargers. By 1998, they had launched their first sports utility vehicle, Tata Safari. This was an important year as their sales had doubled to 2 million vehicles and marked the launch of India's first fully indigenous passenger car, Tata Indica. The Indica was a success and had over 115,000 bookings with full payment within a year of the launch. The demand for the Indica was rising overseas as well, with a consignment of 160 vehicles shipped to Malta in 2000.

The company's ability to continually improve and innovate was seen in the following years when improved versions of their previous models were put into the market.

The second generation Indica V2 and Tata Safari EX were launched and the Indica V2 soon took the top rank in India's #1 car within its segment. In addition, to tackle environmental concerns, it launched the CNG (Compressed Natural Gas) buses and CNG Indica's by 2001 that made use of compressed fuel tanks and significantly reduced toxic emissions. Sales had been increasing in all their commercial vehicle segments as well as passenger cars.

In 2004, Tata signed an investment agreement with Daewoo Commercial Vehicle Co. Ltd. and later acquired the company. The new Tata Daewoo Company launched a heavy duty truck 'Novus' in Korean markets. It was also in 2004, that Tata Motors entered the US stock markets (NYSE: TTM). In the last few years, Tata produced more vehicles with other companies through joint ventures or acquisitions and presented many of its models at the Geneva Motor Show. Its latest model in trucks, also India's first mini-truck, the Tata Ace was launched in 2005. Over the years, Tata has evolved in product line, global outreach, sales and become the leader in high performance and durable vehicles in many markets.

VISION AND MISSION :-

VISION:-

The vision statement of Tata Motors is "Best in the manner in which we operate, best in the product we deliver, and best in our value system and ethics."

To evolve into a world class Indian car brand.

MISSION:-

To provide passenger vehicles that offer customers exceptional value, and through this build a company that provide its shareholders with superior return, and is seen by society and other stakeholders as a valuable contributor to their development

SHAREHOLDERS:-

To consistently create shareholder value by generating returns in excess of weighted average cost of capital (WACC) during the upturn and atleast equal to weighted average cost of capital(WACC) during the downturn of the business cycle.

CUSTOMER:-

To strengthen the Tata brand and create lasting relationships with the customers by working closely with business partners to provide superior value for money over the life cycle

EMPLOYEES:-

To create a seamless organization that incubates and promotes innovation, excellence and the Tata core values.

VENDOR AND CHANNEL PARTNERS:-

To foster a long term relationship so as to introduce a broad range of innovative products and services that would benefit our customer and other stakeholders.

COMMUNITY:-

To proactively participate in reshaping the country's economic growth, To take a holistic approach toward environment protection.

BOARD OF DIRECTORS

Mr. Ratan N. Tata (Chairman)

Mr Ravi Kant (Executive director and managing director)

Dr.J.J.Irani

Mr.Nusli N.Wadia

Dr. R. A. Mashelkar

Mr. S. M. Palia

Mr. Nasser Munjee

Mr. Subodh Bhargava

Mr. V. K. Jairath

Mr. Ranendra Sen

Dr. Ralf Speth

Mr. Carl-Peter Forster

Mr. P. M. Telang

MILESTONES

- 1945 Tata Engineering and Locomotive Co. Ltd. was established to manufacture locomotives and other engineering products.
- 1948 Steam road roller introduced in collaboration with Marshall Sons (UK).
- 1954 Collaboration with Daimler Benz AG, West Germany, for manufacture of medium commercial vehicles. The first vehicle rolled out within 6 months of the contract.
- 1959 Research and Development Centre set up at Jamshedpur.
- 1961 Exports begin with the first truck being shipped to Ceylon, now Sri Lanka.
- 1966 Setting up of the Engineering Research Centre at Pune to provide impetus to automobile Research and Development.
- 1971 Introduction of DI engines.
- 1977 First commercial vehicle manufactured in Pune.
- 1983 Manufacture of Heavy Commercial Vehicle commences.
- 1985 First hydraulic excavator produced with Hitachi collaboration.
- 1986 Production of first light commercial vehicle, Tata 407, indigenously designed, followed by Tata 608.
- 1989 Introduction of the Tatamobile 206 - 3rd LCV model.
- 1991 Launch of the 1st indigenous passenger car Tata Sierra. TAC 20 crane produced. One millionth vehicle rolled out.
- 1992 Launch of the Tata Estate.
- 1993 Joint venture agreement signed with Cummins Engine Co. Inc. for the manufacture of high horsepower and emission friendly diesel engines.
- 1994 Launch of Tata Sumo - the multi utility vehicle.
- Launch of LPT 709 - a full forward control, light commercial vehicle.
- Joint venture agreement signed with M/s Daimler - Benz / Mercedes - Benz for manufacture of Mercedes Benz passenger cars in India.
- Joint venture agreement signed with Tata Holset Ltd., UK for manufacturing turbochargers to be used on Cummins engines.
- 1995 Mercedes Benz car E220 launched.
- 1996 Tata Sumo deluxe launched.
- 1997 Tata Sierra Turbo launched.
- 100,000th Tata Sumo rolled out.
- 1998 Tata Safari - India's first sports utility vehicle launched.
- 2 millionth vehicle rolled out.
- Indica, India's first fully indigenous passenger car launched.
- 1999 115,000 bookings for Indica registered against full payment within a week.
- Commercial production of Indica commences in full swing
- 2000 First consignment of 160 Indicas shipped to Malta.
- Indica with Bharat Stage 2 (Euro II) compliant diesel engine launched.
- Utility vehicles with Bharat Stage 2 (Euro II) compliant engine launched.
- Indica 2000 (Euro II) with multi point fuel injection petrol engine launched.
- Launch of CNG buses.
- Launch of 1109 vehicle - Intermediate commercial vehicle.
- 2001 Indica V2 launched - 2nd generation Indica.
- 100,000th Indica wheeled out.
- Launch of CNG Indica.
- Launch of the Tata Safari EX.
- Indica V2 becomes India's number one car in its segment.
- Exits joint venture with Daimler Chrysler
- 2002 Unveiling of the Tata Sedan at Auto Expo 2002.
- Petrol version of Indica V2 launched.
- Launch of the EX series in Commercial vehicles.
- Launch of the Tata 207 DI.
- 2,00,000th Indica rolled out.
- 5,00,000th passenger vehicle rolled out.
- Launch of the Tata Sumo'+ Series.
- Launch of the Tata Indigo
- Tata Engineering signed a product agreement with MG Rover of the UK.
- 2003 Launch of the Tata Safari Limited Edition.
- The Tata Indigo Station Wagon unveiled at the Geneva Motor Show.
- On 29th July, J. R. D. Tata's birth anniversary, Tata Engineering becomes Tata Motors Limited.
- Tata SFC 407 EX Turbo launched.
- 3 millionth vehicle produced.
- First CityRover rolled out.
- 135 PS Tata Safari EXi Petrol launched.
- 2004 Tata Motors unveils new product range at Auto Expo '04.
- New Tata Indica V2 launched.

Tata Motors and Daewoo Commercial Vehicle Co. Ltd. sign investment agreement.

Indigo Advent unveiled at Geneva Motor Show.

Tata Motors completes acquisition of Daewoo Commercial Vehicle Company.

Tata LPT 909 EX launched.

Tata Daewoo Commercial Vehicle Co. Ltd. (TDCV) launches the heavy duty truck 'NOVUS', in Korea.

Sumo Victa launched.

Indigo Marina launched.

Tata Motors lists on the NYSE.

2005 Tata Motors rolls out the 500,000th Passenger Car from its Car Plant Facility in Pune.

The Tata Xover unveiled at the 75th Geneva Motor Show.

Branded buses and coaches - Starbus and Globus - launched.

Tata Motors acquires 21% stake in Hipo Carrocera SA, Spanish bus manufacturing Company.

Tata Ace, India's first mini truck launched.

Tata Motors wins JRD QV award for business excellence.

The power packed Safari Dicor is launched.

Introduction of Indigo SX series - luxury variant of Tata Indigo.

Tata Motors launches Indica V2 Turbo Diesel.

One millionth passenger car produced and sold.

Inauguration of new factory at Jamshedpur for Novus.

Tata TL 4X4, India's first Sports Utility Truck (SUT) is launched

Launch of Tata Novus.

Launch of Novus range of medium trucks in Korea, by Tata Daewoo Commercial Vehicle Co. (TDCV).

2006 Tata Motors vehicle sales in India cross four million mark.

Tata Motors unveils new long wheel base premium Indigo & X - over concept at Auto Expo 2006.

Indica V2 Xeta launched.

Passenger Vehicle sales in India cross one-million mark.

Tata Motors and Marcopolo, Brazil, announce joint venture to manufacture fully built buses and coaches for India and markets abroad.

Tata Motors first plant for small car to come up in West Bengal.

Tata Motors extends CNG options on its hatchback and estate range.

TDCV develops South Korea's first LNG-Powered Tractor- Trailer.

Tata Motors and Fiat Group announce three additional cooperation agreements.

Tata Motors introduces a new Indigo range.

2007 Construction of Small Car plant at Singur, West Bengal, begins on January 21.

New 2007 Indica V2 range is launched.

Tata Motors launches the longwheel base Indigo XL, India's first stretch limousine.

Common rail diesel (DICOR) engine extended to Indigo sedan and estate range.

Tata Motors and Thonburi Automotive Assembly Plant Co. (Thonburi), announce formation of a joint venture company in Thailand to manufacture, assemble and market pickup trucks.

Roll out of 100,000th Ace.

Tata-Fiat plant at Ranjangaon inaugurated.

Launch of a new upgraded range of its entry level utility vehicle offering, the Tata Spacio.

CRM-DMS initiative crosses the 1000th location milestone

Launch of Magic, a comfortable, safe, four-wheeler public transportation mode, developed on the Ace platform.

Launch of Winger, India's only maxi-van.

Fiat Group and Tata Motors announce establishment of Joint Venture in India.

Launch of the Sumo Victa Turbo DI, the new upgraded range of its entry level utility vehicle, the Sumo Spacio.

Tata Motors launches Indica V2 Turbo with dual air bags and ABS.

Launch of new Safari DICOR 2.2 VTT range, powered by a new 2.2 L Direct Injection Common Rail (DICOR) engine.

Rollout of the one millionth passenger car off the Indica platform.

2008 Ace plant at Pantnagar (Uttarakhand) begins production.

Indica Vista – the new generation Indica, is launched.

Tata Motors' new plant for Nano to come up in Gujarat.

Latest common rail diesel offering- the Indica V2 DICOR, launched.
 Indigo CS (Compact Sedan), world's first sub four-metre sedan, launched.
 Launch of the new Sumo -- Sumo Grande, which combines the looks of an SUV with the comforts of a family car.

Tata Motors unveils its People's Car, Nano, at the ninth Auto Expo.
 Xenon, 1-tonne pick-up truck, launched in Thailand.

Tata Motors signs definitive agreement with Ford Motor Company to purchase Jaguar and Land Rover.

Tata Motors completes acquisition of Jaguar Land Rover.

Tata Motors introduces new Super Milo range of buses

Tata Motors is Official Vehicle Provider to Youth Baton Relay for The III Commonwealth Youth Games Pune 2008.

Indica Vista – the second generation Indica, is launched.

Tata Motors launches passenger cars and the new pick-up in D.R. Congo.

2009 Tata Marcopolo Motors, Dharwad plant begins production.

Tata Motors launches Nano - The People's Car.

Introduction of New World standard truck range.

Launch of premium luxury vehicles - Jaguar XF, XFR and XKR and Land Rover Discovery 3, Range Rover Sport and Range Rover from Jaguar and Land Rover in India.

Tata Nano wins the Indian Car of the Year (ICOTY) Award.

Tata Motors launches the Sumo Grande MK II.

Tata Motors begins distribution of Prima World truck.

Tata Motors acquires remaining 79% in Hipo Carrocera.

Tata Motors launches the next generation all-new Indigo Manza.

FREELANDER 2 launched in India.

Tata Motors introduces the all new Tata 407 Pickup, Tata Super Ace and Tata Ace EX.

First Jaguar Land Rover showroom opens in India.

Mr. Ravi Kant to become Non-executive Vice-Chairman of Tata Motors on retirement, Mr. P.M. Telang to become Managing Director – India Operations.

Tata Nano draws over 2.03 lakh bookings.

2010 Tata Ace becomes India's first 1-lakh brand in goods commercial vehicles.

Appointment of Mr. Carl-Peter Forster as Managing Director of Tata Motors.

Jaguar Land Rover announces opening of its Dealership in New Delhi.

Tata Motors to construct heavy truck plant in Myanmar under Government of India's Line of Credit.

Tata Motors declared as the Commercial Vehicle Maker of the Year.

Tata Motors Passenger Car Division launches 'Tata Motors Service Edge' for leading edge customer service.

Tata Motors displays Tata Nano EV at the 80th Geneva Motor Show.

Chief Minister of Punjab inaugurates Tata Motors supported State Institute of Automotive and Driving Skills.

Jaguar Land Rover announces Dr. Ralf Speth as Chief Executive Officer.

Tata Motors appoints Mr. Carl-Peter Forster as Group CEO

Tata Motors Group displays the widest range of products and environmentfriendly technologies at Auto Expo 2010.

Tata Motors launches Magic Iris.

On 26th April 2010, Tata Motors sold its 4 millionth Commercial Vehicle.

SUBSIDIARIES , JVs and ASSOCIATES

Tata Motors has several joint venture, subsidiary and associate companies:

□ Jaguar Land Rover

□ Jaguar Land Rover is a business built around two iconic British car brands that designs, engineers and manufactures in the UK. With investment in product creation topping £1 billion a year, Jaguar Land Rover is at the centre of the UK automotive industry's drive to deliver technical innovation in all areas of vehicle development.

The Jaguar Land Rover business directly employs more than 18,000 people and supports approximately 130,000 jobs through direct employment, dealers, suppliers and broader economy). Jaguar Land Rover exports annually generate almost £6 billion for the UK economy with 78 percent of Land Rovers exported to over 160 countries and 70 percent of Jaguars exported to over 60 countries.

Jaguar Cars Limited, founded in 1922, is one of the world's premier manufacturers of luxury saloons and sports cars. Since 1948 Land Rover has been manufacturing authentic 4x4s that define 'breadth of capability' in their segments. The Jaguar XF, XK and XJ models are manufactured at the company's Castle Bromwich plant in Birmingham. Land Rover's Defender, Discovery 4, Range Rover Sport and Range Rover models are all built at the Solihull plant. The Land Rover Freelander 2 is built

at the Halewood plant in Liverpool.

JOINT VENTURE, SUBSIDIARY & ASSOCIATE COMPANIES :

- Jaguar Land Rover
- Tata technologies Ltd. (TTL) and its subsidiaries
- Telco construction Equipment Co. Ltd. (Telcom)
 - HV Axles Ltd. (HVAL)
 - HV transmissions Ltd. (HVTTL)
- TAL manufacturing solutions Ltd. (TAL)
 - Sheba properties Ltd. (Sheba)
- Concorde motors (india) Ltd. (concorde)
- Tata Daewoo commercial vehicle company Ltd. (TDWCV)
 - Hispano Carrocera S.A (HC)
- Tata Motors insurance broking and Advisory Services Ltd.(TMIBASL)
 - Tata Motors European technical centre plc
 - Tata motors Finance Ltd.
 - Tata Motors Thailand
 - Tata Marcopolo Motors Ltd (TMML)
 - Tata Motors (SA)Proprietary Ltd. (TMSA)
 - TML Distribution Company Ltd .

POLICIES

TATA MOTORS COMMERCIAL VEHICLES:

The wide array commercial vehicles from Tata motors are designed to take care of almost every business needs, big and small. From rigid trucks to tractor trailers, from light commercial vehicles to specialized defence carriers, from luxury buses to compact city carriers.

MEDIUM & HEAVY VEHICLE:

Rigid Trucks

Tractor Trailers

Tippers

LIGHT VEHICLES:

Rigid Trucks

Tippers

SMALL VEHICLE:

Ace

Winger

207 DI EX

Telcoline

Xenon

BUSES:

Public Transport

Intercity Transportation

Vehicle type

PRODUCT PROFILE OF TATA MOTORS

PASSENGER CARS & UTILITY VEHICLES

Tata Sumo/Spacio

Tata Safari

Tata Indica

Tata Indigo

Tata Winger

Tata Magic

Tata Nano

Tata Xenon XT

Tata Xover (2009)

Tata Manza (2009)

Tata Aria (2010)

COMMERCIAL VEHICLES:

Tata Ace

Tata Starbus

Tata Globus

Tata Marco polo Bus

Tata Novus

Tata 407 EX Military Vehicles

Tata LSV

Tata 407 Troop Carrier

Tata Winger Passenger Mini Bus

DEFENCE VEHICLES

Tata 407 (4 x 4) Soft Top Troop Carrier

Tata LPT 709 E Hard Top Troop Carrier

Tata LPTA 1621 TC (6 x6)

Tata LPTA 1615 TC (4 x2)

Tata SD 1015 TC (4 x4)

Tata 407 / (4 x2) Hard Top Troop Carrier

Tata LPTA 1615 TC (4 x 4)

Tata LPTA 713 TC (4 x4).

THE COMMITTEES OF THE BOARD

To focus effectively on the issues and ensure expedient resolution of diverse matters, the Board has constituted a set of Committees with specific terms of reference/scope. The Committees operate as empowered agents of the Board as per their Charter/ terms of reference. Targets set by them as agreed with the management are reviewed periodically and mid-course corrections are also carried out. The Board of Directors and the Committees also take decisions by the circular resolutions which are noted at the next meeting. The minutes of the meetings of all Committees of the Board are placed before the Board for discussions/ noting.

COMPANY STRUCTURE

INDUSTRY DYNAMICS AND COMPETITION

TATA Motors is having highest market share in each segment. Year on year sale of vehicles is increasing but Market share is fluctuating. From Oligopoly market CV industry in India will become a perfect competition market. As many of Indian companies are now entering into the market place with JV with foreign experts in CV. Mahindra & Mahindra is coming up with Navistar (Mahindra Navistar in India) for Heavy CV. Ashok Leyland is coming up with Nissan for Light Commercial Vehicles (LCV). Similarly other player niche players of world CV markets are coming up in Indian market like Volvo, Mercedes Benz & Scania. Now the time Indian market place is very demanding, there is extreme demand for AC Buses & construction equipments for building better infrastructure for India. The scope of the project will be the strategies adopted by the local companies & by the world CV experts in the global market. We'll benchmark the Trends in the Global CV Industry, the marketing /channel strategies these companies adopt. How these companies will meet the local requirement of India customers. How govt is helping Indian CV industry which itself create an all together different marketing strategy / channel.

The Indian majors control majority of the market share with TATA motors enjoying major share of that in both cargo and passenger vehicle with a share of 64%. TATA, Ashok Leyland and Mahindra & Mahindra together control over 84% share. Over last 5 years, the CV market has seen global majors entering India eyeing to taste this huge potential. A lot of consolidations, JVs have taken place to position them in India, ASEAN market.

CHARACTERISTICS OF COMMERCIAL VEHICLE INDUSTRY

The CV industry draws its demand from the economy and hence is prone to cyclicity. However, due to greater versatility of usage, the LCV demand is less cyclical than the M&HCV demand.

SERVICING & DISTRIBUTION NETWORK

CVs do not enjoy a very high brand loyalty. Purchases are largely influenced by nature and availability of the product at the point of purchase. With the product being one of the most commonly used products across the country, it is imperative for the players to be present all across the country. A wide-spread distribution network will provide the manufacturers a large and geographically diverse presence, which in turn will help generate higher sales volume; a necessity in a highly capital intensive industry. Further, once the customer has been acquired, it is important to service the customer in order to develop brand consciousness and build a brand loyalty. Thus, availability of spare parts and service centers is crucial for servicing the customer and developing brand loyalty.

TECHNOLOGY TIE UP

Changing customer preferences, rising fuel costs, growing environment concerns and consequent government regulations call for implementation of a better and improved technology. Additionally, with the opening up of global markets, there is a need for the domestic players to meet with international technology standards. Thus, technology is the key to survival as well as growth in the CV industry. A prudent technical collaboration not only renders the ability to meet stringent environment norms, both domestic as well as international, but also helps players in introducing newer and technologically more advanced vehicles; which is a key to their survival.

INNOVATION

The demand for CV is highly technologically driven. Both changing consumer preference and government regulations make it imperative for the players to constantly innovate and introduce newer and better products.

GEOGRAPHICAL DIVERSIFICATION

The movement in demand for CV closely follows the movement of economic growth. Past trends show that the CV industry has a 4-5 year cycle, with the growth in demand moving closely with the growth in industrial activity. Thus, during periods of economic downturns, the industry experiences a huge decline in demand, which is a matter of high concern for an industry which is capital intensive by nature. In order to reduce this dependence on economic activity, manufacturers need to diversify into other economies. Technological tie-ups with

players having strong international presence can help manufacturers to expand globally and thereby reduce their correlation with domestic economic cycles.

LEVEL OF ANCILLARISATION

The CV industry has started moving towards ancillarisation. The auto component suppliers have become a critical link in the manufacturing chain. Companies often get entire modules built from auto component suppliers and only assemble it in their production facilities. Further, with a high level of ancillarisation, players can significantly reduce their capital outlay and there-bypass-on some of their business risks to external players. Thus, vendor development (companies spend as long as two years to develop the right vendor) and quality checks have become critical success factors for the CV manufacturers.

VEHICLE FINANCING

The availability of vehicle finance at the point of purchase can foster sales. Traditionally, financing was left to the institutions for whom the business was their core competency. However, in order to provide complete buying assistance to the purchasers at the point of purchase, many of the CV manufacturers set up their own financing companies or tied up with banks.

CHANGES BEING WITNESSED IN INDIAN COMMERCIAL VEHICLE

MARKET

MARKET

Developed Road Infrastructure

Reduced Overloading

Customized vehicle requirement

CUSTOMERS:

Increased Awareness

Purchase decisions largely by life cycle cost

PRODUCTS:

Shift from MCV to HCV

Explosive growth of LCV

Growth of premium CVs

Emergence of special application vehicles

GLOBAL CHALLENGES IN THE AUTOMOTIVE INDUSTRY

OPPORTUNITIES:

- 1) Global markets getting stagnant, while China, India and Thailand driving double digit growth
- 2) Indian GDP targeted at 8-9.5% growth in coming years leading to the need for massive infrastructure movement
- 3) India does not have a clearly defined scrap policy for old vehicles. So far the small operators have been pushing the old vehicles on road to maintain their bottom-line. However this fleet needs to be replaced with better technology vehicles with better load capacity and less maintenance
- 4) India Retail, logistic, distribution sectors getting organized creating opportunity for CV market to split in to further more segments
- 5) Easy financial options. Most of the vehicle makers now have a strategic relationship with bankers and also their own financial units for easy credit.
- 6) More specialized vehicles required for perishable, oil, mining sectors .

AREA OF OPERATION OF TATA MOTORS:-

The kind of market segmentation followed by Tata motors is fully market coverage. This means that the entire products manufactured by the company are sold in various markets.

- ☐ Global
- ☐ National
- ☐ Regional

GLOBAL:-

Global operations - UK, South Korea, Thailand and Spain. TML - world's fourth largest truck manufacturer. World's second largest bus manufacturer .Tata motors a growing global footprint and has established itself in market across the world as one of the world's most prestigious auto brands. The emphasis is now on establishing a solid local presence in these countries as this was the key to long-term success and building trust with the customer. With subsidiaries in south Africa, Europe and strong presence in over 15 countries, it aspires to be globally renowned in utility vehicles.

NATIONAL:-

The company's manufacturing base in India is spread across Jamshedpur (Jharkhand), Pune (Maharashtra), Lucknow (Uttar Pradesh), Pantnagar (Uttarakhand) and Dharwad (Karnataka). Following a strategic alliance with Fiat in 2005, it has set up an industrial joint venture with Fiat Group Automobiles at Ranjangaon (Maharashtra) to produce both Fiat and Tata cars and Fiat powertrains. The company is establishing a new plant at Sanand (Gujarat). The company's dealership, sales, services and spare parts network comprises over 3500 touch points; Tata Motors also distributes and markets Fiat branded cars in India.

REGIONAL:-

The company also operates within the local market. It has dealers within Gujarat ; here the dealers ultimately reach the customers.

TATA NANO MARKETING STRATEGY

The introduction of the Nano received media attention due to its targeted low price. The Financial Times reported: "If ever there were a symbol of India's ambitions to become a modern nation, it would surely be the Nano, the tiny car with the even tinier price-tag. A triumph of homegrown engineering, the \$2,200 (€1,490, £1,186) Nano encapsulates the dream of millions of Indians groping for a shot at urban prosperity." The car is expected to boost the Indian economy, create entrepreneurial opportunities across India as well as expand the Indian car market by 65%. The car was envisioned by Ratan Tata, Chairman of the Tata Group and Tata Motors, who has described it as an eco-friendly "people's car". Nano has been greatly appreciated by many sources and the media for its low-cost and eco-friendly initiatives which include using compressed-air as fuel and an electric-version (E-Nano). Tata Group is expected to mass-manufacture the Nano, particularly the electric-version, and, besides selling them in India, to also export them worldwide.

Critics of the car have questioned its safety in India (where reportedly 90,000 people are killed in road-accidents every year), and have also criticized the pollution that it would cause (including criticism by Nobel Peace Prize winner Rajendra Pachauri). However, Tata Motors has promised that it would definitely release Nano's eco-friendly models alongside the gasoline model. The Nano was originally to have been manufactured at a new factory in Singur, West Bengal, but increasingly violent protests forced Tata to pull out October 2008.

Currently, Tata Motors is reportedly manufacturing Nano at its existing Pantnagar (Uttarakhand) plant and a mother plant has been proposed for Sanand Gujarat. The company will bank on existing dealer network for Nano initially. The new Nano Plant could have a capacity of 500,000 units, compared to 300,000 for Singur. Gujarat has also agreed to match all the incentives offered by West Bengal government.

COST CUTTING FEATURES

The Nano's boot does not open, instead the rear seats can be folded down to access the boot space.

It has a single windscreen wiper instead of the usual. Some exterior parts of it are glued together, rather than welded.

It has no power steering.

Its door opening lever was simplified.

It has 3 nuts on the wheels instead of the statutory 4 nuts.

It only has 1 side view mirror

PRICE OF NANO

Tata initially targeted the vehicle as "the least expensive production car in the world" aiming for a starting price of 100,000 rupees or approximately US\$2000 (using exchange rate as of March 22, 2009) 14 years ago, despite rapidly rising material prices at the time.

As of August 2008, material costs had risen from 13% to 23% over the car's development, and Tata faced the choice of introducing the car with an artificially low price through government subsidies and tax- introducing the car with an artificially low price through government subsidies and tax- breaks forgoing profit on the car using vertical-integration to artificially boost profits on cars at the expense of their materials industries partially using inexpensive polymers or biodegradable plastics instead of a full metal- body raising the price of the car option

PRODUCT BRANDING & ADVERTISING

Every business started from 0, from no one knows it until everyone know it.

Advertising is one of the most common ways to make car buyer or car enthusiast aware of the new car with special promotion price. Another more important way of advertising is to create an image or brand image. Take BMW Z3 for example, it was introduced in 1996 and shortly the car has been used in the famous James Bond movie. This is similar to Nissan 350 Fairlady Z in the recent 2007 Fast and the Furious 3 – Tokyo Drift. Over the years Tata Motors have been successful in creating their brand image especially they use some famous stars as their spokesman.

Other important marketing strategies are such as the packaging, innovations, and quality control. Tata Motors provide many innovative features to attract car lover.

One of these innovations is the Tata Safari 4X4 Dicor that has "Reverse Guide System". A weather- proof camera is fixed to the rear car to help the driver while reversing the car.

PRICING STRATEGY

There are various factors to determine a price of a car. These factors are such as market condition (it can't be too low or too high with the prices of same vehicle from competitors, it has to be at par), cost incurred to build a car, profit by company, dealer profit. Giving discount every month and special promotion for certain type of vehicle also one of the strong strategy use by Tata Motors. Discount can be made from Company's profit or from dealer's profit at certain

range.

PLACE

Place of dealership does play an important role. The channel of distribution, physical location, and dealership method of distribution and sales is generally adopted. The distribution of vehicle must be in a very systematic way, from the plant to dealership and to end user. This is not only in India itself but also to the world-wide dealership.

MAINTAINENCE & SUPPORT

After sales service is also another important marketing strategy for most of the car buyer to choose for the right car. End user will not want to spend a lot of time to travel to a far place just to service the car such as change engine oil, oil filter and some simple checking. Parts and accessories must also easy to access when it is needed to keep the customer satisfy from buying Tata cars until maintaining the car or even until they sell the car and change to a newer Tata model.

MARKETING MIX

Marketing is the process by which a product or service originates and is then priced, promoted, and distributed to consumers. The principal marketing functions involve market research and product development, design, and testing. It is the business activity of presenting products or services in such a way as to make them desirable. One has to consider promotion that is balanced with a suitable product available at a reasonable price, provided at all places to maximize the sale of one's product.

MARKETING MIX**PRODUCT PRICE PROMOTION**

N

PLACE

Brand Pricing

Strategy

Personal

Selling

Channels of

Distribution

s

Packaging Pricing &
QualityAdvertising Physical
DistributionInnovations Price &
Alterations

Public

Relations

Wholesaler

& Retailers

Quality Discounts

1. PRODUCT (Brand, Packaging, Innovations, Quality) :

a. Brand : Advertising is often used to make consumers aware of a product's special low price or its benefits. But an even more important function of advertising is to create an image that consumers associate with a product, known as the brand image. The brand image goes far beyond the functional characteristics of the product. The products of Tata Motors have many special characteristics to them, but when consumers think of it, they not only think of its features, but they may also associate it with quality, performance, class.

All of these meanings have been added to the product by advertising. Consumers frequently buy the product not only for its functional characteristics but also because they want to be identified with the image associated with the brand. Tata Motors have been successful in creating and maintaining a professional brand image.

b. Packaging : A vehicle cannot have a material packaging. Here, packaging refers to and effective assembly of features. Tata Motors provide many innovative features to suit the target customers and the product. E.g. Tata Safari Dicor has 'Reverse Guide System' which includes a weather-proof camera to help the driver while reversing the vehicle.

c. Innovations : The various motives behind buying an automobile are Need, Prestige, Comfort, Fashion, Jealousy and Novelty. The R & D Department continuously strives to bring new innovations in their product. Tatas have an industrial experience of over 100 years and they are well known with the Psychology of Indian customers, who desire more at less price. This experience has helped them to develop products which fulfill the expectations of Indian consumers.

d. Quality Control : Tata Motors have their Quality Control standards and the QC Dept. ensures that the customer does not face any inconveniences of a defective product.

2. PRICE (Pricing Strategy, Alterations, Discounts)

a. Pricing Strategy : The prices are fixed keeping in mind a number of factors. As told by

Mr. Desai, prices have to be at par with the prices of the competitors. Tata Motors give a relative price advantage as compares to its competitors. The various determinants of price are

- i. Market Condition
- ii. Costs incurred
- iii. Profit percentage desired by the Co.
- iv. Dealer Profit

b. Alterations : The Company does not allow any alterations to any of the features of the product. If there is an alteration which affects the performance of the engine, then the warranty becomes void. However, there may be alterations in the accessories, if desired by the customer.

c. Discounts : Discounts are decided by the Co. every month. Any further discounts made from the profits of the dealer. However, the Co. may compensate the dealer for the discounts allowed to a certain extent.

3. PROMOTION (Personal Selling, Advertising, Sales Promotion, Public Relations)

a. Personal Selling : There is minimal personal selling involved. The Sales Officers at the dealerships collect prospective customer databases and perform cold calling to attract customers.

b. Advertising : Advertising is a form of commercial mass communication designed to promote the sale of a product or service. Tata Motors is responsible for the advertising of its products. The dealer does play any role in the advertising. The various media used for advertising are T.V., Newspapers, Magazines, Hoardings, Internet etc. The dealer conducts point-of-purchase displays to advertise the products. The advertisements done by the Co. help the dealer to capitalize on the market.

c. Sales Promotion : The purpose of sales promotion is to supplement and coordinate advertising and personal selling; Sales promotions are designed to persuade consumers to purchase immediately by providing special incentives such as cash rebates, prizes, extra product, or gifts. The Co. conducts intensive sales promotion during festivals such as festive discounts during Diwali.

d. Public Relations : Public Relations is a management function that creates, develops, and carries out policies and programs to influence public opinion or public reaction about an idea, a product, or an organization. The Co. takes serious measures to maintain good public relations. The Co. follows business ethics to ensure that the customer is satisfied and receives good service whenever and wherever he desires

4. PLACE (Channels of Distribution, Physical Distribution)

a. Channels of Distribution : In case of vehicles, dealership method of distribution and sales is generally adopted. Tata Motors have also adopted dealership method of distribution of its products. The dealers purchase products from the Co. at a negotiated price. The MRP is fixed by the Co. and the dealer gets a profit within these prices. As the Co. deals in commercial and passenger vehicles, there may be a single or distinct dealerships to market its commercial and passenger vehicles in a town. However, if there is a single dealership appointed, then the commercial and passenger vehicles are managed under Commercial Vehicles Dept. and Passenger Vehicles Dept. respectively. Tata Motors have contracts with the Government of India and it supplies buses and passenger vehicles, in some cases, to the Govt. Sometimes, bulk quantities of vehicles are ordered by a Govt. Dept. or a private company. The sales, distribution and billing of these are looked after by the Co. itself.

b. Physical Distribution : The commercial vehicles are manufactured at Jamshedpur, Lucknow and Pantnagar whereas the passenger vehicles are manufactured at Pune plant.

From the plant, the finished product is transported to the dealerships. The nation-wide dealership, sales, services and spare parts network comprises over 2,000 touch points. The dealerships are strategically located in the target and potential markets to ensure efficient and timely availability of its products in the market.

The company began in 1945 and has produced more than 4 million vehicles. Tata Motors Limited is the largest car producer in India. It manufactures commercial and passenger vehicles, and employs in excess of 23,000 people. This SWOT analysis is about Tata Motors.

STRENGTHS

- The internationalisation strategy so far has been to keep local managers in new acquisitions, and to only transplant a couple of senior managers from India into the new market. The benefit is that Tata has been able to exchange expertise. For example after the Daewoo acquisition the Indian company leaned work discipline and how to get the final product 'right first time.'
- The company has a strategy in place for the next stage of its expansion. Not only is it focusing upon new products and acquisitions, but it also has a programme of intensive management development in place in order to establish its leaders for tomorrow.

- The company has had a successful alliance with Italian mass producer Fiat since 2006. This has enhanced the product portfolio for Tata and Fiat in terms of production and knowledge exchange. For example, the Fiat Palio Style was launched by Tata in 2007, and the companies have an agreement to build a pick-up targeted at Central and South America.

WEAKNESS

- The company's passenger car products are based upon 3rd and 4th generation platforms, which put Tata Motors Limited at a disadvantage with competing car manufacturers.
- Despite buying the Jaguar and Land Rover brands (see opportunities below); Tat has not got a foothold in the luxury car segment in its domestic, Indian market. Is the brand associated with commercial vehicles and low-cost passenger cars to the extent that it has isolated itself from lucrative segments in a more aspiring India?
- One weakness which is often not recognised is that in English the word 'tat' means rubbish. Would the brand sensitive British consumer ever buy into such a brand? Maybe not, but they would buy into Fiat, Jaguar and Land Rover (see opportunities and strengths).

OPPORTUNITIES

- In the summer of 2008 Tata Motor's announced that it had successfully purchased the Land Rover and Jaguar brands from Ford Motors for UK £2.3 million. Two of the World's luxury car brand have been added to its portfolio of brands, and will undoubtedly off the company the chance to market vehicles in the luxury segments.
 - Tata Motors Limited acquired Daewoo Motor's Commercial vehicle business in 2004 for around USD \$16 million.
 - Nano is the cheapest car in the World - retailing at little more than a motorbike. Whilst the World is getting ready for greener alternatives to gas-guzzlers, is the Nano the answer in terms of concept or brand? Incidentally, the new Land Rover and Jaguar models will cost up to 85 times more than a standard Nano!
 - The new global track platform is about to be launched from its Korean (previously Daewoo) plant. Again, at a time when the World is looking for environmentally friendly transport alternatives, is now the right time to move into this segment? The answer to this question (and the one above) is that new and emerging industrial nations such as India, South Korea and China will have a thirst for low-cost passenger and commercial vehicles. These are the opportunities. However the company has put in place a very proactive Corporate Social Responsibility (CSR) committee to address potential strategies that will make its operations more sustainable.
- The range of Super Milo fuel efficient buses are powered by super-efficient, ecofriendly engines. The bus has optional organic clutch with booster assist and better air intakes that will reduce fuel consumption by up to 10%.

THREATS

- Other competing car manufacturers have been in the passenger car business for 40, 50 or more years. Therefore Tata Motors Limited has to catch up in terms of quality and lean production.
 - Sustainability and environmentalism could mean extra costs for this low-cost producer. This could impact its underpinning competitive advantage. Obviously, as Tata globalises and buys into other brands this problem could be alleviated.
- Since the company has focused upon the commercial and small vehicle segments, it has left itself open to competition from overseas companies for the emerging Indian luxury segments. For example ICICI bank and DaimlerChrysler have invested in a new Pune-based plant which will build 5000 new Mercedes-Benz per annum. Other players developing luxury cars targeted at the Indian market include Ford, Honda and Toyota. In fact the entire Indian market has become a target for other global competitors including Maruti Udyog, General Motors, Ford and others.
- Rising prices in the global economy could pose a threat to Tata Motors Limited on a couple of fronts. The price of steel and aluminium is increasing putting pressure on the costs of production. Many of Tata's products run on Diesel fuel which is becoming expensive globally and within its traditional home market.

COMPETITORS: -

COMPETITORS Tata Motors relies heavily on its sales in India. Tata Motors now faces stiff competition from fellow compatriots like Mahindra, Maruti as well as multinational brands like Toyota and Chevrolet. It has faced controversy over developing the Nano's. Ashok Leyland, Tata's biggest competitor in the Indian heavy commercial vehicle market 20 Any person or entity which is a rival against another. A company in the same or similar industry which offers a similar product or service -**LEADERSHIP WITH TRUST.**

MCKENCY'S 7S MODEL RELATING TO TATA MOTORS**STRUCTURE:-**

Structure refers to the organization hierarchy, which provides information about who reports to whom and how tasks are divided and integrated. A Tata motor has an organization structure that implies centralization of authority at the top, departmentalization of jobs. Hierarchy of command, narrow span and intense division of labour, this type of structure provides a clear and well defined work setting to its employees.

RESPONSIBILITY OF TOP MANAGEMENT IN TATA MOTORS

- ☐ Empowerment of people
- ☐ Building excellence throughout the organization
 - ☐ Open and transparent communication
- ☐ Setting up of performance management system
 - ☐ Motivate the manager.

FOLLOWING ARE THE DEPARTMENTS IN TATA MOTORS

- ☐ Technical department
- ☐ Production department
- ☐ Human resource department
 - ☐ Material department
 - ☐ Finance department

SKILLS

One of the important attributes or capabilities possessed by the organization are skills. The term skill includes those characteristics or strengths which most of the people use to describe the company. Tata motor believes that human resource is the single largest factor responsible for more effective utilization of all the other resources.

The following are skills possessed by Tata motors.

1. Communication skill and technical skills
2. Initiative
3. Interpersonal skills
4. Analytical skills
5. People sensitivity

STYLE:-

It refers to the way of working and the reporting relationship. Style means how managers collectively spend their time and attention and how they use symbolic behavior. How the management acts is more important than what management says. Management is an employee-oriented. The working of management is democratic in style.

Tata motors the representative of workers takes active participation in all the managerial activities where the interest of employees are involved. Functional heads take the day-to-day decisions. Whenever the dispute arises it will be settled at the initial stage through mutual discussion between the management and employees.

STRATEGY:-

It is a coherent set of actions aimed at gaining a suitable advantage over competition, improving positions and allocating resources. The main strategy is to ensure maximum utilization of available resources. For this purpose the company believes in promoting from within the organization and thereby encourages its people to strive for higher management stability. The set up also allows them to take the advantage of common pool of technical and marketing talent of the highest quality.

Tata adopts the following other strategies.

1. Adopts dynamic business strategy
2. Maintaining and improving quality
3. Business intelligence
4. Create innovative solution for the future
5. Long standing client relationship

SYSTEM:-

System refers to the organization methods that are used for the flow of information from one department to other department. Tata has an adequate system of internal control designed to provide reasonable assurance on the achievement of the objective relating to efficiency and effectiveness of operation, reliability of financial reporting. There is a system compliance to follow rules and regulations and for safeguard of assets.

STAFF:-

The company is accommodating various employees, they comprise of staff, workers and trainees. The people in organization are very dedicated and work towards the improvements of the organization.

SHARED VALUES:-

- Intensity to win
- ☐ Make customer successful
- ☐ Team, innovate, excel
- ☐ Act with sensitivity
- ☐ Respect for the individual
- ☐ Thoughtful and responsible

- Unyielding integrity
- Delivering on commitments
- Honesty and fairness in action

POLITICAL:

Since Tata Motors operates in multiple countries across Europe, Africa, Asia, the Middle East, and Australia, it needs to pay close attention to the political climate but also laws and regulations in all the countries it operates in while also paying attention to regional governing bodies. Laws governing commerce, trade, growth, and investment are dependent on the local government as well as how successful local markets and economies will be due to regional, national and local influence.

On March 26, 2008, Tata Motors reached an agreement with Ford to purchase Jaguar and Land Rover. In order to be capable of this acquisition, Tata Motors must have a full comprehension of the governing bodies and laws regulating commerce in the home country, the United Kingdom, but also in countries Jaguar and Land Rover operate in.

In accordance, Tata's headquarters in Mumbai, India, strictly controls and regulates operations in all dealerships and subsidiaries, in addition to knowing and abiding by all labor laws in the multiple countries where they have manufacturing plants it has to watch political change. This will be especially vital in the future as Tata Motors continues to expand and grow into new markets. "While currently about 18% of its revenues are from international business, the company's objective is to expand its international business, both through organic and inorganic growth routes". The foundation of the company's growth internationally is a deep understand of economic stimulation, customer needs, and individual government regulations and laws. Although it is the headquarters ultimate responsibility to make sure each individual office and branch is operating and abiding by the local laws, it will become increasingly more important for that duty to be taken care of at the regional or even local level.

ECONOMIC:

Operating in numerous countries across the world, Tata Motors functions with a global economic perspective while focusing on each individual market. Because Tata is in a rapid growth period, expanding or forming a joint venture in over five countries world-wide since 2004, a global approach enables Tata Motors to adapt and learn from the many different regions within the whole automotive industry. They have experience and resources from five continents across the globe, thus when any variable changes in the market they can gather information and resources from all over the world to address any issues. For instance, if the price of the aluminum required to make engine blocks goes up in Kenya, Tata has the option to get the aluminum from other suppliers in Europe or Asia who they would normally get from for production in Ukraine or Russia. Tata Motors also has to pay close attention to shifts in currency latest throughout the world. Currency fluctuations can equate to higher or lower demands for Tata vehicles which in turn affect profitability. It can also mean a rise in costs or a drop in returns. But they also have to pay attention to not just the domestic currency, the rupee, but also to the dollar, euro, bhat, won, and pound, to just name a few. Just because the rupee is strong against the dollar does not mean it is strong against all the other currencies. Attention to currency is important because it influences where capital investment will develop and prosper.

SOCIAL:

Undoubtedly, the beliefs, opinions, and general attitude of all the stakeholders in a company will affect how well a company performs. This includes every stakeholder from the CEO and President, down to the line workers who screw the door panel into place, from the investor to the customer, the culture and attitude of all these people will ultimately determine the future of a company and whether they will be profitable or not. For this reason, Tata Motors tends to use an integration and rarely separation technique with foreign companies they acquire.

On the other hand, some economic issues that Tata Motors face must also be looked at from a more localized perspective. For instance, the market in India for cars is much different than the market for cars in Italy. For one, India has over one billion more people than Italy does, thus the market is much larger or not as limited. Second, you must also take into affect the demographics and the average income of each market. Italians have a higher average income per capital than Indians and Italian citizens tend to drive larger and fancier cars. For this reason, the Tata Nano might not do so well in the Italian market. In summation, Tata Motors views the economy from a global perspective with operations across the entire globe; however, they must also maintain a local market understanding and knowledge when it comes to product positioning and placement throughout the different markets Tata conducts business in.

In 2004, Tata Motors acquired Daewoo Commercial Vehicles Company, which was at the time Korea's second largest truck maker. Rather than using de- culturation or assimilating Daewoo, Tata took an integrated approach, and continued building and marketing Daewoo's current models as well as introducing a few new models globally just as it had been done under Korean management.

With the new acquisition of Jaguar and Land Rover, Tata will have to be careful with how they handle the acquisition. While Land Rover is thriving while under the helm of Ford, Jaguar was more of the trouble child. "Jaguar cost Ford some \$10 billion during its 18-year stewardship and its sales were in headlong decline, especially in America, its most important market. Industry analysts also struggled to see what value Tata could add that had eluded Ford, and what synergies there could be between a maker of trucks and basic cars... and two luxury marquees". Separation could be a good approach for the immediate future to keep the name of Jaguar and Land Rover distinguishable and associated with the luxury automobile market. Overall, Tata does a good job of integrating some aspects of their large multi-national conglomerate into new acquisitions; however, the company must also understand that separation from the name Tata can be valuable in some social areas.

TECHNOLOGY

Tata Motors and its parent company, the Tata Group, are ahead of the game in the technology field. The Tata Group as a whole has over 20 publicly listed enterprises and operates in more than 80 countries world-wide. This equates to Tata Motors having lots of experience and resources to draw from for research and development purposes. "The foundation of the company's growth is a deep understanding of economic stimuli and customer needs, and the ability to translate them into customer-desired offerings through leading edge R&D".

Employing 1,400 scientists and engineers, Tata Motors' Research and Development team is ahead of the pack in India's market and right with the rest of the field internationally.

Among Tata's firsts are "the first indigenously developed Light Commercial Vehicle, India's first Sports Utility Vehicle and, in 1998, the Tata Indica, India's first fully indigenous passenger car," as well as the increasingly famous Tata Nano, which is projected to be the world's cheapest production car. In the automotive industry, it is becoming increasingly crucial for manufacturers to stay on top of the technology curve with new problems always rising such as escalating gas prices and pollution problems.

Tata recognizes this and dedicates lots of resources and time into research and development to be even with or preferably ahead of other competitors, global trends, and changing economies. In all, an automobile manufacturer must change, adapt, and evolve to stay competitive in the automotive game, and this is exactly what Tata is doing with their rapid growth, and extensive research and development.

STP ANALYSIS

SEGEMENTATION:

Segmentation is based upon considerable evidence that a single marketing approach or formula will not work for all members of the community to be served.

Geographic:

The region of Tata motors is whole India with special focus on Type A and fast growing Type B cities across India.

Demographic:

- Age → anybody of age between 18 to 50 years.
- Income → anybody with an income of over 4 lakh p.a.
- Occupation → millennial employed as professional, managers and those who want to buy their first car.
- Social Class → Middle Class, Upper Middle, Lower Upper and Upper Upper.

Psychographic:

- Personality → Dreamers, those who want to achieve big, ambitious, price conscious, took their first step towards success and value driven.

Behavioral:

- Benefits → Quality, Style.
- User Status → Potential users and first time users.
- Readiness Stage → those who are aware, informed, interested and intend to buy.

TARGETING:

Tata Motors has full market coverage in vehicle market as they covers market through Differentiated Marketing. So Tata Motors typically creates more otal sales. However it also increases the cost of doing business. That's why they lead to both higher sales and higher costs.

After introducing Tata Nano and acquiring Jaguar & Land Rover they have full market coverage from Common men to Luxuries loving people.

So, Tata Motors attempt to serve all customer groups with all the products

POSITIONING:

Tata Motors has many products for various sectors. Company has a product like Tata ACE which is used as mini-truck. This product is mostly used at agriculture level. This product can carry below 1 tone. So, in agriculture sector

this mini-truck makes good image. Like that Tata Motors introduced Tata Nano car for lower level people who cannot afford car but now they can buy a car in Rs.1 lakh. It also makes a brand image on customer's mind that Tata Motors is companies where Customer gets that product what he want. After acquiring Jaguar & Land they got drastic change in people's mind. Now customer has more chooses then before.

When people think to purchase a car then they always think about different companies like Tata Motors, Mahindra and Mahindra, Hyundai, Maruti etc. In this situation customer always think about his likings, styles and Tata Motors can provide this as good as possible. Everybody knows that Tata motors can give them good product by technical.

So, Tata Motors's brand image instead of the people is trustworthy and Reliable car company.

RESEARCH METHODOLOGY

PROBLEM DEFINITION:-

In order to carry out the research programmed, the researcher should know the basic problem. A competent researcher will not accept a research, until he understands the problem definition is the core of research process. As such it denotes the particular most important step to be performed. According to researcher's viewpoint problem identification represents conversion of the management problem in to research problem.

In the case, the topic is to know the "customer satisfaction towards TATA MOTOR because of good marketing, the basic problem is to know the satisfaction of the consumer is at present towards the TATA MOTORS. What people think about it? The main problem is to know how many people are interested in purchasing the TATA MOTORS vehicle.

OBJECTIVES OF THE STUDY:-

The main objective of the study can be explained as below:-

- ☐ To know how many persons are willing to buy the TATA MOTORS CAR?
- ☐ To know the different criteria that the customer undertakes while purchasing the cars.
- ☐ Through customer satisfaction, we can know the current position of TATA MOTORS in the market.
- ☐ Also the study will provide detail about the automobile sectors and the position of the company will be known.

SCOPE OF THE STUDY:-

Scope of the study is to know the customer satisfaction about TATA MOTORS through of different areas. I.e. different areas. In Hyderabad city.

RESEARCH COMPONENTS:-

RESEARCH DESIGN

Research design is the plan for collecting the information related to the study. Research design explains the methods that are used for collecting the information. The research design will focus attention on the different methods that are used for collection of the data. Also it will help to solve the problem. Different forms of collecting the data will be tasted in the research design.

In this case, survey method is used to collect the necessary data in the survey method, the personal interview is used to collect the information from the respondents, and questionnaires are used. The respondents are visited personally, and the detail information is collected related to the study. The question mainly focuses attention on the consumer behavior to fulfill the objective of the study

RESEARCH METHODOLOGY

"Research is an organized inquiry designed and carried out to provide information for solving problems." -Fred Kerlinger.

"Research is careful inquiry or examination to discover new information or relationships and to existing knowledge." - Francis Rammel.

The nature of the project work has been exploratory as no hypothesis, is taken to be tested. Though the conclusions drawn could be taken as the hypothesis and further tested by the research work undertaken in the relevant field. The reason for choosing the exploratory research design is the fact the project report has been primarily based upon the secondary sources of data and whose authenticity could be assured of.

The reluctance of the company's personnel in parting with much of information led the project report to be based substantially on the secondary source of data. The sources of data used in data collection are the following:

PRIMARY SOURCES

In order to gather information about the various products, I personally visited a number of retail markets and collected data pertaining to the prices of the products offered. The market visits were useful in knowing the comparative prices and quality of the offered brands vis-à-vis the competitive brands. Detail regarding the packaging of the products were collected and I also inquired about the

various sales promotion schemes followed by the three companies.
By interviewing these retailers valuable information was collected. I inquired from them about their marketing advertising and distribution strategies.

SECONDARY SOURCES

Information was collected from secondary sources such as public libraries, newspapers, business magazines.

Beside these the use of Internet was also made in collecting relevant information. The data collected from the above mentioned sources has been adequately structured and used at appropriate places in the report. This particular way of data collection was used because of its low cost (except data collected through surfing the internet) and less time consumption. The information gathered included:

- ☐ Their annual reports
 - ☐ Pamphlets.
 - ☐ Posters.
- ☐ Press clippings.
- ☐ News releases.
- ☐ Newsletters.
- ☐ Pictures.
- ☐ Websites

LIMITATION OF STUDY

The time period of the survey being only two months it was not possible to conduct a highly in depth and details study. Different people have a different thought, process and different attitudes. As a result their manner of answering the questions of the study differs the answers received some times good while sometimes they where negative. A census survey is not possible due to time period so I have selected sample survey.

ANALYSIS & INTERPRETATION OF RESEARCH

TABLE NO:-1

Table showing the genders of the respondents

Category Percentage

Male 85

Female 15

Total 100

ANALYSIS:

- ☐ 85% of the respondents are male
- ☐ 15% of the respondents are female.

0 percentage

50

100

male

female

percentage

percentage

TABLE NO:-2

Table showing distribution on the basis of the occupation

Occupation Percentage

Professional 35

Govt. Employer 15

Private Employer 10

Businessman 35

Other 05

Total 100

ANALYSIS:

- ☐ 35% are Professionals , 15% are Govt. Employee, 10% are private Employee
- 35% are Businessman and 05% are other.

Professional

35%

Govt. Employee

15%

Private

Employee

10%

Businessman

35%

Other

5% Percent

TABLE NO:-3

This table showing SOURCE OF FINANCE

Model Of Purchase Percentage

Loan 85

Cash 15

Total 100

ANALYSIS:

In source of finance 85% respondent are buy car by loan which is very high & then by cash which is 15%, deference between this is very high.

0

20

40

60

80

100

Loan Cash

Percent

Percent

TABLE NO:-4

This table Table showing the reasons of purchase from shreeji automart pvt ltd (authorized dealer) SOURCE OF FINANCE

Reason Of Purchase Percentage

Quick Delivery 20

Customer Care 35

After Sales Service 40

All 05

Total 100

ANALYSIS:

- ☐ 20% respondent are satisfactory with Quick deliver.
- ☐ 30% respondent are satisfactory with Customer care.
- ☐ 40% respondent are satisfactory with After sales service
- ☐ 05% respondent are satisfactory with All

Quick Delivery

20%

Customer Care

35%

After Sales

service

40%

All

5%

Percent

TABLE NO:-5

This table showing about price of TATA CAR when compared with its facility

Facility Percentage

High 10

Normal 80

Low 10

Total 100

ANALYSIS:

Here we can see that 80% respondent give normal and then second high which is 10%, So the Tata car is best.

10

80

10

0

10

20

30

40

50

60

70

80

90

High Normal Low

Percent

Percent

TABLE NO:-6

This table showing satisfaction with Tata car

Satisfaction Percentage

Yes 60

No 40

Total 100

:

ANALYSIS:-

□ 60% respondent are satisfied with Tata car

□ 40% respondent are unsatisfied with Tata car

0

10

20

30

40

50

60

70

Yes No

Percent

Percent

80

TABLE NO:-7

Most two features of TATA Car

Attribute Percentages

New Model & Design 30

Mileage 40

Pick-up 20

Other 10

Total 100

:

ANALYSIS:-

In most features that in first is mileage which is 40%, then on second is new model and design which is 30% & on third pick up which is 20%, out of 100 respondents. So mileage is most features selected by respondents

0 10 20 30 40

New model & design

Mileage

Pick-up

Other

30

40

20

10

Percent

TABLE NO:-8

This table showing maintenance cost Tata car

Maintenance Cost Percentages

Medium Cost 60

Low Cost 40

High Cost 05

Total 100

:

ANALYSIS:-

□ 60% responders are satisfied because of medium maintains cost

□ 05% responders are unsatisfied because of high cost of maintains.

0

10

20

30

40

50

60

Medium Cost

Low Cost

High Cost

60

35

5

Percent

TABLE NO:-9

This table showing performance of TATA car

Performance Percentages

Excellent 30

Good 55

Poor 15

Total 100

:

ANALYSIS:-

Out of 100 responders 30% are feel its excellent performance and 55% responders are feel it's good performance and remaining 15% feel its poor performance.

0

10

20

30

40

50

60

Excellent Good Poor

Percent

Percent

TABLE NO:-10

Table showing the satisfied with service provide by shreeji automart (authorized dealer)

Services Percentages

Yes 71

No 29

Total 100

:

ANALYSIS:-

71% Are satisfied with service provide by shreeji automart and 29% not satisfied

0

10

20

30

40

50

60

70

80

Yes No

Percent

Percent

TABLE NO:-11

This table showing satisfaction with the TATA motors responding to customers need

Satisfaction with

company

Percentages

Yes 67

No 33

Total 100

:

ANALYSIS:-

This charts shows that 33% customers are unsatisfied with card, 67% customers are satisfied.

0

10

20

30

40

50

60

70

Yes No

Percent

Percent

TABLE NO:-12

This table showing, satisfy the quality of workmanship of shreeji workshop

Quality of
workmanship
Percentages
Highly Satisfied 10
Satisfied 65
Not Satisfied 25
Total 100

:

ANALYSIS:-

10% responders are highly satisfied with service quality provide by shreeji, 65% responders are satisfied and 25% responders unsatisfied with service quality provide by shreeji workshop.

.

0

10

20

30

40

50

60

70

Highly Satisfied Satisfied Not Satisfied

Percent

Percent

TABLE NO:-13

Table showing the reasons to go for TATA Car

Category Percentages

Price 00

Fuel Efficiency 25

Travelling Comfort 54

Brand Name 17

Other 04

Total 100

:

ANALYSIS:

□ 25% of responders prefer Tata car for fuel efficiency

□ 54% of responders prefer Tata car for Traveling
comfort

percentage

0

20

40

60

percentage

percentage

TABLE NO:-14

Table showing opinion on the information given by sales representative

Category Percentages

Satisfactory 45

Convincing 29

Unsatisfactory 16

Bad 10

Total 100

:

ANALYSIS:-

□ 45% of responders are satisfactory on the information and demonstration given by sales
representative.

□ 29% of respondent are convincing on the information and demonstration given by sales
representative.

Percentage

0

20

40

60

Percentage

Percentage

TABLE NO:-15

Table showing whether TATA has to increase its services centers both in Rural and URBAN AREAS?

Category Percentages

Yes 89

No 11

Total 100

:

ANALYSIS:-

10% responders are highly satisfied with service quality provide by shreeji, 65% responders are satisfied and 25% responders unsatisfied with service quality provide by shreeji workshop.

0 percentage

50

100

yes

no

percentage

percentage

SUGGESTION**CASE STUDY****CO****FINDING**

Based on the data gathered by administrating schedules to customer the following observations are made.

- ☐ Maximum number of respondent have chose Tata cars, as it is well suited for traveling both in rural and urban areas.
- ☐ The maximum no..... of people are very much satisfied with the overall performance of Tata cars.
- ☐ Most of the customer has the opinion that looks of Tata cars leads to their satisfaction.
 - ☐ Customers are dissatisfied with the fuel consumption.
- ☐ Some customers are extremely satisfied with safety and comfort & some are neutral in their opinion.
 - ☐ Most of the customers are using the vehicle for their own purpose.
 - ☐ Customers are not much with the maintenance cost.
 - ☐ Customers are of the neutral opinion regarding the design.
 - ☐ Maximum no... Of customers are of the wish that not to recommend Tata cars to others.
- ☐ Customers are much satisfied with the information and demo given by sales representative.
- ☐ Most of customers are of opinion that Tata should increases its service centers in rural and urban areas.

SUGGESTIONS

The study is aimed at analyzing marketing and customer satisfaction with sample 100 members, which has helped in getting an overall view of customer satisfaction toward Tata cars considering different criteria.

Recommendation Tata company has to implement good customer relationship management strategy that enhances customer satisfaction level.

- ☐ The company can undertake R&D to improve the existing feature which field helps increase in the customer satisfaction.
 - ☐ The company should promote about the entire feature offered by it.
- ☐ As majority of the customer give opinion that they are satisfied is the factors, services and design of the product of the company should taken not only maintain the existing standard but also enhance them.
 - ☐ To increase the mileage efficiency.
- ☐ To provide mobile services where one should be able to reach the spot in case of any break down.
 - ☐ To bring down the cost of spares and improve.
- ☐ Customer care is the best way to build long term relation, because they also have emotional and psychological needs when they purchase a car.
- ☐ TATA Motors should increase the dealerships / channel partners for the rural marketing. In case of non viability should force the old dealerships to open a branch & increase the market share in that market.
 - ☐ Large range of products is increasing the gap b/w supply & demand. TATA Motors should standardize the products. Product should be available at the time of demand, sales & marketing should be pro active & should plan before the demand by estimations.
- ☐ After sales service not satisfactory: Almost every customer complained of the unsatisfactory after sales service being provided by the service stations of the company. Either these people do not deliver the vehicle on time or they hesitate to provide on-route service. This type of behaviour causes a feeling of being ignored inside the customers mind. On the other hand, Customers are very satisfied with the after sales service being offered by Ashok Leyland.

Leyland is very good in providing On-Route service which is very important for customer satisfaction. TATA Motors should make 24X7 service point one in each district.

- Territory Infringement: division of the territories of the dealership is not properly done and also the company does not take any action against the practice of territory infringement. Hence it becomes difficult for some dealers to manage the customers in their territory and also it de-motivates them. This affects the sales of the product in a major way. The Territory Infringement should imposed on dealership strongly.
- Lack of spare parts: certain bus fleet operators complained of paucity of spare parts with the sales office. The spare parts how so ever small they may be were not available at certain times which led to the loss of revenue being generated by the bus on daily basis.
- Non- availability of product: Bus fleet operators are not getting delivery of the product asked by them because of the non-availability of the products with the dealer. In that case after waiting for some time customers moved to competitor's product. This comes as a cause of major concern because the actual sales of that particular product suffered leading to loss of revenue for the organization.
- Product Improvements: Till now only few models are coming with radial tyres as standard fitments. Need to work on automatic transmissions, Common rail Engines & many more technology advancements

Case on marketing in TATA MOTORS

One of the key sectors of growth in Industry in recent times has been automotive manufacturing. Tata Motors Limited is India's largest automobile company, and one of the top players in the passenger cars segment with a dedicated and ever-increasing dealer distributor network across countries. The vendor extranet for Tata Motors passenger cars service marketing department was developed as a step in the integration of marketing processes and management of relevant information across market functions.

Project Requirement

An effective software solution needed to be developed for the passenger cars service marketing department of Tata Motors that would cater to the requirements of Officers and the vendors of the Company at the same time. Officers need to view the different MIS reports on product off take details by dealers and details of training conducted by vendors for Tata Motors Dealers. On the other hand the vendor extranet module would also help the vendors of Tata Motors to enter dealer data in a categorised manner after logging into the module and obtaining permission for feeding in information.

The admin module would be used at two levels: one at the Head Office level (HO) and the second at the Regional Office level (RO) user. While HO users will be able to streamline a number of functions, RO users will only be able to view reports of their region.

Solution

Allindia Technologies developed the Vendor extranet for Tata Motors passenger cars service marketing department so that the client could leverage maximum benefits from the three modules that are incorporated –

- HO administrative modules
- RO administrative modules
- Vendor module.

The modules can be accessed through a common URL, and unique login ids and passwords provided to each user.

(i) HO Administrative Users

The HO admin users are able to perform a number of tasks, through the module that include:

- Manage HO User
- Manage Vendor and vendor login
 - Manage Product Group
 - Manage Product
 - Map Vendor with Product
 - Manage Product Variant
- Manage product group wise annual target royalty
- Manage product group wise monthly achieved royalty and cumulative royalty
 - Manage Dealer Wise Off-take Plan V
 - View reports available in the system.

(ii) RO Administrative Users:

RO admin users are able to view and compare data after login. The different reports that are available include:

- Reports by product group total off-take
- Comparison of actual off-take vis-à-vis planned off-take with percentage achievement
 - Report on total number of training sessions held in a period
 - Report on number of trained employees
 - Report on level of trained employees
 - Report on site of training

(iii) Vendor Module

After logging into the vendor extranet, the users are able to enter different types of data (sales/ training) according to their types that include

- Central Coordinator (CC)
 - Regional Coordinator (RC)
 - Regional Coordinator for Sales (RCS)
 - Regional Coordinator for Training (RCT).
- The various vendor functions include:
- Manage Dealer wise Sales Data
 - Manage Training Data for Dealer

The Vendor Extranet Module of Tata Motors Passengers Cars Service Marketing department offers such facilities as: Add, Modify and Delete on each of the modules so HO Admin and RO Admin users of the application can easily maintain the application data contents through the interfaces provided. The module has been developed following standard software engineering process guidelines and web interface development guidelines. The extranet deploys a mixed mode security system that has proved very effective.

THE AMAZING STORY OF TATA MOTORS SUCCESS

His table in the corner office on the first floor of Bombay House is full of papers, giving it an almost disheveled look. But the man who occupies that table - Ravi Kant, managing director of Tata Motor - isn't complaining.

"Most of these are letters from people all over the world wanting to be our partners. Some want to sell our products in their countries, some want to be our manufacturing partners, while others are complaining about why we aren't giving them an opportunity to take the fascinating Tata Motors story abroad," he says.

The flood of letters is only an acknowledgment of one of the biggest turnaround stories scripted by a team led by Tata Group chairman Ratan Tata

His most trusted lieutenant in that story was Kant, whom Tata handpicked from Philips in 1999 as executive director, commercial vehicles business.

Consider the challenges Kant faced: two years after he joined, Tata Motors almost sank and reported a net loss of Rs 500 crore (Rs 5 billion) - the worst in its history.

All that is distant memory now for the 60-year-old MD.

And it's all in the figures: the company reported a net profit of Rs 1,237 crore (Rs 12.37 billion) in the year ended March 2005. In the second quarter of this year, the net profit was Rs 338 crore (Rs 3.38 billion).

India's largest commercial vehicle manufacturer with a 59 per cent market share is also the country's second-largest car manufacturer.

And Kant has already moved on to the next level - the more difficult one - of strengthening the company's position as a leading Indian multinational.

The central theme of the second part of the story (the target is to double vehicle production from 4,00,000 now to 8,00,000 in four years) that he has scripted is "management of the development of new products" and not trying to develop everything in-house.

That's a huge change in mindset for a vertically integrated company that believed it could do everything better than others. "We are moving from a hierarchical model to a collaborative approach," Kant says.

And the results are already showing: 80 per cent of Ace, the only diesel mini truck in the world, is outsourced. The 0.75 tonne mini truck is now available in only five states in the country and already sells 35,000.

The plan is to increase the sales to 60,000. "That's the model we are now going to follow for all our new products," Kant says.

And vendors are key partners in the process. If Kant is always on the move (a reason why the letters keep piling up on his table), the reason is simple: he is constantly meeting vendors in India as well as abroad.

"We are urging our vendors to take a more holistic approach. Earlier, an axle supplier used to think only about the quality of the axle at the best possible price. We are now encouraging them to think about the entire vehicle and how the axle fits into the overall plan that we have for the vehicle. The suggestions we get are simply amazing," Kant says.

In a way, Kant is following the business process outsourcing model and has decided not to manufacture low-end items anymore. The company will look after only two key functions directly: understanding and developing the market segments and commitment to customers.

Everything else will be part of the "collaborative work" -- be it new product development, supply chain management or design and styling of its products.

"It's a complex process as we have to build a web of network outside but the strategy is simple: we will give away the low end of manufacturing and take the high end of specialised knowledge from outside," the MD says. The outsourcing model has also been expanded to designing and styling of new vehicles.

If such initiatives helped clean up the supply chain and saved costs {Rs 1,000 crore (Rs 10 billion) in three years}, the new model - that of "management" of new products - meant several other things, one them being taking care of the "people factor."

Kant has forced the hierarchy conscious company to push forward its bright young managers to positions of responsibility. Take Ace, for example.

A young team of designers and engineers was given the brief to produce a rugged, reliable, modestly priced mini truck with easy manoeuvrability and great mobility. The team got it

ready for production in just 42 months.

Kant's main contribution to Tata Motors has been the push for international forays - one of the main reasons for his elevation to the post of MD ahead of ex-colleagues like V Sumantran.

Says Kant: "In a cyclical business such as ours, it is important that we hedge against cyclicity. International business offers an opportunity as different countries go through peaks and troughs in demand at different points in time. Our capacity utilisation is more effective and risks of downturns can be mitigated."

The first step was to align the international business to the two business units - the passenger car business unit and the commercial vehicle business unit, to bring greater focus and increased synergy between the domestic and international operations.

From being present as an exporter in 70 countries, the company today focuses on 15-20 key countries where it will have a significant presence in terms of volumes and market shares.

The crowning glory was of course the acquisition of Daewoo in Korea - a deal personally supervised by Kant. The synergies were significant - a presence in the 250-400 HP range of trucks was what the Korean company brought to the table.

This complemented the existing product range of Tata Motors, which delivers vehicles up to 210 HP. In the commercial vehicle business, says Kant, "our competitive edge will be in our ability to offer cost-effective products and services to each market"

CONCLUSION

We have discussed marketing strategies of TATA MOTORS and have conducted various tests like SWOT ANALYSIS, PEST ANALYSIS etc.. to conduct this study and we conclude that TATA MOTORS has one of the best marketing strategies in automobile industry. Its customers are well satisfied. Tata Motors is able to maintain, as well as increase, their market share by capitalizing on their core competencies. Tata Motors is active, competitive, and dynamic in all aspects of the automotive industry, which means that there must be many different activities going on in all areas of the company. As a result of the ever evolving automotive industry Tata Motors must always be changing and one way to stay at the forefront of the industry is to make continuous improvements in technology through research and development. One way that Tata

Motors has done this is by producing one of the most efficient and low cost vehicles on the market. Acquisitions, mergers, and expansion is another core competency that Tata Motors has is embedded in their company structure and philosophy. Another core competency that Tata Motors holds is being located in the India. This location has allowed them to understand not only the Indian market but also the dynamics of emerging and developing markets. This market understanding and knowledge allows Tata Motors to manufacture their products at lower costs, sell them to emerging markets while making profits as well as take advantage of the strong labor base in India.

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&

QUESTIONNAIRE

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QUESTIONNAIRE

STUDY ON CUSTOMER SATISFACTION TOWARD TATA MOTORS (CARS) WITH SPECIAL SIGNIFICANCE TO SHREEJI AUROMATR.

AUTHORISED DEALER

Customer name:

Address:

Vehicle number:

Model:

1.Occupation

a) Professional

b) Govt. employee

c) Private employee

d) student

e) Business

f) Others

2. Family income:

- a) Below Rs-75000
- b) Rs 75000 to Rs 125000
- c) Rs 125000 to 150000
- d) above Rs 150000
- 3. Model of purchase:
 - a) Loan
 - b) cash
- 4. Mention reason to purchase the vehicle from SHREEJI AUTOMATR (TATA MOTORS AUTHORISED DEALER)
 - a) Quick delivery
 - b) Customer care
 - c) After sales service
 - d) All
- 5. What do you feel about the price of TATA CAR when compared with its facilities?
 - a) High
 - b) Normal
 - c) Low
- 6. Do you satisfied with your TATA CAR?
 - a) Yes
 - b) No
- 7. What attribute made you to purchase?
 - a) New model & design
 - b) Mileage
 - c) Pick-up
 - d) Others
- 8. What is the maintains cost of your TATA CAR?
 - a) Medium cost
 - b) Low cost
 - c) High cost
- 9. Please specify the overall performance of your TATA CAR?
 - a)Excellent
 - b) Good
 - c)poor
- 10. Do you satisfied with the services provide SHREEJI AUTOMATR (TATA MOTORS AUTHORISED DEALER)?
 - a) Yes
 - b) No
- 11. Do you satisfied with SHREEJI AUTOMATR (TATA MOTORS AUTHORISED DEALER) responding to your needs?
 - a) Yes
 - b) No
- 12. Do you prior appointment for your service and maintenance?
 - a)All the time
 - b)Sometime
 - c)Never
- 13. Are you satisfied with the workshop service?
 - a) All the time
 - b) Sometime
 - c) Never
- 14. Are the opening and closing time of our workshop convenient?
 - a) Yes
 - b) No
- 103
- 15. Do you satisfy the quality of workmanship of our workshop?
 - a) Highly satisfied
 - b) Satisfied
 - c) Not satisfied
- 104