

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

ijrcm



A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.
as well as in Open J-Gate, India [link of the same is duly available at infibnet of University Grants Commission (U.G.C.)]

Registered & Listed at: Index Copernicus Publishers Panel, Poland

Circulated all over the world & Google has verified that scholars of more than 1500 Cities in 141 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

www.ijrcm.org.in

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	THE POTENTIAL EFFECTS OF MANDATORY AUDIT FIRM ROTATION: EVIDENCE FROM NIGERIA <i>DR. FAMOUS I.O. IZEDONMI & KILLIAN O. OGIEDU</i>	1
2.	UNDERSTANDING THE DYNAMICS OF WORK - FAMILY INTERFACE THROUGH THE BOUNDARY THEORY: A REVIEW OF EMPIRICAL RESEARCH <i>RUKSANA BANU, DR. DURRISHAH BTE IDRUS & DR. VIJAYA KUMAR GUDEP</i>	13
3.	BUSINESS STRATEGIES OF BANKS: IT'S IMPACT ON CONSUMERS <i>DR. KAUP MOHAMED</i>	18
4.	A STUDY ON READER'S PERFERENCE OF THE GULF NEWS AND THE KHALEEJA NEWS PAPERS IN THE UAE <i>DR. K. DURGA PRASAD & BANDA RAJANI</i>	22
5.	LOCAL GOVERNMENT AUDIT IN NIGERIA: EFFECTIVENESS AND AUTONOMY <i>DR. FAMOUS I.O. IZEDONMI & KILLIAN O. OGIEDU</i>	28
6.	RETAILING AND CONSUMER BEHAVIOUR LINKAGES TO BRANDING OF WOMEN APPAREL <i>SAIJU M JOHN & DR. K. MARAN</i>	38
7.	DEVELOPING A KNOWLEDGE MANAGEMENT STRATEGY TO REDUCE COST OF QUALITY FOR AUTOMOBILE INDUSTRY <i>S.N.TELI, DR. V. S. MAJALI, DR. U. M. BHUSHI & SANJAY PATIL</i>	45
8.	PROFITABILITY AND CONSISTENCY ANALYSIS OF INFORMATION TECHNOLOGY SECTOR <i>DR. K. S. VATALIYA, RAJESH A. JADAV & MALHAR.G.TRIVEDI</i>	49
9.	IDENTIFICATION OF TECHNOLOGICAL NEEDS AND PROBLEMS OF POULTRY FARMERS FOR FORMULATION OF RESEARCH AND EXTENSION PROGRAMMES IN ANIMAL HUSBANDRY <i>DR. P. MATHIALAGAN</i>	54
10.	MARK MODEL FOR IMPROVING THE PERFORMANCE OF TEMPORARY EMPLOYEES IN AUTOMOBILE INDUSTRY <i>DR. MU. SUBRAHMANIAN & ANJANI NAGARAN</i>	58
11.	EXPLORING THE FACTORS FOR CHANNEL SATISFACTION AMONG EMPLOYEES IN INDIAN RETAIL <i>AJMER SINGH, R. K. GUPTA & SATISH KAPOOR</i>	63
12.	EXECUTIVES' PERCEPTION ABOUT PROJECT MANAGEMENT PRACTICES IN BEML BANGALORE <i>L. MYNAVATHI & DR. P. NATARAJAN</i>	69
13.	PERCEPTION, EXPECTATIONS AND EXPERIENCE OF PASSENGERS: AN ANALYTICAL STUDY OF USERS OF VAYU VAJRA BUS SERVICES IN BANGALORE BY USING ACSI MODEL <i>DR. S. JOHN MANOHAR & SUSHEELA DEVI B.DEVARU.</i>	75
14.	MOMENTUM COEFFICIENT (Me) – AN EFFECTIVE TECHNICAL TOOL FOR PROJECTING TIME & PRICE TARGET CORRELATION IN THE PROGRESSION OF TRADABLE FINANCIAL SECURITIES <i>DR. PRAVIN MOKASHI</i>	82
15.	STUDY OF BRAND RECALL OF CONSUMER DURABLES AMONG CONSUMERS IN PUNJAB <i>BHAVNA PRASHAR & ANUPAMA SHARMA</i>	84
16.	TIME DEPENDENT ERROR DETECTION RATE: SOFTWARE RELIABILITY GROWTH MODELS V/S STATISTICAL TECHNIQUES <i>SANJEEV KUMAR & SACHIN GUPTA</i>	89
17.	EMERGING ISSUES OF DEVELOPING MARKETING TACTICS THROUGH INTERNET: EVIDENCE FROM CAPGEMINI <i>MADHUPARNA DAS & NILANJAN RAY</i>	94
18.	"SATYAMEV JAYATE" AAMIR KHAN'S TALK SHOW: AN AVANT-GARDE MARKETING CASE <i>GUNJN SINGH</i>	100
19.	EFFECTIVENESS OF KISAN CREDIT CARD SCHEME IN KARNATAK STATE <i>DR. RAMESH.O.OLEKAR</i>	104
20.	IMPACT OF FOREIGN EDUCATION PROVIDERS IN INDIA <i>DR. HANNAH FREDERICK</i>	110
21.	EMOTIONAL INTELLIGENCE AND STRESSORS AMONG WORKING COUPLES <i>H. L. NAGARAJA MURTHY</i>	115
22.	SOCIO-ECONOMIC CONDITIONS OF WOMEN WORKERS IN SOME SELECTED BRICK KILNS IN WEST BENGAL: AN EMPIRICAL STUDY WITH SPECIAL REFERENCE TO NADIA DISTRICT <i>SWAPAN KUMAR ROY</i>	121
23.	TATA INDICA: NEW PRODUCT LAUNCH-OPERATIONAL ISSUES-MARKETING STRATEGIES <i>SHIKHA SINGH, MANMEET KOCHHAR & NILOSHA SHARMA</i>	129
24.	STUDY OF INVESTOR'S BEHAVIOR TOWARDS INVESTMENT IN FINANCIAL SECURITIES <i>RICHA TULI & ABHIJEET KHATRI</i>	137
25.	SOCIO ECONOMIC DETERMINANTS OF WOMEN EMPOWERMENT THROUGH MICRO FINANCE WITH SPECIAL REFERENCE TO COIMBATORE DISTRICT <i>M. MUTHUMANI & K. GUNASUNDARI</i>	142
26.	LEVEL OF AWARENESS ABOUT MUTUAL FUNDS AMONG MANAGEMENT ACADEMICIANS IN RAJASTHAN- AN EMPIRICAL STUDY <i>DR. DHIRAJ JAIN & SAHARSH MEHRA</i>	148
27.	LEADERSHIP & MANAGEMENT STYLES WORKING HANDS ON WITH ORGANISATIONAL CULTURE <i>BISWAJIT PATAJOSHI</i>	156
28.	A CRITICAL – ANALYTICAL STUDY OF THE BUSINESS STUDIES TEXT BOOK PRESCRIBED AT THE HIGHER SECONDARY CLASS OF KERALA STATE <i>MUJEEB RAHIMAN KATTALI</i>	162
29.	THE IMPACT OF WORKING RELATIONSHIPS AND DELIVERY OF EVP IN THE EMPLOYEE TURNOVER PROCESS <i>L. R. K. KRISHNAN & SUDHIR WARIER</i>	167
30.	OPPORTUNITIES OF INDIAN TOURISM INDUSTRY (WITH SPECIAL REFERENCE OF MEDICAL TOURISM) <i>K. N. MARIMUTHU</i>	175
	REQUEST FOR FEEDBACK	184

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex. State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

AMITA

Faculty, Government M. S., Mohali

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. A. SURYANARAYANA

Department of Business Management, Osmania University, Hyderabad

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

PROF. V. SELVAM

SSL, VIT University, Vellore

DR. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

DR. S. TABASSUM SULTANA

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

SURJEET SINGH

Asst. Professor, Department of Computer Science, G. M. N. (P.G.) College, Ambala Cantt.

TECHNICAL ADVISOR

AMITA

Faculty, Government H. S., Mohali

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email address: infoijrcm@gmail.com.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, **please specify**)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers**, and **email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

REFERENCES

APPENDIX/ANNEXURE

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

TATA INDICA: NEW PRODUCT LAUNCH-OPERATIONAL ISSUES-MARKETING STRATEGIES

SHIKHA SINGH
ASST. PROFESSOR

LAL BAHADUR SHASTRI INSTITUTE OF MANAGEMENT
DELHI

MANMEET KOCHHAR
STUDENT

LAL BAHADUR SHASTRI INSTITUTE OF MANAGEMENT
DELHI

NILOSHA SHARMA
LECTURER

I-NUTURE EDUCATION SERVICES PRIVATE LIMITED
M.B.A. COLLEGE
DEPARTMENT OF SCIENCE
GUJARAT UNIVERSITY
AHMEDABAD

ABSTRACT

Tata Motors Limited is India's largest automobile company, with consolidated revenues of INR 123133¹ crores (USD 27 billion) in 2010-11. The company is the world's fourth largest truck manufacturer, and the world's third largest bus manufacturer. It is the first company from India's engineering sector to be listed in the New York Stock Exchange (September 2004). Over the years, it has emerged as an international automobile company and has prominent presence in abroad. Its product portfolio comprised of famous brands like Tata Sumo/Spacio, Tata Sumo Grande, Tata Safari, Tata Indica, Tata Vista, Tata Indigo, Tata Manza, Tata Indigo Marina, Tata Winger, Tata Magic, Tata Nano, Tata Xenon XT, Tata Aria, Tata Venture and Tata Iris. To compete in the small car segment against Maruti 800, Tata launched Tata Indica in 1998. The case captures the operational issues during the launch of Tata Indica; its marketing strategies and how the brand Indica has evolved over the years.

KEYWORDS

automobile industry, Tata Indica.

**EDAGOGICAL OBJECTIVES**

- To understand the Tata Motor's strategy of handling different operational issues during the launch of Tata Indica.
- To understand the market strategies of Tata Motors in creating a brand value for Tata Indica and its demonstration of effective product life cycle for Indica.

The case study helps to understand and analyse the following

- The importance of vendor base management and advantages of effective supply chain management in the launch of the new product.
- To comprehend the marketing strategies for Tata Indica and acknowledge its effective measures for improving the product life cycle for Tata Indica

CASE STUDY

"At Tatas, we believe that if we are not among the top three in an industry, we should look seriously at what it would take to become one of the top three players or think about exiting the industry"

- **Ratan Tata**, Chairman – Tata Groups

INTRODUCTION

Ratan Tata of Telco² on 30th December, 1998 realized his dream when he introduced the India's first fully indigenous car, called Tata Indica that transformed the automobile industry in the small car segment. Within two years of launch, Tata Indica became India's largest selling car in its segment. The success of TATA Indica can be mainly attributed to the Operations Management. With the help of effective Supply Chain Management, the company improved the disparate areas of organization like marketing, finance and inventory management. The launch of TATA Indica has made the transformations in the cost, quality, delivery, performance flexibility and innovativeness of the product in many aspects. The success of Indica can also be attributed to its low cost, good quality product services and effective marketing strategies. Indica, the brand has evolved and has transformed over the years. It is the value proposition which the Indica offers that has lead to the success of TATA Indica both nationally and internationally.

INDIAN AUTOMOBILE INDUSTRY

The Indian Automobile Industry is manufacturing over 11 million vehicles and exporting about 1.5 million every year. The dominant products of the industry are two wheelers with a market share of over 75% and passenger cars with a market share of about 16%. Commercial vehicles and three wheelers share about 9% of the market between them. About 91% of the vehicles sold are used by households and only about 9% for commercial purposes. (Annexure1). The industry has attained a turnover of more than USD 35 billion and provides direct and indirect employment to over 13 million people. (Annexure 2) India's passenger car and commercial vehicle manufacturing industry is the seventh largest in the world, with an annual production of more than 3.7 million units in 2010. According to recent reports, India is set to overtake Brazil to become the sixth largest passenger vehicle producer in the world, growing 16-18 per cent to sell around four million units in the course of 2011-12. In 2009, India emerged as Asia's fourth largest exporter of passenger cars. According to the Society

¹ <http://www.tatamotors.com/known-us/company-profile.php>

² TATA Motors previously called Telco

³ <http://www.icmrindia.org/casestudies/catalogue/Operations/Tata%20Indica-Making%20of%20the%20Small%20Car-Operations%20Case%20Study.htm>

of Indian Automobile Manufacturers, annual car sales are projected to increase up to 5 million vehicles by 2015 and more than 9 million by 2020. By 2050, India is expected to top the world in sales of car volumes with approximately 611 million vehicles applying on the nation's roads. **(Annexure 3)**

De-licensing³ in 1991 has put the Indian automobile industry on a new growth track, attracting foreign auto giants to set up their production facilities in the country to take advantage of various benefits it offers. The Indian auto component industry recorded its highest year-on-year (y-o-y) growth of 34.2 per cent in 2010-11, making in revenue of US\$ 39.9 billion; major contribution coming from exports at US\$ 5 billion and fresh investment from the US at around US\$ 2 billion. The other reasons attracting global auto manufacturers to India are the country's large middle class population, growing incomes, strong technological capability and availability of trained manpower at competitive prices⁴. **(Annexure 4)**

Due to this large contribution of the industry in the national economy, the Indian government lifted the requirement of forging joint ventures for foreign companies, which attracted global players to the Indian market to establish their plants, resulting in heightened automobile production⁵.

The majority of India's car manufacturing industry hub is based around three clusters of south, west and north. The southern cluster near Chennai is the biggest with 35% of the revenue share, followed by the west comprising of Maharashtra at 33% and the north cluster comprising mainly of Haryana with 32%. Chennai is also referred to as the "Detroit of India"⁶ with the India operations of Ford, Hyundai, Renault and Nissan headquartered in the city and BMW having an assembly plant on the outskirts. Chennai accounts for 60 per cent of the country's automotive exports. Gurgaon and Manesar in Haryana form the northern cluster where the country's largest car manufacturer, Maruti Suzuki⁷, is based. The Chakan corridor near Pune, Maharashtra is the western cluster with companies like General Motors, Volkswagen, Skoda, Mahindra and Mahindra, TATA Motors, Mercedes Benz, Land Rover, Fiat and Force Motors having assembly plants in the area. Aurangabad with Audi, Skoda and Volkswagen also forms part of the western cluster. Another emerging cluster is in the state of Gujarat with manufacturing facility of General Motors in Halol⁸ and further planned for TATA Nano⁹ at Sanand. Ford and Peugeot-Citroen plants are also set to come up in Gujarat. Kolkata with Hindustan Motors, Noida with Honda and Bangalore with Toyota are some of the other automotive manufacturing regions around the country. **(Annexure 5)**

TATA MOTORS LIMITED: AN OVERVIEW

TATA Motors¹⁰ Limited is an Indian multinational automotive corporation headquartered in Mumbai, India. With revenue of \$24.97 billion in 2011 and profit of \$1.88 billion in 2011, it has by far become the leader in commercial vehicles in each segment. It is also the second largest in the passenger vehicles market with winning products in the compact, midsize car and utility¹¹ vehicle segments. The company is the world's fifth largest medium and heavy commercial¹² vehicle manufacturer. Its products include passenger cars, trucks, vans and coaches. TATA Motors is South Asia's largest automobile company; it is the leader in commercial vehicles and among the top three in passenger vehicles. Worldwide it is the world's fourth-largest truck manufacturer and second-largest bus manufacturer. It has auto manufacturing and assembly plants in Jamshedpur, Pantnagar, Lucknow, Sanand, Dharwad and Pune, India, as well as in Argentina, South Africa, Thailand and the United Kingdom. TATA Motors has produced and sold over 4 million vehicles in India since 1954. In 2010, it surpassed Reliance to win the coveted title of '*India's most valuable brand*' in an annual survey conducted by Brand Finance and The Economic Times. TATA Motors is a dual-listed¹³ company traded on both the Bombay Stock Exchange and New York Stock Exchange.

It was established in 1945 as a manufacturer of locomotives, the company manufactured its first commercial vehicle in 1954 in collaboration with Daimler-Benz AG, which ended in 1969. TATA Motors' presence indeed cuts across the length and breadth of India. The company's manufacturing base is spread across Jamshedpur, Pune and Lucknow, supported by a nation-wide dealership, sales, services and spare parts network comprising over 2,000 touch points. It is estimated that close to 4 million TATA vehicles ply on Indian roads, since the first rolled out in 1954.

The foundation of the company's growth over the last 66 years has been a deep understanding of economic stimuli and customer needs, and the ability to translate them into customer-desired offerings through Research & Development (hereafter R&D). Established in 1966, the company's Engineering Research Centre, with 1,400 engineers and scientists, has developed pioneering technologies and products. Today the company has R&D centers in Pune, Jamshedpur, Lucknow, in India and globally it has R&D centers in South Korea, Spain, and UK. Besides product development, the R&D centers of the company are also focusing on environment-friendly technologies in emissions and alternative fuels.

Despite the success of its commercial vehicles, Ratan Tata realized his company had to diversify and he began to look at other products. Based on consumer demand, he decided that building a small car would be the most practical new venture. So in 1998 the company launched TATA Indica, India's first fully indigenous passenger car. Designed to be inexpensive and simple to build and maintain, the Indica became a hit in the Indian market. It was also exported to Europe, especially the UK. TATA acquired Spanish bus and coach manufacturer Hispano Carrocera¹⁴ in 2009.

Tata branded¹⁵ vehicles are present across several continents and their presence can be felt in Europe, Africa, the Middle East, Australia, South East Asia and South Asia. It is the first company from India's engineering sector to be listed in the New York Stock Exchange (September 2004). In 2006 it formed a joint venture with Marcopolo S.A.¹⁶ of Brazil, and introduced low-floor buses in the Indian Market under the name TATA Marcopolo Bus. Recently, it has acquired British Jaguar Land Rover¹⁷ (JLR), which includes the Daimler and Lanchester brand names. **(Annexure 6)** It has franchisee/joint venture assembly¹⁸ operations in Bangladesh, Ukraine, and Senegal.

After years of dominating the commercial vehicle market in India, TATA Motors entered the passenger vehicle market in 1991 by launching the TATA Sierra¹⁹, a multi utility vehicle. After the launch of three more vehicles, TATA Estate (1992, a station wagon design based on the earlier 'TATA Mobile' (1989), a light commercial vehicle), TATA Sumo (LCV, 1994) and TATA Safari (1998, India's first sports utility vehicle). TATA launched the Indica in 1998, the first fully indigenous passenger car of India. Though the car was initially panned by auto-analysts, the car's excellent fuel economy, powerful engine and aggressive marketing strategy made it one of the best selling cars in the history of the Indian automobile industry. A newer version of the car, named Indica V2, was a major improvement over the previous version and quickly became a mass-favorite.

In 2005, the company created a new segment by launching the TATA Ace, India's first indigenously developed mini-truck.

³ To deprive of a license or deregulate it

⁴ http://business.gov.in/Industry_services/automobile_industry.php

⁵ <http://www.oppapers.com/essays/Tata-Indica-Case-Study/717304>

⁶ Called as most of the Automobile Headquarters are there in Chennai

⁷ In future it plans to shift its operations to Mehsana in Gujarat

⁸ A city in Gujarat, India

⁹ Rs. 1 lakh car brought out by Tata which was high in sales

¹⁰ <http://www.tatamotors.com/products-services/passenger.php?ref=india>

¹¹ http://www.icrier.org/pdf/Working%20Paper%20201_final.pdf

¹² Heavy Vehicles: Commercial Trucks, that are large and powerful and can be configured to mount specialized equipment

¹³ A dual-listed company is a corporate structure in which two corporations function as a single operating business through a legal equalization agreement, but retain separate legal identities and stock exchange listings

¹⁴ TATA Hispano Motors Carrocera is one of the largest manufacturers of bus and coach cabins in Europe

¹⁵ <http://www.investopedia.com/features/industryhandbook/automobile.asp#axzz1e3lGU00>

¹⁶ Marcopolo S.A. is a bus manufacturer founded on August 6, 1949, in the southern Brazilian city

¹⁷ Jaguar Land Rover (informally JLR) is a British automotive company owned by TATA Motors of India. It sells vehicles under the Jaguar and Land Rover marques.

¹⁸ <http://www.tatamotors.com/know-us/company-profile.php>

¹⁹ TATA Sierra :it is a three door sport utility vehicle

TATA Motors already distributes and markets Fiat branded cars in India. For establishing an industrial joint venture in India and to manufacture passenger vehicles, engines and transmissions for the Indian and overseas markets, TATA Motors and the Fiat Group have recently signed a memorandum of understanding²⁰.

The company's commercial and passenger vehicles are already being marketed in several countries in Europe, Africa, the Middle East, Australia, South East Asia and South Asia. It has assembly operations in Malaysia, Kenya, Bangladesh, Ukraine, Russia and Senegal. These acquisitions will further extend TATA Motors' global footprint, established through exports since 1961.

PRODUCT: TATA INDICA

Advent OF TATA Indica During the latter half of the 1990's, there was an increasing need for the car that had enough space to stretch our legs and that would not burn the pockets of the Indian middle class for the hunger of fuel. India needed a car that was not too big from the outside to traverse the crowded junctions but a car that was comfortable enough to park and that provides luxurious features such as the air conditioning at a penny's worth. One of the main criterion was also that the engine would have to be a powerful one to accommodate the weight of at least 5 passengers and also still pull the household weight that usually is part of an every outing in the Indian family. The stakes were high as there was not a car that could deliver all the above features²¹ and yet be so stylish enough to beat a Maruti 800 on a straight road²².

Considering the above scenario, Ratan TATA, the chairman of the Telco thought to produce a small car that will be priced like Maruti 800 and shape like a ZEN and spacious like Ambassador. In 1995, Telco announced to launch a small car called Indica. Telco was famous for producing commercial vehicles that's why they wanted to change their image.

To cater to the increasing demand for such a car, a 1.499 L Diesel engine was used that churned out a significant 70 bhp²³ horsepower, enough to dwarf its smaller rival. The INDICA roared its way to become one of the fastest selling cars in India. Though being a little costlier, the TATA motors capitalized on the Indian market by releasing a horde of Indica taxis that came at a cheaper rate. With an astounding mileage of almost 15 kmpl of Diesel, TATA motors had achieved the impossible. The Indica consolidated its market but the initial story of its booking still remains amazing. Within a week of its release in 1999, Indica recorded a jaw dropping 115000 bookings.²⁴ **(Annexure 7)**

CHALLENGES AND RESPONSES

There were numerous challenges that incurred during the whole process. However, TATA dealt with it significantly and came up with the reliable and effective solutions to overcome those problems.

VENDOR BASE MANAGEMENT

At the time of starting this project Telco had the big challenge whether, they should produce their components by own or they should outsource their components. Finally, they decided to outsource components and use their own engineers for modification, that's why they set up engineering research center at Pune in Maharashtra. For producing Indica Telco outsourced its 80% components from 200 vendors²⁵. (1200 of the 1500 plus components). Most of the parts that went to the production were produced locally. Except for some sheet metal parts, cylindrical gaskets and belts which accounted for 2% of the component value, the Indica was totally indigenous.

Telco provided a simple yardstick for selecting the suppliers; the ability to supply the components at a negotiated quality, cost and quantities. In the first stage of the development an initial assessment team from Telco evaluated the supplier. This was followed by self evaluation of the supplier, based on a format provided by Telco. Then there was a quality systems survey, carried out by a Telco Quality audit team. It applied a 13-step Quality Improvement Program, covering self evaluation through design validation and audit of supplier quality, Telco's target costing²⁶ was broken up into vendor wise cost targets and the suppliers had to carry out their own value engineering to lower cost and improve quality. For example, India Pistons which supplied the pistons and piston rings walked away with the Indica order because it benchmarked itself against suppliers to Maruti Udhog. **(Annexure 8)**

SUPPLY CHAIN MANAGEMENT

Supply chain management (SCM) is the management of a network of interconnected businesses involved in the ultimate provision of product and service packages required by end customers. The ultimate goal of any effective supply chain management system is to reduce inventory cost and provide their goods and services in a very effective way.

To keep its transaction costs low, there was an urgent need in the improvement of the goods and parts from one place to another. Telco configured its supply chain on a just in time²⁷ basis, where in all high-value components were delivered daily and in the case of the nearby suppliers it was delivered twice a day. Vendors who were located far away from Pune set up local warehouses near the plant.

The rationale for the relocation was as follows

- Transportation cost alone accounted for 45% of the logistics costs for a company.
- Delays in supplies added to the costs in terms of machine down-time at the plant. Meanwhile, on the shop floor, where the assembly line was located, Telco had done away with the traditional store function.
- There was no material store in the Pune plant of Telco.

Telco had efficient supply chain management because they wanted to provide their product and services immediately to their clients and customers. This also helped them in reducing the cost of their logistics. TATA made a joint venture with the manufacturers and the transporters for improving their supply chain. They wanted to create a positive image in the mind of the customer through proper supply chain. Effective supply chain also creates the reliability of the product in the customer mind. **(Annexure 9)**

IMAGE OF THE COMMERCIAL VEHICLES

Before the launch of TATA Indica, the company had developed an image of Truck Maker Company. In order to improve its image, it had done the following transformations with respect to its launch of TATA Indica. It had improved the cost, quality, delivery, performance, flexibility and innovativeness of the product. This coupled with the aggressive marketing strategies helped the consumers in building a new image of the TATA Motors, thereby resulting in effective sales of the newly launched car, TATA Indica²⁸.

TATA INDICA: BRAND EQUITY

TATA Indica was the first truly Indian car that heralds India's arrival on the global automobile arena. The company strives to make the Indica accessible to the value-seeking Indian, without compromises. It is a trustworthy, reliable car that appeals to the head as well as the heart. The brand was recognized as one of the

²⁰ According to this, a targeted selection of Fiat cars and the TATA product range along with service and sale of spare parts will be available from March 2006 through the TATA dealership network

²¹ http://www.frbsf.org/economics/conferences/0511/4_IncreasingGlobalCompetition.pdf

²² <http://www.icmrindia.org/free%20resources/casestudies/Tata%20Indica.htm>

²³ BHP=Boiler Horse Power, IBHP =9811KW

²⁴ <http://www.imaginmor.com/automobileindustryindia.html>

²⁵ Vendor :a supplier who provides goods or services to a company

²⁶ It is a cost management tool for reducing the overall cost of a product over its entire life-cycle with the help of production, engineering, research and design

²⁷ It is a production strategy that strives to improve a business return on investment by reducing in-process inventory and associated carrying costs. Just-in-time production method is also called the Toyota Production System.

²⁸ <http://www.unescap.org/tid/artnet/pub/wp3707.pdf>

strongest and most enduring of the past decade and has consistently been figured amongst the most trusted brands in industry surveys. The TATA Indica catapulted the Indian automobile industry into the big league of the global arena. The brand successfully transcended the initial flaws, bad customer /expert reviews and brickbats to become one of the largest selling cars in the Indian auto industry.

It has been created in an industry rife with global competition, requiring huge financial investment and scale as well as high technological competence.

TATA INDICA: MARKET STRATEGIES

Indica quickly established itself as the benchmark for the segment in the Indian Market. By offering exciting features, the car changed the rules of the category in Space, Power, Style, Safety and Economy for international market. The Indica ensured a pleasant ride and handling experience as it had features like wide large tires, generous leg room and independent front and rear suspension. It developed a new segment of diesel small cars along with its petrol offering. The luggage space was also the best in its class.

The rigid 980 kgs steel body of the car was rigorously tested at India's first and only crash test facility. A collapsible steering wheel, impact absorbing bumpers, anti-submarine seats, crumple zones and side impact beams are few of the features that made the Indica one of the safest cars on the roads. Savings are ensured with the fuel-efficient 1.4L diesel engine, while the 1.4L petrol engine is optimized for performance.

'More car per car' is the famous tagline of this product. The Indica's positioning has remained consistent with the brand's offering in an increasingly competitive market. The Indica is now synonymous with the word 'More', by encapsulating the inherent product strengths and marrying them with the customer trait of desiring 'More'. TATA automobile group have a very large distribution network all over India. They also adopted a competitive pricing²⁹ strategy for Indica in the Indian market.

GLOBAL MARKETING STRATEGIES

TATA Motors had drawn up a clear cut strategy that highlighted the fact that their only competitor was Palio in the B segment. This was their USP in a market dominated by luxury and super premium cars. They expected demand from Spain, Malta, Italy and Portugal and are striving for markets in UK, Iran and China.³⁰

Their Goal was the international market in the long term. They aimed for 20 per cent of business from the international market. Realizing the potential of Indica, Telco modified the model and launched Indica – a MPV concept – at the Geneva Auto Fair in Switzerland.³¹ In 2004, Tata Motors starts its globalization drive and launches Tata Indica in South Africa. **(Annexure 10)** The TATA Indica v2 sedan has been successfully launched in the second half of the next 2006. The Sedan has been styled by IDEA – the Italian design house that penned Indica. The result is a well-proportioned but conservative-looking mid-size car. The invitation to the motoring media to "Go on, try them yourself" at the West Bank raceway in December 2005 contributed to the high level of media attention. This open and honest approach to communicating the value of their products served well for the ongoing building of the TATA brand in South Africa. Ratan TATA has emphasized his group's commitment to the South African market, commenting that "the arrival of our cars in South Africa is the fulfillment of a desire I have held since I first came here... our countries can do much together and we are focusing seriously on our presence here – we will not take away but will add to South Africa."

TATA INDICA: BRAND EVOLUTION & BUILDING

Indica is a brand that is an epitome of persistence. TATA Motors through Indica has demonstrated how to manage product lifecycle effectively. The brand which was launched in 1998 has passed through many hurdles. The brand survived and thrived because of the constant focus of TATA Motors to improve the product continuously. More than the product innovation, it was the value proposition that forced customers to choose Indica despite some initial troubles. TATA Motors has been continuously tweaking the brand over these years sometimes making quantum leap in the quality and refinement of the product. The brand made a quantum leap in 2008 with the launch of Indica Vista. The entire brand personality changed with the launch of Vista. The product's looks and feel had changed completely and it was a rebirth for Indica.

The changes in the product were not limited to exteriors. Indica began sporting different types of engines from Fiat which gave a new perception of quality to the brand. At the pricing also, TATA Motors consciously raised the Vista brand to a higher level. The Vista is pricier than the original V2 thus reducing the attractiveness of the brand to the Taxi segment. At a price range of Rs 4 - Rs 5 Lakh, Indica Vista is not a cheap diesel car. It was an upward stretch by the brand.

(Annexure 11)

TATA INDICA'S PORTFOLIO

The Indica brand portfolio consists now of three sub-brands V2, Vista and Xeta. V2 is the most economical of the 3 sub brands and is the original Indica. This product is retained because there is still huge demand for V2 at that price point. Within the V2 range, there are three variants which include the Indica which is for the Taxi segment. Price of this sub-brand ranges from Rs 3,50,000 - Rs 3,95,000. Vista is the new generation Indica and TATA Motors would like this brand to take over the leadership position from V2 in future. The brand is targeting the discerning Indian consumer with its value proposition and good looks. Vista has lot of variants satisfying the various needs of the customer. The Indica Vista Aura is the premium range that sports many goodies that premium brands claim like ABS, Airbags etc. Vista also comes in Petrol version sporting the Sapphire engine. Prices range from Rs 3,90,000 - Rs 4,90,000. Within the Vista range, customers are given lot of engine option including engines from Fiat. Xeta is the petrol variant of Indica V2. The positioning across the brand portfolio remains the same. All the brands focus on the value proposition³². But these sub- brands sports different taglines.

Indica V2- More car per car

Indica Vista-Surprise Yourself

Indica Xeta - Makes much more car sense

(Annexure 12)

FUTURE PROSPECTS OF TATA MOTORS

Tata Motors is truly an international automobile manufacturing company. It is uniquely placed to leverage the strengths of other TATA Group companies. This enables it to provide the seamless interface through which an integrated solution is achievable. It is planning to focus on small cars packed with accessories to tap the market opportunities in future. Addressing the Society of Indian Automobile Manufacturers³³ (SIAM) annual Convention, 2010, Ratan Tata, Chairman of Tata Motors said, "Markets in US and Europe are looking for small cars at the top end loaded with accessories. If the small cars are packaged effectively and the power trains are more fuel efficient, small cars will sell the developed market". Adding a significant dimension to TATA Motors vehicles is the wide range of products and services from other TATA Group companies. Some of them are TATA Power Strategic Electronics Division (SED)³⁴ and TATA Consultancy Services (TCS)³⁵. **(Annexure 13)** Tata Motors is equally focused on environment-friendly technologies in emissions and alternative fuels. It has developed electric and hybrid vehicles both for personal³⁶ 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

²⁹ Competitive Pricing: Setting the price based upon prices of the similar competitor products ,the products can be with low price elasticity ,low cross elasticity and the demand of the product will rise.

³⁰ <http://www.indiaautomobile.com/>

³¹ <http://www.automobileindia.com/>

³² It is a promise of value to be delivered and a belief from the customer of value that will be experienced.

³³ SIAM is a Vehicle Manufacturers / Automobile Association in India

³⁴ Tata Power SED has been a leading private sector player in the indigenous design, development, production and supply of defence systems

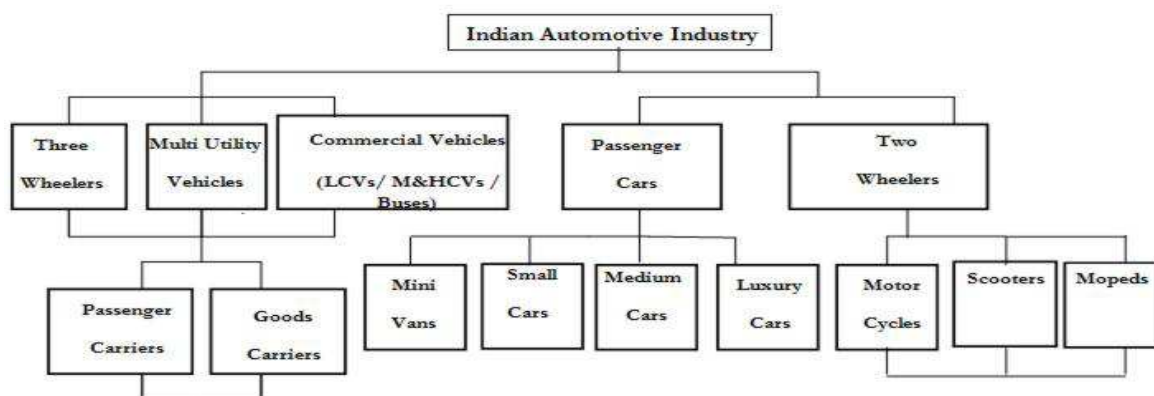
³⁵ TCS offers a wide range of IT services, outsourcing and business solutions.

³⁶ <http://www.tatamotors.com/know-us/company-profile.php>

components for automotive and computer applications, and automotive retailing and service operations. With the foundation of its rich heritage, Tata Motors today is etching a refulgent future.³⁷

ANNEXURE

ANNEXURE 1: GENRE OF INDIAN AUTOMOTIVE INDUSTRY



Source: ACMA, India

<http://www.nistads.res.in/indiasnt2008/t4industry/t4ind12.html>

ANNEXURE 2: PRICES

Different Parameters	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	Units
Motor Vehicle Production	8,467,853	9,743,503	11,087,997	10,853,930	11,175,479	Units
Industry Revenue	24,379	26,969	30,507	32,383	33,342	USD million
Exports(Units)	629,544	806,222	1,011,529	1,238,333	1,530,660	Units
Exports (Revenue)	1915	2,231	2,552	3,008	3,718	USD million

Source: Department of Heavy Industry, ³Society of Indian Automotive manufacturing (SIAM), National Accounts Division, *ImaginMor estimates, USD 1 = INR 46

AUTOMOBILE PRODUCTION

Type of Vehicle	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	Units
Passenger Vehicles	1,209,876	1,309,300	1,545,223	1,777,583	1,838,697	Number
Commercial Vehicles	353,703	391,083	519,982	549,006	417,126	Number
Three Wheelers	374,445	434,423	556,126	500,660	501,030	Number
Two Wheelers	6,529,829	7,608,697	8,466,666	8,026,681	8,418,626	Number
Total	8,467,853	9,743,503	11,087,997	10,853,930	11,175,479	Number

Source: Society of Indian Automotive Manufacturing (SIAM)

ANNEXURE 3: AUTOMOBILE SALES

Type of Vehicle	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	Units
Passenger Vehicles	1,061,572	1,143,076	1,379,979	1,549,882	1,551,880	Number
Commercial Vehicles	318,430	351,041	467,765	490,494	384,122	Number
Three Wheelers	307,862	359,920	403,910	364,781	349,719	Number
Two Wheelers	6,209,765	7,052,391	7,872,334	7,249,278	7,437,670	Number
Total	7,897,629	8,906,428	10,123,988	9,654,435	9,723,391	Number

Source: Society of Indian Automotive Manufacturing (SIAM)

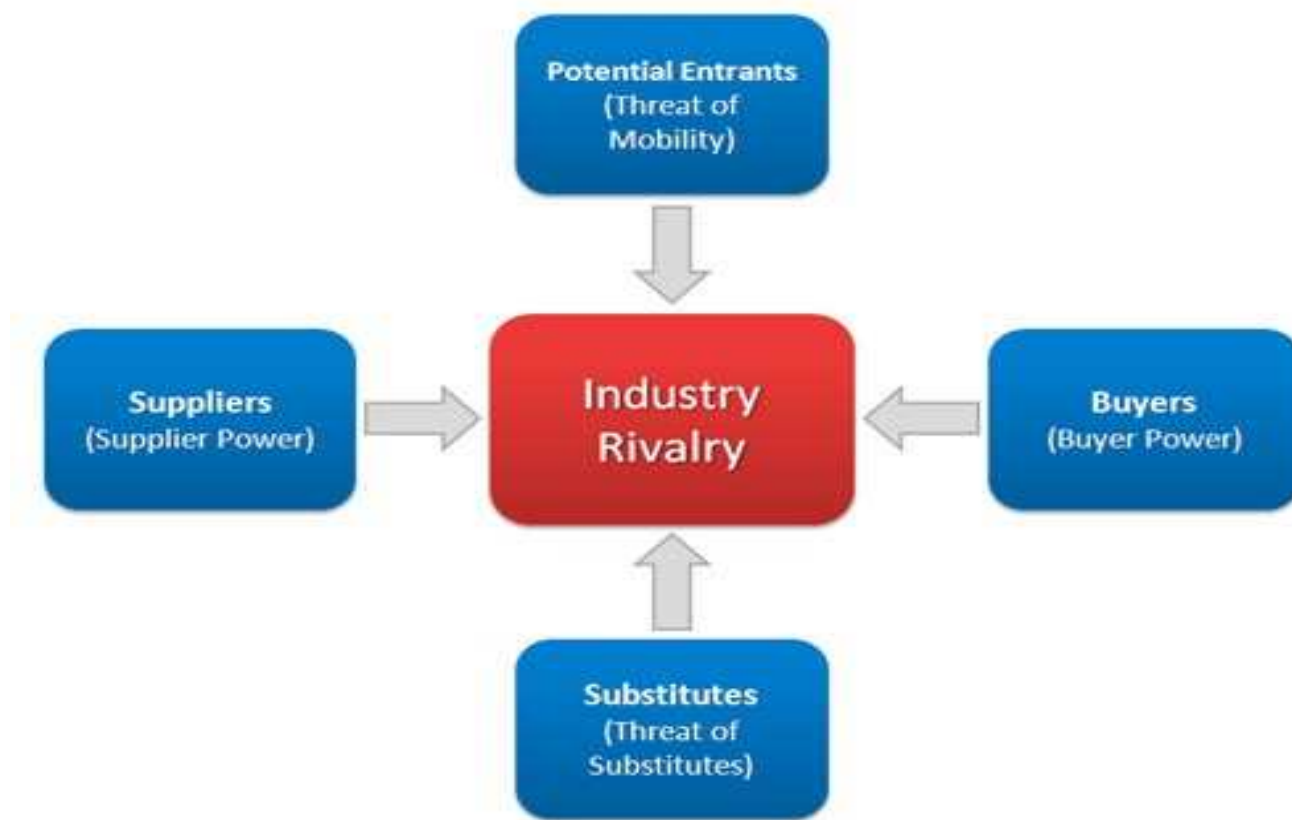
AUTOMOBILE EXPORTS

Type of Vehicle	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	Units
Passenger Vehicles	166,402	175,572	198,452	218,401	335,739	Number
Commercial Vehicles	29,940	40,600	49,537	58,994	42,673	Number
Three Wheelers	66,795	76,881	143,896	141,225	148,074	Number
Two Wheelers	366,407	513,169	619,644	819,713	1,004,174	Number
Total	629,544	806,222	1,011,529	1,238,333	1,530,660	Number

Source: Society of Indian Automotive Manufacturing (SIAM)

³⁷ <http://www.tatamotors.com/know-us/company-profile.php>

ANNEXURE 4: PORTER'S FIVE FORCES MODEL



Source: <http://www.soopertutorials.com/business/strategic-management/3028-porter-fiveforces-model.html>

ANNEXURE 5: AUTOMOBILE INDUSTRY: COMPETITORS

Company Name	Analysis
Tata Motors	Tata Motors is the largest automobile manufacturing companies in India. Established way back in 1945 Tata Motors is a multinational automobile company with its headquarters in Mumbai. Previously known as Telco TATA Engineering and Locomotive Company Tata Motors belongs to Tata Group. This company manufactures compact medium sized utility vehicles. Over the last few decades it has stood as the undisputed leader in the commercial vehicles segment. It is also the third largest producer of passenger cars in India. This automobile company in India is listed on both the Bombay Stock Exchange and the New York Stock Exchange. The revenues earned by Tata Motors in 2010 accounted to \$20.572 billion. Some of the well known cars manufactured by Tata Motors are: Tata Indigo, Tata Indica, Tata Sumo Tata Indigo Marina and Tata safari
Hindustan Motors Limited	Hindustan Motors Limited was founded in the year 1942 by B.M Birla. It is an operative subsidy of the Birla Technical Services group. This company held the title of the biggest manufacturer of cars in India before Maruti Udyog. Hindustan Motors was the pioneer in manufacturing automobiles in India. The company accounted for a sales turnover of Rs 150.66 crore in 2010. Some of the important cars and multi utility vehicles manufactured by Hindustan Motors Limited include; Mitsubishi Lancer, Trekker, Contessa, Ambassador, Porter, Pushpak and the Mitsubishi.
Ashoke Leyland	Ashoke Leyland is a leading commercial vehicle manufacturer in India. It was established in 1948. The company over the years has become synonymous with the production of trucks, passenger buses and emergency military vehicles. It happens to be the second largest commercial vehicle producer in India holding a market share of almost 30 percent. The company holds a record for selling almost 60,000 vehicles and almost 7000 engines per years. Ashok Leyland accounted for consolidated revenues of US\$ 1.4 billion in 2009. Some of the popular products by this company are; Panther BS-II Multi-axle Vehicles, Cheetah Bus-III, Tractors and Ecomet, Lynx BS-II, Diesel and Natural Gas gensets from 15KVA to 250KVA.
Maruti Suzuki India Limited	Maruti Suzuki India Limited was established in 1981. A part of this company is owned by Suzuki Motor Corporation of Japan. It is the country's largest passenger car manufacturing company. Credited for having brought in the automobile revolution in the country Maruti Suzuki India Limited was known as Maruti Udyog Limited till 2007. With its headquarters in Delhi this automobile company in India happens to be the largest producer and market share holder of cars. The company accounted for consolidated revenues of US\$4.8 billion in 2010. Maruti Suzuki India Limited is credited for manufactures a variety of passenger cars SUVs, and Sedans. Some of Maruti's most popular cars are: Alto, Gypsy, Omni, Wagon R, Maruti 800, Versa, Zen, Esteem, Baleno and Swift.
Hyundai Motor India Limited	Hyundai Motor India Limited (HMIL) is owned entirely by Hyundai Motors of South Korea. Hyundai Motors happens to be the largest car manufacturer in South Korea and the sixth largest in the world. This automobile company in India is also the largest passenger cars exporter in India. Established on May 6 1996 this company in a short span of time has taken the Indian automobile industry by storm. Some of the popular cars manufactured by this company are; Santro, Getz Prime, Hyundai i10, Hyundai i20 Accent and the Verna and Sonata
Bajaj Auto	Bajaj Auto is another important automobile manufacturing company in India. It is one of the India's most trusted car manufacturers. It is an operative subsidy of the Bajaj Group. Bajaj Auto happens to be the largest two and three wheeler manufacturer in India and also ranks in this field across the globe. This automobile company was established on 2 November 1945. The company was then known as M/s Bachraj Trading Corporation Private Limited. The company made a modest beginning by importing and then selling two and three wheelers in India. Today Bajaj Auto has become synonymous with two and three wheelers in the country. Some of its popular two wheelers are; Pulsar 220DTS and Kawasaki Ninja 250R.

Source: Compiled by the author

ANNEXURE 6: MERGERS & ACQUISITIONS

Year	Name Of the Acquired Company	Impact Of the Acquisition
2004	Daewoo's Truck	It aimed to increase its presence worldwide. Company's global plans to reduce domestic exposure. The domestic commercial vehicle market is highly cyclical in nature and prone to fluctuations in the domestic economy. Tata Motors has a high domestic exposure of ~94% in the MHCV segment and ~84% in the light commercial vehicle (LCV) segment. Since the domestic commercial vehicle sales of the company are at the mercy of the structural economic factors, it is increasingly looking at the international markets. The company plans to diversify into various markets across the world in both MHCV as well as LCV segments. To expand the product portfolio Tata Motors recently introduced the 25MT GVW Tata Novus from Daewoo's (South Korea) (TDCV) platform. Tata plans to leverage on the strong presence of TDCV in the heavy-tonnage range and introduce products in India at an appropriate time. This was mainly to cater to the international market and also to cater to the domestic market where a major improvement in the Road infrastructure was done through the National Highway Development Project.
2005	Aragonese Hispano Carrocera	In 2005, the company saw an opportunity in the fully built bus segment, Tata Motors acquired a 21% stake in Hispano Carrocera SA,[16] the leading European bus and coach cabin maker. In 2009, the company picked up the remaining 79% stake in Hispano Carrocera SA for an undisclosed sum, making it a fully owned subsidiary.
2008	British Land Rover (JLR)	When the Tata Motors acquired the British Jaguar Land Rover (JLR) business, which also includes the Daimler, Lanchester and Rover brands, they became a major player in the international automobile market. On 27 March 2008, Tata Motors reached an agreement with Ford to purchase their Jaguar Land Rover operations for US\$2.3 billion. The sale was completed on 2 June 2008. In addition to the brands, Tata Motors has also gained access to two design centers and two plants in UK. The key acquisition would be of the intellectual property rights related to the technologies.
2010	Trilix	In 2010, Tata Motors acquired 80% stake in Italy-based design and engineering company Trilix for a consideration of €1.85 million. The acquisition is in line with the company's objective to enhance its styling/design capabilities to global standards.

Source: Compiled by the authors

ANNEXURE 7: FACTS ABOUT INDICA

- TATA Motors is the youngest passenger car company in the world.
- The car came into being – concept freeze to launch – in just 31 months.
- The name, Indica, was derived from two words – India's Car.
- The Indica sold its second 100,000th car in a record period of less than 18 months.
- Indica's investment of Rs. 19.20 billion for a capacity of 150,000 cars achieved cash profits in its third year and net profits in its fourth.
- Indica catapulted TATA Motors as the second largest player in the Indian passenger vehicle market.
- In the Indian car industry, Indica Club is the largest brand loyalty program.
- Indica is instrumental in creating a Rs. 46 billion passenger car business for TATA Motors within five years of its launch.
- Indica investment became EVA³⁸ positive in its fifth year – a rare distinction in the automobile world.

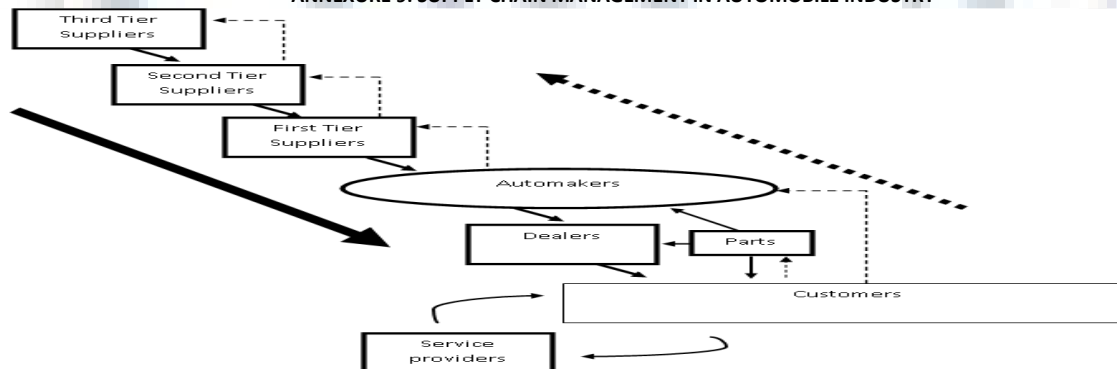
Source: Source: http://www.superbrandsindia.com/images/brand_pdf/consumer_1st_edition_2004/tata-indica/tata-indica.htm

ANNEXURE 8: OUTSOURCING: VENDOR BASED MANAGEMENT

Components	Suppliers
5 DOOR HATCHBACK	I.DE.A(ITALY)
ENGINE	INSTITUT FRANCAIS DU PETROL FRANCE
ASSEMBLY LINE	NISSAN'S PLANT (AUSTRALIA)
PRESSES	MERCEDES BENZ
PISTONS AND PISTON RINGS	INDIA PISTONS
ELECTRIC COMPONENTS AND FUEL INJECTION SYSTEM	LUCAS-TVS
STEERING SYSTEM	RANE TRW STEERING SYSTEM
RADIATOR	TATA-TOYO
FRONT AND REAR BUMPER,DASHBOARD,INSIDE	TATA AUTO PLASTICS
TRIMS.	
FUEL LINES	IMPERIAL AUTO
Air Conditioning Kits	Subros Ltd
Wind Screens and Windowa	Asahi Glass
Different Assemblies	Sona Steering
Sheet Metal Items	JBM Tools

Source: Compiled by the authors

ANNEXURE 9: SUPPLY CHAIN MANAGEMENT IN AUTOMOBILE INDUSTRY

Source: ACMA, India, <http://www.nistads.res.in/indiasnt2008/t4industry/t4ind12.html>³⁸ EVA-Economic Value Added=it is a tool to measure efficiency with which a company has used its resources

ANNEXURE 10: RATAN TATA WITH LAUNCH OF INDICA IN SOUTH AFRICA



Source: <http://www.team-bhp.com/forum/commercial-vehicles-india/34712-tatas-journey-trucks-nano.html>

ANNEXURE 11: TATA INDICA: BRAND EVOLUTION AND BUILDING

Year	Value Proposition Added to Tata Indica
1998	Indica announced
2001	Indica V2
2004	Rejuvenated Indica V2
2005	Indica V2 Turbo Diesel
2006	Indica Xeta
2008	Indica Vista

Source: Compiled By the authors

ANNEXURE 12: TATA INDICA: BRAND PORTFOLIO



Source: Thomaswhite <http://www.thomaswhite.com/explore-the-world/bric-spotlight/2010/india-auto.aspx>

ANNEXURE 13: RATAN TATA DRIVES THE FIRST TATA INDICA OFF THE ASSEMBLY LINE



Source: <http://jerinsantosh.wordpress.com/2010/11/18/tata-time-line/>

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, IT and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail i.e. **infoijrcm@gmail.com** for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

