

MANAGEMENT PROJECT

SWOT AND STEEPLED ANALYSIS OF TATA MOTORS



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Abstract

This report is a brief SWOT and STEEPLED analysis of TATA motors.

TATA motors is the leading automobile company of India, and also having a major share outside the country. To make any company successful it's very much required to analyse different factors those can influence company's performance. SWOT and STEEPLED covers most of the factors from a manager's point of view.

Through this report we are trying to show the strength and weaknesses that are present in the company. What are the opportunities the company have? And what are the threats to the company?

Again we are showing the different factors like politics, economy, legal, technology etc. which are having influence on the company as well as environment, social, ethical, demographical etc. influence of the company.

We have also covered the actions taken by TATA motors to improve some of the fields.

Introduction

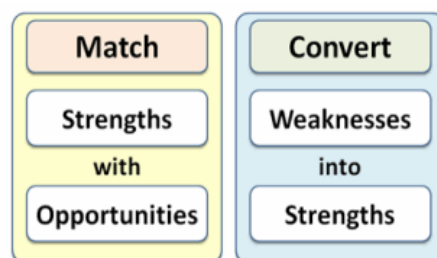
Established under the parent company, Tata Group, in 1945, Tata Motors Limited has become India's largest automobile company. It was the first Indian automobile company to list on the New York Stock Exchange. Tata Motors began manufacturing commercial vehicles in 1954 with a 15-year collaboration agreement with Daimler Benz of Germany. This partnership has led Tata Motors to not only become India's largest automobile company but also India's largest commercial vehicle manufacturer; the world's top five manufacturers of medium and heavy trucks and the world's second largest medium and heavy bus manufacturer. Having just entered the passenger vehicles market segment in 1991, Tata Motors now ranks second in India's passenger vehicle market.

Tata has enjoyed the prestige of having developed Tata Ace, India's first indigenous light commercial vehicle; Tata Safari, India's first sports utility vehicle; Tata Indica, India's first indigenously manufactured passenger car; and the Nano, the world's least expensive car.

SWOT analysis of TATA motors:

SWOT analysis (alternately **SLOT analysis**) is a strategic planning method used to evaluate the **Strengths**, **Weaknesses/Limitations**, **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 favourable and unfavourable to achieve that objective.

	Positive factors	Negative factors
Internal factors	Strengths	Weaknesses
External factors	Opportunities	Threats

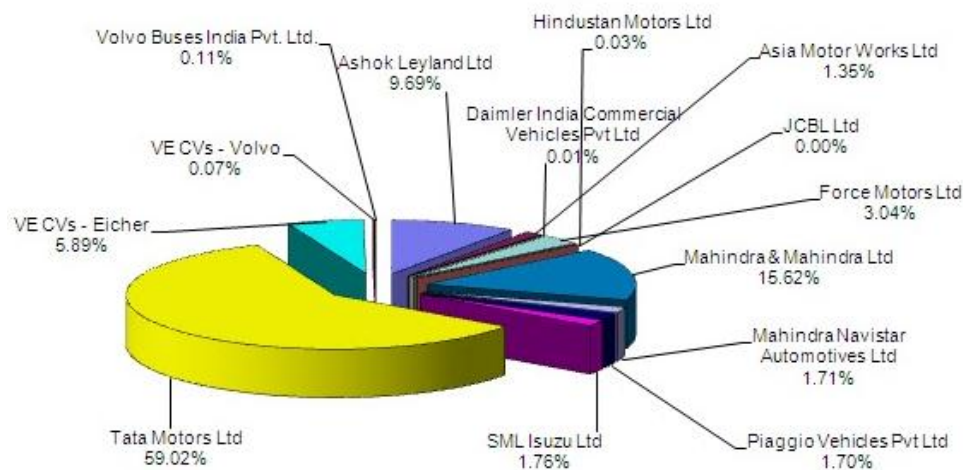


STRENGTHS:

1. Strong Domestic player (Indian market):

Tata has a strong presence in India and is a key manufacturer of commercial vehicles. It is a market share of ~64% which has almost remained constant. Also, Tata Motors is India's largest automobile manufacturer by revenue. Tata Motors Limited is India's largest automobile company, with revenues of ₹1,23,133.30 crore in 2010–11. It is the leader in commercial vehicles in each segment, and among the top three in passenger vehicles in India with products in the compact, midsize car and utility vehicle segments. Tata vehicles are sold primarily in India, and over 4 million Tata vehicles have been produced domestically since the first Tata vehicle was assembled in 1954.

Commercial Vehicles



2. It is a demand driven, and customer-oriented, taking care of customers' preferences and taste.

3. Long list of portfolios:

Its products include passenger cars, trucks, vans and coaches.

It is world's 4th biggest truck producer, it is also world's second biggest bus producer.



Passenger Cars and utility vehicles

- Tata Sumo/Spacio
- Tata Safari
- Tata Indica
- Tata Vista
- Tata Indigo
- Tata Manza
- Tata Indigo Marina
- Tata Winger
- Tata Magic
- Tata Nano
- Tata Xenon XT
- Tata Aria



Concept vehicles

- 2000 Aria Roadster
- 2001 Aria Coupe
- 2002 Tata Indiva
- 2004 Tata Indigo Advent
- 2005 Tata Xover
- 2006 Tata Cliff rider
- 2007 Tata Elegante
- 2009 Tata Prima
- 2010 Tata Versa
- 2010 Tata Essota



Commercial vehicles

- Tata Ace
- Tata TL Pickup Truck
- Tata 407 Ex and Ex2
- Tata 709 Ex
- Tata 1109 (Intermediate truck)
- Tata 1510/1512 (Medium bus chassis)
- Tata 1610/1623 (Rear Engined Low Floor bus chassis)
- Tata Starbus
- Tata Globus
- Tata Hispano Globus
- Tata Marcopolo
- Tata 3015 (Heavy truck)
- Tata 4923 (Ultra-Heavy truck) (6X4)
- Tata Novus
- Tata Prima

4. Global Presence

Tata Motors has been in the process of acquiring foreign brands to increase its global presence. Through acquisition, Tata has operations in the UK, South Korea, Thailand and Spain. Among these acquisitions is Jaguar Land Rover, a business comprising two struggling iconic British brands that was acquired from the Ford Motor Company in 2008. In 2004, Tata acquired the Daewoo Commercial Vehicles Company, South Korea's second largest truck maker. Today two-thirds of heavy commercial vehicle exports out of South Korea are from Tata Daewoo.

Tata Motors has expanded its production and assembly operations to several other countries including South Korea, Thailand, South Africa and Argentina and is planning to set up plants in Turkey, Indonesia and Eastern Europe.

Tata also has franchisee/joint venture assembly operations in Kenya, Bangladesh, Ukraine, Russia and Senegal. Tata has dealerships in 26 countries across 4 continents.

5. Dealership, Sales and Service Access: The Company's dealership, sales, services and spare parts network comprises over 3500 touch points.

6. Research and Development Activities:

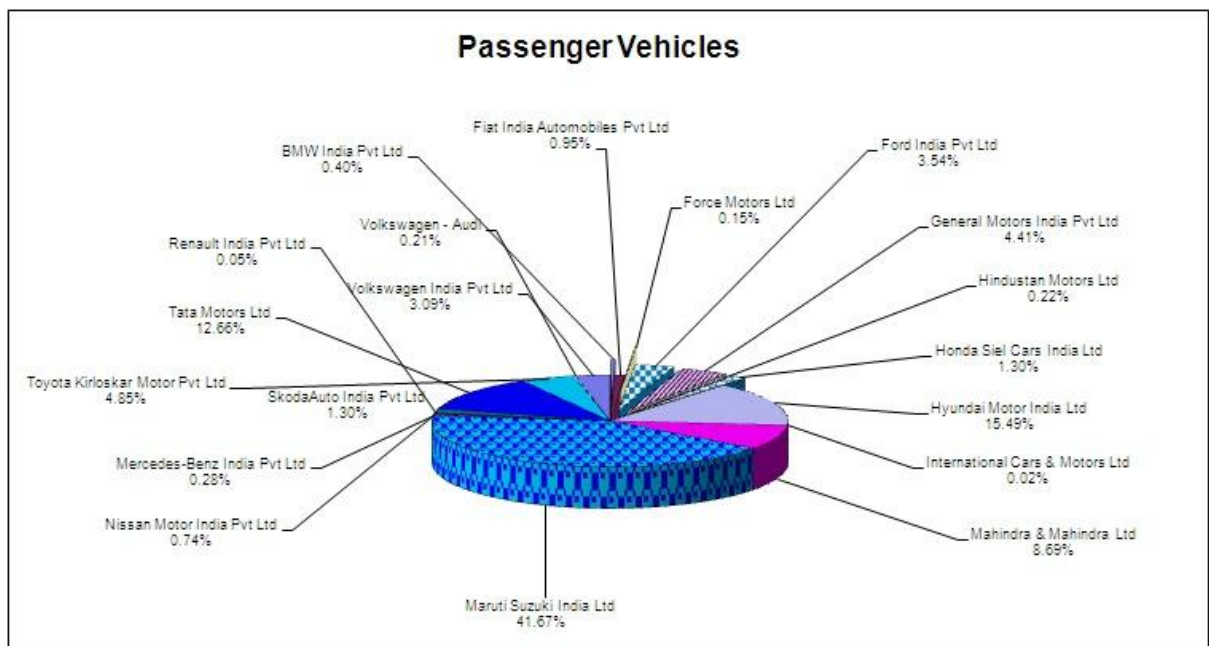
Tata motors is known as an innovative global leader. The company has a very strong R&D having over 3000 engineers and scientists. The Engineering Research Centre (ERC) in Pune was setup in 1966 and is among the finest in the country. It has been honoured with two prestigious awards - 'The DSIR National Award for R&D Effort in Industry - 1999' and 'National Award for Successful Commercialisation of Indigenous Technology by an Industrial Concern - 2000.' Tata Nano was a recent outcome from the ERC .

WEAKNESS:

1. Return on Investment on TATA motors shares is low.
2. Tata motors products are not considered as luxurious. The products are generally targeted for economy class rather than for luxury. Hence, the company lacks a strong footprint in the sector of luxury products.
3. Safety standards are not maintained/ often ignored. This has led to diminish of public image of the TATA automobiles (eg Tata Nano).



4. Limited consumer base
5. Though Tata is present in many countries it has only managed to create a large consumer base in the Indian Subcontinent, namely India, Bangladesh, Bhutan, Sri Lanka and Nepal. Tata has a growing consumer base in Italy, Spain and South Africa.
6. Relatively smaller proportion of market share in Passenger vehicles in India.



7. One weakness which is often not recognized is that in English the word 'tat' means rubbish. Would the brand sensitive British consumer ever buy into such a brand?
8. 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.

OPPORTUNITY:

1. 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.
2. Tata Motors Limited acquired Daewoo Motor's Commercial vehicle business in 2004 for around USD \$16 million.
3. 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!
4. 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 is operations more sustainable.
5. The range of Super Milo fuel efficient buses are powered by super-efficient, eco-friendly engines. The bus has optional organic clutch with booster assist and better air intakes that will reduce fuel consumption by up to 10%.

THREATS:

1. 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.
2. Environmental Regulation:
Sustainability and environmentalism could mean extra costs for this low-cost producer. This could impact its underpinning competitive advantage. Obviously, as Tata globalizes and buys into other brands this problem could be alleviated.
3. Intense competition:
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.
Presently, Tata Motors face intense competition from its domestic as well as foreign competitors including General Motors, Honda Motor, Maruti Udyog, Mitsubishi Motors, Fiat, Ford and so on. Competition is expected to intensify further as Indian automobile manufacturers obtain greater access to debt and equity financing in the international ca

pital markets or gain access to more advanced technology through alliances. Additionally, in recent years, the government of India has permitted automatic approvals for foreign equity ownership of up to 100% in entities manufacturing vehicles and components in India.

4. Rising cost of manufacturing:

Rising prices in the global economy could pose a threat to Tata Motors Limited on a couple of fronts. The price of steel and aluminum 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.

5. Low safety standards can hamper the public trusts it has already attained which may prove fatal to its domestic market.

STEEPLED analysis of TATA motors

STEEPLED is abbreviation for Social, Technological, Education, Ethnic, Political, Legal, Economic and Demographic factors

STEEPLED analysis is a means of conducting a scan of an organisation's external environment, with particular reference to the future and any changes that may come about. The purpose of STEEPLED is to identify factors that may impact on the services, customers (or Patients), products, markets, staff, profitability, etc. of the organisation.

SOCIAL ANALYSIS

Social factors include the cultural aspects and include health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety. Trends in social factors affect the demand for a company's products and how that company operates. For example, an aging population may imply a smaller and less-willing workforce (thus increasing the cost of labour). Furthermore, companies may change various management strategies to adapt to these social trends (such as recruiting older workers).

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.

1) 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 effect the demographics and the average income of each market. Italians have a higher average income per capita 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.

2) 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.

3) 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.

4) Safety has been a concern for Tata Motors and the Company is taking steps to reduce the injuries and accidents. All Tata Motors manufacturing units, including the new manufacturing unit at Uttarakhand are certified under Occupational Health and Safety Standards 18801 (OHSAS 18001, 2007 version). OHSAS 18001 is an *Occupation Health and Safety Assessment Series* for health and safety management systems. It is intended to help an organization to control occupational health and safety risks. It was developed by the Government of India in response to widespread demand for a recognized standard against which to be certified and assessed.

In addition, Tata Motors manufacturing unit at Pune has been certified Social Accountability 8000 compliant. Clause No. 3 of the SA 8000 pertains to occupational health and safety. A Zero Accident Plan was launched in 2007-08, wherein area ownership was developed by teams comprising of management and supervisory grade workers called Bay Owners. The Bay Owners met twice a week and conducted cross audits and organised awareness building programmes.

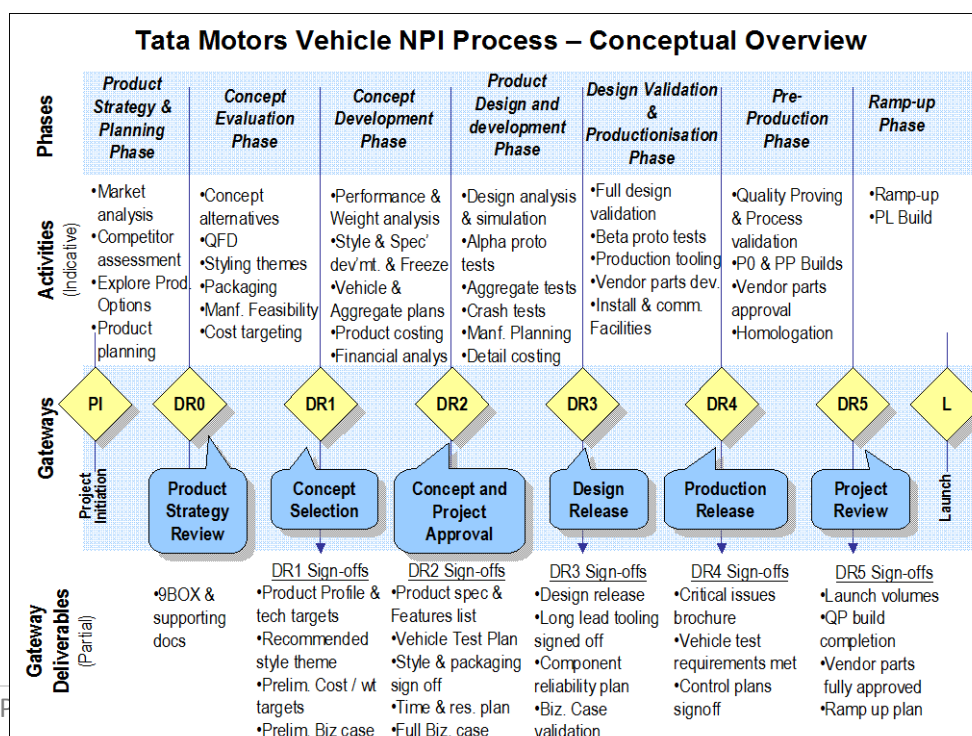
TECHNICAL ANALYSIS:

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. Ratan Tata says that "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.

India's only certified crash test facility for cars and hemi anechoic chamber for testing of noise and vibration is owned by Tata motors. Tata Motors European Technical Centre (TMETC) was set up in 2005, which is primarily involved in design engineering and development of products, supporting Tata Motors skill sets. Approximately 2% of the annual profits of the company invested in research and development. Tata established extensive prototype building and testing facilities in each plant. On May 11th of every year, "*Technology Day*" organized across all Tata plant locations. Tata Motors has the only world-class crash facility in Asia outside Korea and Japan. It has developed an A-ECU (Electronic Control Unit) and low-cost accessories that would effectively manage critical engine and vehicle systems without calling for a full-fledged and expensive conventional ECU. The company is striding towards new emission standards. It is planning to equip vehicles of the future with technologies for improving communication, navigation and entertainment. One-CAT [Compressed Air Technology] conceptual car with fibre glass is powered by air and it is emission free, which is an example of Tata's technological research. Another example is "Tata Nano", which is a city car manufactured by Tata Motors. It was a result of aiming at "*Production of more from less investment for more people*". It is the smallest as well as lowest powered (624cc) cars in the World; it was designed to be the cheapest car in India aimed mainly at the lowest price segment in the Indian domestic market. Tata motors has strategic partnership with Motor Development International (a French company designing compressed air car prototypes marketed under the title "the Air car"), and Ford for performing research to develop new automotive technologies. Furthermore, they will have to come up with hybrid and electric cars to compete with the already strong competition of the market. There are already some big players, among them Chevrolet, which will be releasing its Chevrolet Spark in the future, with hybrid and all-electric models. Tata motors should give more importance to R&D in order to develop highly efficient automotive technology at an optimal cost. The new product introduction [NPI] process followed by Tata motors for developing a new product and releasing into market can be seen in the below figure.



The pace of new product development has quickened through this organization wide structured New Product Introduction (NPI) process. The process with its formal structure for introducing new vehicles in the market brings in greater discipline in project execution. The NPI process helped Tata Motors create a new segment by launching the Tata Ace, India's first mini-truck.

ECONOMIC ANALYSIS:

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 Aluminium required to make engine blocks goes up in Kenya, Tata has the option to get the aluminium 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 rates 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 and pound, to just name a few. Attention to currency is important because it influences where capital investment will develop and prosper.

In the case of Tata Motors, and the creation of the Nano and One CAT [Compressed Air technology] from a line of service and military vehicles provide a variety of different ways for other companies as well as other industries to capitalize on the success that Tata has realized. Tata Motors integrates the management, programs, and knowledge of the businesses it buys out. Tata Motors places heavy investment into research and development. Tata has succeeded in growing, profiting, and reducing costs in developing markets for over half a century.

Over 6.5 million Tata vehicles ply on Indian roads, since the first rolled out in 1954. The company's manufacturing base in India is spread across Jamshedpur (Jharkhand), Pune (Maharashtra), Lucknow (Uttar Pradesh), Pantnagar (Uttarakhand), Sanand (Gujarat) 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's dealership, sales, services and spare parts network comprises over 3,500 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, Spain and South Africa. Among them is Jaguar Land Rover, a business comprising the two iconic British brands that was acquired in 2008. JLR supports two state of the art engineering and design facilities and three manufacturing plants (Solihull, Castle Bromwich & Halewood) in the UK.

In 2004, Tata Motors 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 (SA) (Proprietary) Ltd., Tata Motors' joint venture with Tata Africa Holding (Pty) Ltd., has its assembly plant in South Africa at Rosslyn, north of Pretoria, in the Gauteng province of South Africa. The plant can assemble, from semi knocked down (SKD) kits, light, medium and heavy commercial vehicles ranging from 4 - 50 tons.

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 all over the world. It has franchisee/joint venture assembly operations in Bangladesh, Ukraine, and Senegal.

Tata will have to adapt its strategy on the economic level, from the point of view of the consumers, but also internally. They will have to deal with exchange rates, inflation, and GDP trends. For example, with the recent economic crisis, there has been a significant decrease in car retail. When the GDP is low and belts are being tightened, it is probably not be the best time to enter a new market. However, since they have an important competitive advantage with its pricing strategy, it could help them and could be the best choice for American consumers with lower budget. In the same trend, a low GDP brings unemployment, thus Tata might want to set up a factory and employ former auto workers who have been laid off. These auto workers have experience and are asking for more jobs in their industry. This environment could create a win-win situation for both Tata and the workers. Tata Motors, like its parent company Tata Group, has much knowledge and understanding in working in developing markets and countries. Companies considering expanding into developing markets should consider forming a joint venture or partnership with any of Tata Group's numerous industries. The knowledge transfer can save time and money and further ensure a more successful expansion.

ENVIRONMENTAL ANALYSIS:

TATA motors tries to preserve the environment by different means. All TATA motor's manufacturing facilities (Pune, Jamshedpur, Lucknow and Uttarakhand) have been certified to the ISO: 14001 – Environmental Management System (EMS) Standard. At Jamshedpur the Engineering, Health Care & Civic Services to Tata Motors Township have also achieved certification to ISO: 14001.

TATA motors have an environmental management system. The working of system is described as follows:

How it operates (Methods/ Practices)

1. Assess the 'significant' environmental aspects of products and activities as per established EMS procedures-

- All Process Owner s identify the 'significant' environmental aspects of products and activities with the help of ERC centrally & Environment Group at respective Works locations.

2. Define Operational Controls, Emergency Action Plans and set 'Objectives and Targets'

- Operational Control Procedures and Emergency Action Plans are established and deployed. Process requirements are assessed in.

Inputs

- National & International Legislation & protocols
- Quality & Environmental Policy
- Rules & Regulations
- Plant level waste disposal guidelines.
- ISO: 14001
- New developments
- Global developments such as Climate Change

Key Steps in -'Environment Management'

- Assess the significant environmental aspects of products and activities
- Set 'Control Processes' and 'Objectives & Targets'
- Deploy the process and implement 'Action Plans' to achieve 'Objectives & Tar gets' including Climate Change related issues
- Review processes for improvements / and conduct internal / external audits
- Review the process

Outputs

- Improvements in environmental performance (e.g.: reduction in pollution, reduction in natural resources consumption, elimination of hazardous material etc.)
- Compliance to environmental requirements as per statutory norms
- Reduce CO2 emissions / increased carbon offsets

Efficiency

Improvement over previous years 'environmental performance'

Except the points mentioned above TATA motors works for environment protection in following ways:

1) Recycling:

Re-cycling of material is best illustrated in the use scrap metal generated externally as well as internally.

For the packing of parts which are transported from one TATA center to another, reusable metal boxes are used.

Collapsible, custom-built polypropylene (PP) boxes are returned to the vendors after delivery.

2) Energy conservation:

Tata Motors considers energy conservation critical to the operation of its manufacturing units. Apart from reducing operational costs, the energy saved amounts to environment protection by way of avoiding pollution due to power generation processes. Energy conservation is driven throughout the organization, by way of setting Division-wise targets and monitoring performance on everyday basis for optimizing energy consumption.

3) Participation in different committees working for improvement of environment:

Apart of the internal factors representatives of the Company are participating in many national committees working for improvement of environment throughout the country like “Air quality monitoring, emission inventory and source apportionment studies for Indian cities” constituted by Central pollution control board, Delhi, Group on “Technical evaluation of Automotive Research Association of India reports on development of emission factors” constituted by Central pollution control board, Delhi etc.

4) Initiatives to use renewable energy sources and increase energy efficiency:

The demand for energy has grown along with rapid industrial growth. Studies have forecast a shortage of fossil fuel worldwide leading to ultimate extinction, when natural deposits will be completely depleted. Fossil fuel based conventional power generation is recognized as a major contributor to environmental pollution and to the Greenhouse Effect. So, TATA motors are trying to use the nonconventional energy resources for its work. The company has started using wind power at the Pune center. It is to be further noted that Tata Motors is working with the steering committee of National Hydrogen Energy Board, India, to find ways in which India may harness hydrogen potential energy of future.

5) Recycling and reusing water:

Tata motors try to reuse and recycle the used water. Different techniques are used to remove hazardous materials from water.

- Paint sludge generated at Centralized Paint Shop is removed from the scrub water with a ‘Hydropac system’ for effective separation. The water is re-used in the paint booths along with makeup water. This prevents the raw Paint Shop effluent from reaching the ETP directly. Paint sludge is collected and sent to Industrial Incinerator.
- Press Filter is provided for removal of sludge from phosphating bath.
- Incinerator model LRD-250 of capacity 250 kg /hr has been installed to incinerate hazardous waste without production of smoke or odour and to enable all hazards taken care of properly and to provide a cleaner, safer and healthier environment.

6) In the form of NGOs:

The Ministry of Environment & Forest (MoEF), Government of India, has appointed Gram Vikas Kendra, Jamshedpur (GVKJ) an NGO supported by Tata Motors, Jamshedpur, as the Regional Resource Agency (RRA) for National Environmental Awareness Campaigns (NEAC) 2008 for Jharkhand State for 15th consecutive year. GVKJ is working on different water harvesting projects, tree plantation drive, and forest protection activities in Jharkhand.

Many others protections have been taken to reduce the emission of Greenhouse gases, ozone depleting gases etc.

Total environmental expenditure in 2007-08 on various environment development initiatives at TATA motors manufacturing units was Rs.169 million.

POLITICAL ANALYSIS

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 labour 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" (Tata.com). 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.

LEGAL ANALYSIS

Since Tata Motors operates in multiple countries across Europe, Africa, Asia, the Middle East, and Australia, it needs to pay close attention to the 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. Tata says, "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.

Tata Motors had planned to build a plant at Singur in the West Bengal, where it wanted to make 'Nano' car. Early in the year 2011, the West Bengal government enacted the "Singur Land Rehabilitation and Development Act, 2011," to return the acquired land to the original land owners.. Tata Motors opposed this act and had moved the Calcutta High Court challenging the constitutional merits of the act as well as the land rehabilitation and development rules framed under the act.

Court has directed the government to compensate Tata Motors as per the provisions of the Land Acquisition Act - 1894, and has asked the state machinery to ensure a smooth transfer of the land back to farmers. However, following large-scale violent protests from local farmers against the plant, Tata Motors scrapped this project in 2008 and later moved it to the western state of Gujarat. It took about 14 months to build a new factory in Sanand, Gujarat.

In America, there is not really any lobbying at the government level to do when entering the market; however, they will have to get their cars approved by the government's agency in every country they are going to enter. For example, the Tata Nano had to be modified in order to gain access to the European Union. Standards in safety regulations and gas emissions are different in every part of the world. Also, entry barriers and quotas might importunate them in their attempts to reach the American consumers. They might have to pay more, thus increase their cars' retail price. For a company that is trying to be among the cheapest cars, it might be hard to keep their competitive advantage.

ETHICAL ANALYSIS

Business ethics maintains a moral course in turbulent times, cultivates strong team work and productivity, support employee growth as an individual, helps to ensure that policies are legal, and helps in detection of issues and violations along with quality management and strategic planning.

Corporate governance establishes policies and does continuous monitoring of their proper implementation, by members of governing bodies of the organization.

Since Tata Motors is a part of a large conglomerate company it needs to have a strong corporate governance to ensure that its employees act ethically and the business continues to run smoothly especially during the ever changing and dynamic global economy. "Tata Group's corporate governance is founded upon a rich legacy of fair, ethical, and transparent governance practices". One of the more important parts of this is the transparency of the company people have a right to know what the company is doing not only to ensure ethical practices, but for the insurance of their many shareholders whom have a right to know the inner workings of the company.

Tata has created some models for employees to guide themselves through everyday business practices to ensure that the corporate governance is continuously being upheld. The Tata business excellence model is upheld by Tata quality management services. The two main processes that the quality management services employees focus on are business excellence and business ethics. These two objectives have helped build Tata into the strong, dynamic company it is today. These models are entrenched in the company's ethical standards and Tata feels strongly about enforcing both throughout the company. "Tata quality management services play the role of supporter and facilitator in the journey that Tata enterprises undertake to reach the peaks of business eminence while, at the same time, adhering to the highest ethical standards".

TATA'S BUSINESS ETHICS PRINCIPLES:

- 1) NATIONAL Interest: Committed to benefit the economic development of the countries in which it operates.
- 2) Financial reporting and records: prepare and maintain its accounts fairly and accurately and in accordance with the accounting and financial of the country
- 3) Competition: fully support the development and operation of competitive open markets.
- 4) Equal opportunities employer: provides equal opportunities to all its employees and qualified applicants for employment.
- 5) Gifts and donations: Its employees neither receive nor offer or make, directly or indirectly, any illegal payments, remuneration, gifts, donations or comparable benefits.
- 6) Govt. agencies: A TATA company and its employees shall not, unless mandated under applicable laws, offer or give any company funds or property as donation to any government agency or its representative.
- 7) Political non-alignment: Be committed to and support the constitution and governance systems of the countries in which it operates.
- 8) Health, safety and environment: A TATA Company shall strive to provide a safe, healthy, clean and ergonomic working environment for its people.
- 9) Quality of product and services: Be committed to supply goods and services of world class quality standards, backed by after-sales services consistent with the requirement of customers.
- 10) Corporate citizenship: committed to good corporate citizenship, not only in the compliance of all relevant laws and regulations but also by actively assisting in the improvement of quality of life of the people in the communities in which it operates.
- 11) Cooperation of TATA companies: Cooperate with other TATA companies including applicable joint ventures, by sharing knowledge and physical, human and management resources.
- 12) Public representation of company and the group: Honour the information requirements of public and its stake holders.
- 13) Third party representations: Parties which have business dealings with the TATA group but are not members of the group, such as consultants, agents, sales representatives, distributors, channel partners, contractors and suppliers, shall not be authorized to represent a TATA company without written permission.
- 14) Use of TATA brand: The use of TATA name and trademark shall be governed by manuals, codes and agreements issued by TATA sons.
- 15) Group policies: A TATA company shall be committed to enhancing shareholder values and complying with all regulations and laws that govern shareholder rights.
- 16) Ethical conduct: Every employee of TATA Company shall preserve the human rights of every individual and the community, and shall strive to honour commitments.
- 17) Regulatory compliance: Employees of TATA Company, in their business conduct, shall comply with all applicable laws and regulations, in letter and spirit.
- 18) Concurrent employment: Consistent with applicable laws, an employee of TATA Company shall not, without the requisite, officially written approval of the company, accept employment or a position of responsibility with any other company.
- 19) Conflict of interest: Employees act in the interest of the company, and ensure that any business or personal association which he/she may have does not involve a conflict of interest with the operation of the company.

- 20) Security transactions and confidential information: An employee of a TATA Company and his/her immediate family shall not derive any benefit of counsel or assist others to derive any benefit from access to and possession of information about the company.
- 21) Protecting company assets: The assets of TATA Company shall not be misused.
- 22) Citizenship: The involvement of A TATA employee in civic or public affairs shall be with express approval from the chief executive of his/her company.
- 23) Integrity of data furnished: Every employee of a TATA Company shall ensure, at all times, the integrity of data information furnished by him/her to the company.

DEMOGRAPHIC ANALYSIS

Demography is the study of the characteristics of human populations, such as size, growth, density, and distribution. Demographic analysis provides insights into the links between these characteristics and the cultural, economic, geographic, and other social attributes present in a given area.

Demographic factors

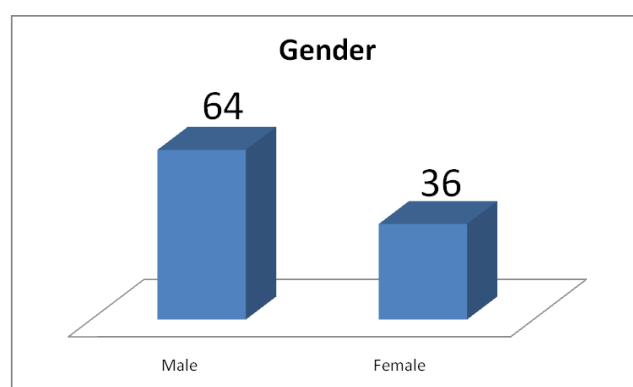
Demographic factors affect lifestyle, consumer trends, the type of risk averse behaviour, spending power and value per customer. The state of demographic trends allows building projections for the use of particular type of products. Demographic factors are-

- 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

☐ GENDER

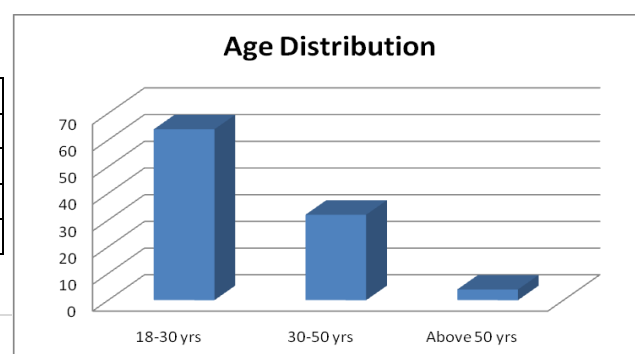
Gender Type	Frequency
Male	64
Female	36
Total	100

The above mentioned chart clearly shows that out of 100 respondents 64 were males and 36 were Females.



☐ AGE DISTRIBUTION

Age	No. of Respondents
18-30 yrs.	64
30-50 yrs.	32
Above 50 yrs.	4
Total	100

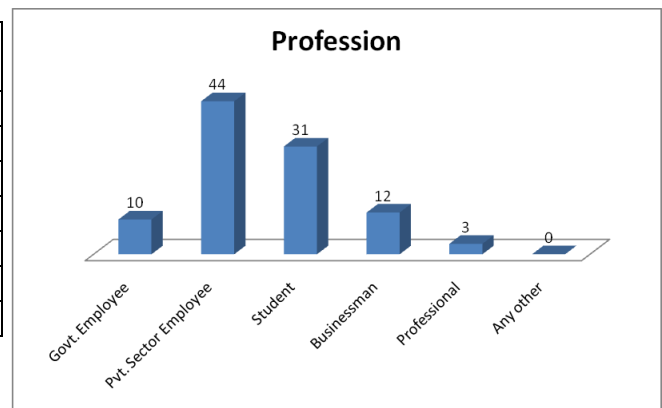


The above mentioned chart clearly shows that majority of the respondents lies between the age Group of 18-50 yrs.

□ PROFESSION

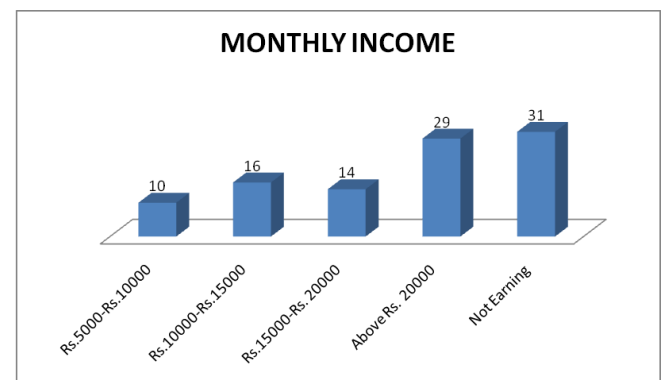
Profession	No. of Respondents
Govt. Employee	10
Pvt. Sector Employee	44
Student	31
Businessman	12
Professional	3
Any other	0
Total	100

The above mentioned chart shows that data was collected from respondents having varied types of Occupations. The majority of the respondents were Pvt. Sector employee and students.



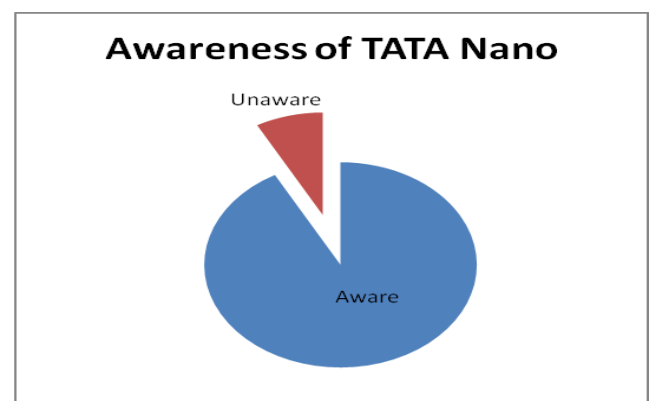
□ INCOME GROUP

Monthly Income	No. of Respondents
Rs.5000-Rs.10000	10
Rs.10000-Rs.15000	16
Rs.15000-Rs. 20000	14
Above Rs. 20000	29
Not Earning	31
Total	100



□ AWARENESS OF TATA NANO

Awareness	No. of Respondents
Aware	92
Unaware	8
Total	100



Other factors:

Acceptance level, preferences over other model, colour preferences, most inspired feature etc.

Conclusion

The SWOT and STEEPLED analysis of TATA motors was done and we concluded that Tata Motors is an overall strong company that has found strength and expansion through its parent company, Tata Group, but also through its numerous acquisitions and mergers. Although Tata Motors stock prices have fallen since the start of the 2008 year due to suggestions that Tata Motors is overreaching by adding luxury brands to pair with the Nano, the world's cheapest car. Chairman of Tata Group, Ratan Tata, rejects suggestions that, "We're not trying to be a global player," he told reporters in New Delhi Jan. 10 after unveiling the Nano, which will be built in a new plant costing 10 billion rupees (\$249 million). "We will grow internationally in select markets" (Krishnamoorthy).

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