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Case Study: TATA MOTORS

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Executive Summary

Every organization wants to acquire a leading position in the market as compared to other competitors. Strategic management allows the business organization to implement the objectives of the company by allocating the resources in a better way. Tata motors, one of the leading automobile companies in India wants to implement strategic management for better success in the coming future. Tata Motors is one of the leading automobile companies incorporated in 1945 in India. The company mainly produces passenger cars, luxury cars, sports cars, vans, trucks along with different construction equipment. The principal subsidiaries of TATA Motors consist of Tata Daewoo and Jaguar Land Rover (Garg, 2019). Value system of the company is mainly based on ethical business. The customers are given the best and superior services all over the world. This report tends to analyse the overview of TATA Motors in terms of its external environment, internal strategic capability and as well as to provide recommendations and strategies for them in order to improve their competitive advantage.

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1. Introduction

Tata Motors is one of the largest automobile companies in India. The company was founded in 1945. The company deals with all three products in the global market comprising passenger, commercial and utility vehicles. Tata is the first company in India to launch heavy and light vehicles in India first. Tata was also the first Indian automobile company to be listed on the New York Stock Exchange (NSE). The company has been very successful globally as it has established joint ventures during the mid-term and launched some innovative products that helped them to capture the market. Tata has expanded globally in the last six decades. Tata Motors bought a truck producing company named Daewoo in 2004 and acquired Hispano Carrocera in the same year. The company also purchased both Land Rover and Jaguar back in 2008. The company has dominated in India throughout and is rapidly growing in various countries of Europe, Africa, the Middle East and Southeast Asian nations. Tata Motors' business model emphasises more to promote the entrepreneurial spirit. This report will evaluate the key external and internal factors that affect the business operations of Tata Motors. Along with this, the report will also conduct VRIN analysis and will make suitable recommendations based on that. The case study scenario will also be evaluated in this report and will be finally concluded by providing some key recommendations with special reference to Ansoff matrix.

2. External Environment Analysis

Various types of external factors are there direct and indirect which affect organisational behaviour and performance. All these external focuses should be highly considered while formulating the strategies by analysing the core areas where the organisational strengths, weaknesses can impact the current and future organisational decision to remain competitive.

This section evaluated the external environment of Tata Motors using PESTLE and Porter's 5 forces models.

2.1 PESTLE Analysis

PESTLE is a very widely used analytical tool that reflects the key macro-environmental factors that influence the growth of the organisation. The external environment of a company is highly dependent on its political, economic, social, technological, Legal and environmental factors. International trade regulation, tax policies are some of the important political factors which indicate the stability of the company in the competitive market. Economic factors

represent the inflow and outflow of the company (Kay, 2019). Socio-cultural factors and social environment have a heavy impact on the sales and services of Tata Motors.

Political

According to Khare et al. (2020), the political distributive and unrest in the country deeply affect business operations. For example, disturbed diplomatic relations between two countries will certainly affect the revenue of the company. Tax policies, international trade regulations, political instability inside the country in foreign soil, etc are some key macro elements that affect the smooth operations of the organisation. They must contend with different extents of debasement, organisation, and blockage in different legal processes for contractual requirements, licenced development protection, esteeming framework and mandatory legislators' perks, structural vitality standards in the purchaser apparel zone. Tata Motors was challenged with governmental challenges and sought to relocate the Nano manufacturing, which was priced as an autonomous component and was the world's simplest and cheapest automobile, with the base price pricing merely 1 lakh rupees. For example, the political conflict with the opposition party of West Bengal regarding the plant set up in Singur ultimately led to the project cancelling. The advent of a new government, new trade policies may come along with new tax reforms which may benefit or cause damage for the organisation (Garg, 2019). But in the case of Tata Motors, political factors that proved beneficial for Tata Motors are the government's subsidy scheme for foreign businesses like Tata, healthy diplomatic relations of India with other countries, strong Asian and European markets.

Economic

The economic condition of the country plays an important role in determining the long-term growth of the organisation. TATA electric motors account for 4% of all distant company responses. CLSA's recommended to "sell" the shares because to expense issues was met in a helpless demand situation. Problems look to be moving from bad to worse for Tata engines ltd, as agreements in the global marketplace are falling, investment expenses are rising, and the company is facing a mountain of debt, all while preparing to shrink its grade. Although the Tata Nano proved a flop, the company's various models, such as Safari, Sumo, and Hexa, have

also benefited Tata Motors. For example, inflation will surely affect the growth of the company. First, it increases the price. second, it modifies consumers' buying power and third, it decreases the demand and supply chain. As per Sharma, and Aggarwal (2019), the company incurred a huge loss by investing in Singur, West Bengal which couldn't get continued. Despite that, the Economic scenario of the organisation is still quite promising. The GDP growth rate of Tata Motors is about 7%. The commercial vehicles of Tata gave the company an edge over its arch-rivals. However, a high rate of interest and low freight availability are some of the key economic factors that had affected the company and have the potential to affect its business again.

Social

Socio-cultural factors imply the key elements that pertain to the social environment like that of cultural trends, welfare activities and so on. Social Factors heavily impact the sales and services of the organisation. Tata Motors has always placed a premium on employing the local community in order to provide job opportunities and foster a collaborative spirit within the ordinary population. TATA automobiles are seen as a moderate automobile in the voyager sector. Trade guilds play an important role in the assembly section of the Indian automotive sector. The best thing about the TML is that wherever they business, they focus on the local communities. The company develops the lifestyle of the local people by employing them. The company also runs NGOs and is involved in other philanthropic activities which gained them the local community support. That is where the company stands one or two steps ahead of its competitors in the market (Onyusheva, and Seenalasataporn, 2018). Because of its long historical social welfare and philanthropic activities, the company enjoys public and government support wherever they do the business, national or international. Tata group provides free education to the students, free meals to needy people. The organisation runs the Indian Institute of Science, Tata Memorial Centre, Tata Memorial Cancer hospital in Mumbai and many more. All these social activities help their business achieve more success.

Technological

Technological advancement and automation and the invention of AI is very crucial factor that determines business growth. Tata Motors acquired Tata Technologies Ltd for receiving new advances that helped them to overhaul the structure and Innovations of Tata engines. Tata Technologies helped Tata Motors in designing new models and incorporating new and smarter

technologies as per the modern-day requirements (Sobhani et al.,2020). Tata Motors is now stepping closer and closer to designing electric cars in India which is expected to create a sensation in Indiana as well as in the foreign market. Tata Motors is already promoting rechargeable automobiles, particularly in the professional passenger automobile segment. The more adaptable the business conceptions are, the higher success and harmony the company will achieve. Similarly, several of the massive aspects of democratic resilience in the large marketplaces of the governments is a gigantic sector. If India becomes a stable governmental entity, this would presumably be more interested in obtaining the newest automobiles. In different ways, the higher developed and tranquil a region is, the greater the folk's livelihood would be, and the greater the possibilities of wonderful automobile freedom would be. However, the owner of Tesla, Elon Musk earlier announced to produce electric cars in India but if Tata is able to launch the electric vehicle even after the launch of Tesla's electric cars, there is no doubt that Tata will surely give Tesla a very tough fight. It is so because Tata's products have always been pocket-friendly and so the electric cars will be. So, if Tata successfully launches electric vehicles, then it will add another feather to its crown. However, Tata needs to ensure that no such thing happened as it had happened in 2009 when two of its Nano Cars caught fire. The company needs to assure the public that the coming products will be 100 per cent safe and technologically tested for use. Tata has been spending a lot of money on R&D, that is research and development for inventing new designs, ideas, and concepts to provide the best possible service to the consumers.

Legal

Tata, like any other MNCs, is bound by a number of legal factors. The more versatile trade understanding is, the greater accomplishment the organisation is likely to get. Every country has its own laws and rules and regulations that should be thoroughly followed by the companies. As Tata Motors operates in several countries across Europe, South East Asia, Australia, therefore it needs to be fully aware of the political conditions of the country and also need to pay attention to laws and regulations and trade policies of the countries. The headquarter of Tata in Mumbai strictly regulated the operations regarding dealership and subsidiary. Additionally, the company also abides by all the laws and regulations in the countries where they are operating.

Environmental

Tata has always emphasised producing products with minimal carbon emissions. Tata Motors designs its products as per the regulations set up by the Indian and European standards of Emission. Tata invests a lump sum amount in the R&D sector to produce eco-friendly cars. The UK will almost run out of non-renewable resources such as coal, oil and gas supplies in the next 5 to 7 years. To be precise, the UK has 5.3 years of oil left, 3 years of gas and 4.5 years of coal left in total before completely draining out of non-renewable resources (Song, Wang, and Zhu, 2018). The decrease in oil stockpiles is also a boon for Tata Motors, since it facilitates the introduction of new technology and improvements to the motoring area. One of the most important stresses for every organisation is to maintain a consistent, well-organized scenario. While enforcing the statutes, it is necessary for the organization to keep such inherent external elements in mind. Therefore, to battle out this situation, and to contribute more to the environment, the company has emphasised launching electric vehicles into the market. Tata Motors also fosters Tata Technologies to design greener cars that will consume lesser fuels and emit less harmful gases that will further protect the environment. Tata Motors along with other Tata groups of companies work towards the cease of deforestation for many years now.

Hence it can be concluded that the above Tata Motors PESTLE analysis has highlighted all the key elements of each factor that can affect the business operations.

2.2 Scenario Analysis

On the basis of current pandemic situations throughout the world, Tata has taken several measures and ensured that all the employees of Tata Motors are safe. Most of the research and sales operations were done from home, which also caused damage to the scheduling of the company and product availability was also delayed, as obvious.

First Scenario: Continued Global Pandemic

The business of Tata like any other company has been badly affected by the ongoing pandemic. The production units were shut down, the global events of the company were postponed and employees were also forced to work from home. According to the report of Aithal (2017), the economy of the company went through severe damage due to this. The company paid full salary to its employees even when the work was not going on at all at the beginning phase in the first few months. The sales also went down drastically. Slowly the company addressed the issues efficiently and manufacturing units started to operate with precautions. The company has been able to successfully come out of this situation by implementing a business continuity strategy.

The organisation decided to continue their productions even if the pandemic continue to exist. This has so far helped them as their sales started to increase again as the pandemic has started to end gradually.

Second Scenario: End of Global Pandemic Crisis

Tata Motors has successfully adapted to the post-pandemic business environment. The total number of cars sold till October 2021 is 65,151 which reflects an increase of 31% from 2020 (Sandhya, 2020). The sales of commercial vehicles increased by more than 18% whereas the sales of passenger vehicles grew by 44%. The facts hereby prove the fact that the company's strategic decision of continuing the operations has helped them reach this growth.

2.3 Porter's Five Forces

Porter's Five Forces is a key analytical model that helps to identify and analyse five competitive forces that shape the industries and determines the threats and risks that the company is exposed to. This model is used here for evaluating the industrial structure of the company along with its corporate strategy (Bruijl, 2018). The five forces of Porter's model are used to reflect the intensity of the competition or rivalry in the market, the power of the substitutes and the profitability of the industry.

The threat of New Entries

Tata Motors has its headquarter in Mumbai in India and operates globally. As it operates in several countries including the UK, Australia and South-East Asian nations, it means that there are no such restrictions to enter into the automobile industry (Myšková, and Kuběnka, 2019). However, it is difficult to survive as some of the biggest industries are already there. For any newcomers to reach where Tata Motors is today would take a lot of courage, determination, strength and investment. Therefore, with the presence of Tata Motors with its large scale production globally, the threat of new entrants is very low.

Tata Motors Limited is prepared to deal with the “threat of new entrants” through the development of new goods and solutions. Innovative items not only attract new consumers, but they also provide an incentive for existing consumers to purchase Tata Motors Limited goods. By achieving markets of magnitude, the corrected price of the product can be reduced. Investing in exploration and technology and creating capacity. Newcomers are less inclined to

engage a competitive business where existing businesses, like Tata Motors Limited, are constantly setting the bar. It drastically decreases the golden opportunity for emerging businesses to make spectacular earnings, discouraging new entrants into the field.

Bargaining Power of Suppliers

Suppliers are one of the most important stakeholders for a business organisation as they control the demand for raw materials by reducing the availability of items or by reducing quality or increasing the prices. Tata Motors produces 3 types of vehicle SUV, Commercial and Passengers and therefore depends on the suppliers, largely. Healthy relations with the suppliers further ensure the smooth functioning of the organisation. However, it is not always right to be fully dependant on one supplier for raw materials. According to Berisha Qehaja, Kutllovci, and Shiroka Pula (2017), the company can reduce the bargaining power of the suppliers by establishing few connections with other suppliers or creating long term contracts with them. As Tata Motors has global reach and access, therefore the Bargaining power of suppliers isn't and won't seem to be a much bigger threat for the company, even in the recent future.

Tata Motors Limited could reduce “supplier bargaining leverage” by cultivating devoted vendors whose operation is dependent on the company. One thing Tata Motors Limited may acquire from gigantic company would be how they built third-party producers whose company is totally dependent on them, resulting in a situation where such third-party manufactures have substantially less negotiating leverage than Nike and Wal-Mart. By developing with manufacturing concepts utilising many resources, the firm may transition to a new feedstock if the expense between one rise.

Bargaining Power of Buyers'

Varelas and Georgopoulos, (2017) stated that buyers are the most important element for which the companies operate, and produce and sell. So, it can't be denied that buyers' bargaining power do compel the firms to decrease prices and improve the quality of the product. In the case of Tata Motors, the company since its inception has been providing top quality cars, be it passengers or personal cars or SUVs, at the least possible price. The price of Tata vehicles has always been way lesser compared to others in the market. So, this can be considered as a medium force.

Tata Motors Limited has the ability to deal with “buyer bargaining power” by establishing a broad consumer foundation. This is beneficial in 2 aspects. It will lower customers' negotiating strength and offer the company the chance to simplify its marketing and inventory processes. Also, by developing new items at a quick pace. Consumers usually demand reductions and offers on well-known items, therefore if Tata Motors Limited continues to introduce newer models, purchasers' negotiating power could be restricted. Former Tata Motors Limited consumers will be less likely to transfer to opponents as a result of the additional offerings.

Threat of Substitute

Tata Motors operates in a very competitive market where every new or existing company is trying their best to provide alternatives to the original to attract customers. There are several firms like Hyundai, Volkswagen, Maruti and many more in Indian and foreign markets that provide quality items at lower prices (Rupilu, 2020). Therefore, sometimes it became a bit tough for the company to retain its customers. Hence the severity of this threat is a bit high.

Tata Motors Limited is capable of dealing with the problem of alternative goods and operations:

- By focusing on quality instead of selling products.
- By focusing on the user's basic demand instead of the product they are purchasing.
- By raising the cost of changing for consumers.

Competitive Rivalry

Tata Motors as said above operates in a highly competitive market. There are a lot of automobile companies around the world and with every new competitor, the profit is saturated. Some of the key rivals of the company are Hyundai, Volkswagen, Scorpio, Mahindra and all these companies have equal potential and this is what makes business difficult for Tata Motors. This is a serious threat to the company.

Tata Motors Limited could deal with fierce competition among current automotive producers - large industries:

- By establishing a long-term differentiating strategy
- By increasing its scale, it will be able to operate more effectively.
- Instead of fighting for a tiny marketplace, collaborate with competition to boost market share.

3 Internal analyses of Tata Motors

Internal environment of Tata Motors influences the lives of the employees. As a consequence, the overall business activities are also affected due to internal environment of the company. The use of VRIN framework and SWOT analysis can be done to understand the internal environment of the company -

3.1 VRIN framework analysis

VRIN framework analysis can be used to understand the internal resources of the company so that better decisions can be made in the coming future. The framework can also be used to know the capabilities of the company for analysing if it will be able to give a sustained competitive advantage or not. The VRIN framework analysis of Tata Motors is given below –

Value: The first question of this framework helps to know whether the company is able to provide value to its customers or not. The resources of Tata Motors are enough valuable for attracting more customers even in so much competition. Specially the family cars of Tata Motors are very much popular in the market and provide great value to its customers. The company always tries to make valuable yet cost effective products for the customers as compared to other competitors available in the market (Oyekunle, 2018). Providing value products gives a higher competitive advantage to the company in the era of globalization.

Rarity: To establish a leading position in the market, business organisations must ensure that the products and services are rare in the market. Tata Motors has also emphasized on providing real quality products and services for having a sustained competitive advantage in the market. Besides providing high quality cars, trucks, vans, sports cars and construction equipment, the presence of the company in the global market is also quite rare. Internationalized presence of the company helps it to get in touch with needy customers from all over the world (Čirjevskis, 2021). Besides these problem-solving skills and capability to adopt all types of situations have also made the services of the company real in the market.



Figure 1: VRIN Framework

(Souce: Čirjevskis, 2021)

Inimitability: As opined by Koutroumanis (2021), products or services provided by a business organisation must not be imitable if the company wants to have a higher competitive advantage in the market. Tata motors have a range of high-quality mobile products and the other famous brands are lacking the ability to initiate them. Besides having inimitable quality of products, Tata motors also have the quality of excellent marketing communication which is not possible to be offered by many of the automobile companies in the market. Last but not the least the locations of the stores of Tata Motors are also very specific and easy to reach. Such qualities of the company have offered a sustained competitive advantage to it as compared to other competitors in the market.

Non-substituted: Aziri and Zeqiri (2020) stated that products of successful Business organisations are made in such a way that customers cannot find them from anywhere else. The resources of Tata Motors are uniquely developed and hence the product cannot be substituted by any other company's products. This virtue of Tata Motors has made it one of the leading automobile companies in the market all over the world. Last but not the least, the technological integration and development in infrastructure of the company has made it different from other competitor companies dealing with automobile industry related products.

3.2 SWOT Analysis of Tata Motors

Strength

Tata is a well-known brand for a long time which is famous in Bangladesh, Pakistan etc. besides its place of origin. Tata Motors employs a large number of people and the company currently employs about 83,000 people. Again, the product portfolios of TATA Motors are versatile and extensive. This unique type of portfolio helps them increase their income and revenue in the automobile sector (Chandrachud, Thangamayan, and Sugumar, 2019). This kind of stability of Tata Motors in the current competitive market helps to increase the confidence of investors in this company. Moreover, the key to the success of Tata Motors is its good strategy. In addition to focusing on new products and acquisitions, the company plays an important role in creating efficient management development systems to build a loyal employee base, which puts this company one step ahead of the rest.

Weakness

The automobile industry falls into the category of global industry. This industry is not limited to the local market. Tata Motors has not taken any significant steps to gain global market share. As a result, it has not yet made its debut in many international markets. Which is a strong obstacle to this industry. Since it is a competitive industry, offering new models and technology cars is an important and one of the diversities of this industry. But Tata Motors has played an indifferent role in that regard. Even the big model base of this company is very old. Any automobile company can accurately analyse the needs of their customers by applying strong marketing policies and is able to produce products according to the needs of the customers. This method is an important strategy through which the competitive market can be easily captured by meeting the demand of the customers. Tata Motors has not yet developed a strong marketing strategy for its global reach.

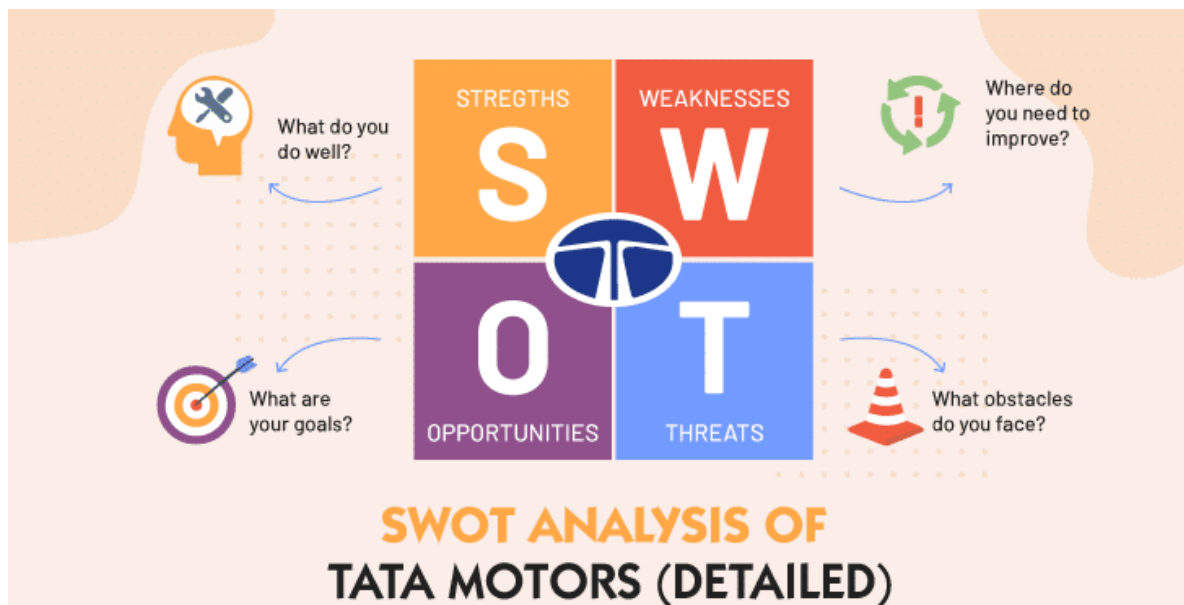


Figure 2: SWOT analysis of Tata Motors

(Source: Sandhya, 2020).

Opportunity

In today's world, digital marketing plays an important role in achieving a large target audience. Which is constantly becoming a blessing for every company. If Tata Motors makes the right use of social media, it can build a good relationship with its target audience. By adopting this approach, Tata will be able to play a leading role in improving products and services. Expanding the distribution network and supply chain system in the current competitive market will enable better delivery of products and services. Mergers, acquisitions and joint ventures have already become a major opportunity for the company. So, if Tata Motor Company can establish a working relationship with well-known brands like Jaguar, Hitachi etc. The company will be able to increase its sales and profit margins (Sandhya, 2020). Though the Tata Nano failed in India, there is a huge possibility that the Tata Nano would return to its place as the most affordable Nano car in other countries.

Threat

At present, fuel prices have skyrocketed, posing a major threat to the entire automobile sector. Since fuel prices and car sales are directly related. Such an increase in the price of its fuel products has significantly affected car sales (Pandya, 2017). Again, it has become a problem to sell cars at affordable prices while maintaining the cost of production in a competitive market

in the face of rising production costs. Moreover, at present, carbon emissions laws have become stricter to make the environment eco-friendly. In that case, Tata's investment in the competitive market may require additional investment to build a more efficient car. Considering the needs of existing customers, Tata Motors needs to be more vigilant in building environmentally friendly, high-quality technology, with energy-efficient update models.

4. Conclusion

Tata Motors is one of the most reputed and philanthropic MNCs that have a lot of opportunities and threats simultaneously. This report has shed light on all the key strengths and weaknesses of the firm and highlighted the key opportunities and threats that the company. It is shown in the report that political factors including other external factors have a great influence on the business operation and showed how the pandemic situation affected the company's performance. This report finally concluded by providing some key recommendations based on company's performance that will be helpful for the company in future.

5. Recommendations

On the basis of the external and internal analysis conducted above that include PESTLE, SWOT and Porter's Five Forces, the Ansoff matrix is used here to recommend future actions that Tata Motors should follow to be more successful in the operation. Considering Porter's Five Forces analysis, it is obvious that Tata Motors has been operating in an environment full of competition and rivalry. The profit gets distributed amongst all, due to the presence of too many players in the market. This is why the situation seems to be tough for the TML and it may get even tougher with less restriction on new entries. Therefore, the company needs to develop a diversification strategy in the form of vertical integration or in the form of conglomerate diversification, in which the firm gets diversified into the unrelated line of business.

a) Market Penetration

The sales of the company depend entirely on the promotion of the product that the company made through online and offline mediums. The company needs to come up with something unique that no one has ever done. The company should try to penetrative the market by entering into the field of direct selling. It will help the company to directly get in touch with the consumers and understand their needs and design accordingly to increase sales. Pitching

directly to the customers will help them to influence the people. The company may open their shop rather than give dealerships to others. The company can hire some salesperson or agents who will be responsible to connect consumers and pitching them about the coming and existing products and new and unique features. The company can also do direct selling by going online. The company should make a website and the consumers can choose their favourite vehicles directly from the company (Zanjani et al., 2020). This will help the company in two ways. First, they will get in touch with the consumer directly and this will reduce the price for the consumers as well as there is no other agent in between, so the consumers are likely to recommend others about this too which will indirectly help the company.

b) New Product Development

It is evident from the results of the recent market research that more than 50% of the total sales are passenger vehicles or which is known as Family cars, too. The number of commercial vehicles and SUVs don't seem to be too encouraging for the company. Therefore, the company needs to focus on that. The company should emphasise the needs of the consumers and realise what improvements in terms of design or features can be added (Kay, 2019). Even if it requires the company to scale their prices up a little bit, that won't be a great issue for the consumers probably.

Another key recommendation that Tata should always take care of is that the company needs to abide by all the rules and regulations of where they are operating or planning to operate. The company also need to assess the political situation of the place where they target to expand. It is so because the incident that happened in Singur in India, caused a huge loss to the company when they had to shift their production unit to another place due to political unrest and conflicts between the opposition and the ruling party regarding the forceful acquisition of land (Kalaman, and Purtskhvanidze, 2020). The company should make sure that they do not get involved in any such conflicts in future that can tarnish their brand value. Since Tata is a globally operated and recognised company, therefore a slight mistake can cause the loss of reputation and billions of dollars,

The final recommendation for Tata Motors is to go for acquisition when the competition is very high. The company can acquire some of the biggest companies or merge with other companies to reduce the competition in the market (Chang, 2021). If Tata Motors is able to acquire some of the biggest companies in the international market as it did with Land Rover and Jaguar, it

will be highly beneficial for the company as it will be easier for them to dominate the international market with ease.

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