

Report on Industrial Socio Psychology

A comprehensive analysis of companies TVS Motors and Hero MotoCorp

Submitted by

Group-6

23BCS074 - Krishna Sai
23BCS092 - Parmitha V
23BCS095 - Aneesh P
23BCS108 - Rishik N
23BCS109 - Rithwik M
23BCS112 - Rutwik S
23BCS141 - Janaki Ram

Submitted to

Navyashree Raj



भारतीय सूचना प्रौद्योगिकी संस्थान धारवाड़

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1 Company

1.1 TVS Motors

Company Name: TVS Motors

TVS stands for Thirukkurungudi Vengaram Sundram, which is the name of the founder of the group.

Type of Company: Large scale, 2,3 wheeler manufacturing

TVS Motor Company Limited (TVSM) [1] is a globally recognized large-scale manufacturer of two and three-wheelers, operating in over 80 countries. The company ranks as the fourth-largest two-wheeler manufacturer in the world, with a diverse product range that includes scooters, motorcycles, mopeds, and electric vehicles. TVS is considered a large-scale company for several reasons:

1. **Global Reach:** With a presence in more than 80 countries and state-of-the-art manufacturing facilities in India and Indonesia, TVSM serves a large international customer base.
2. **High Production and Sales:** In FY 2023-24, TVS Motor achieved sales of over 4 million two-wheelers, which marks a significant scale of production.
3. **Revenue:** The company reported a revenue of Rs. 31,925 crore in FY 2023-24, reflecting its large market presence and financial strength.
4. **R & D and Innovation:** TVS invests heavily in research and development, with a focus on future mobility solutions such as electric vehicles, evidenced by its innovative product lineup like the TVS iQube and the recently launched TVS X.
5. **Sustainability Initiatives:** TVSM is also committed to sustainability, with 93% of its energy requirements met through renewable sources.

Exports:

TVS Motor Company [1] has established a robust global presence, exporting its two and three-wheelers to over 80 countries across Asia, Africa, Latin America, and Europe. The company has strategically expanded its international footprint, offering a range of products, including premium motorcycles and electric vehicles, such as the TVS Apache and TVS iQube. In FY 2023-24, TVS exported close to 0.89 million two-wheelers, demonstrating its resilience in global markets despite challenges like economic slowdowns in specific regions. With its entry into European markets through partnerships in France

and Italy, TVS continues to strengthen its international distribution network and plans further expansion into select EU markets. Its growing focus on electric vehicles is set to drive future export growth, aligning with global trends towards sustainable mobility.

Difference in Exports:

There are slight differences in exports based on the surrounding conditions of the country and based on the Government intervention of that country [2]. There are some products which are extensively sold in some countries but barely sold in others based on the usage of that vehicle.

Products sold in Europe and in India are slightly different considering that Europe has a freezing cold period, hence the coolant used in the radiators of the vehicles are mixed with an antifreeze solution which is not done in India. Similarly, the famous TVS Auto (three wheeler) is extensively sold in India but barely sold in Europe.

1.2 Hero MotoCorp

Company Name: Hero MotoCorp

Type of Company: Large scale, 2 wheeler manufacturing

Hero MotoCorp is a large-scale company, as indicated by several factors across its reports:

1. **World's Largest Two-Wheeler Manufacturer:** Hero MotoCorp has held the title of the world's largest two-wheeler manufacturer for 23 consecutive years, producing motorcycles and scooters. It has sold over 116 million units globally [3] [4].
2. **Global Presence:** The company has a widespread presence, with operations in 47 international markets and manufacturing plants across eight locations in India and other countries such as Bangladesh and Colombia [4].
3. **Scale of Operations:** Hero MotoCorp's national operations span 36 states, and it serves a significant number of customers across the globe. Its vast scale is reflected in both the volume of vehicles produced (over 100 million) and the number of employees and workers (around 30,000) [4]
4. **Financial Performance:** With revenue crossing Rs. 33,805.65 crore and net worth reaching Rs. 16,705.09 crore, Hero MotoCorp's financial scale underlines its large corporate status [4].

These aspects demonstrate that Hero MotoCorp is a large-scale company, due to its global market leadership, operational scale, financial strength, and widespread geographical reach.

Exports:

Hero MotoCorp's export operations are an essential part of its global presence, contributing to 3.4% of its total turnover [3]. The company serves 47 international markets across regions including Asia, Central and Latin America, Africa, and the Middle East[3]. With manufacturing units outside India, such as in Bangladesh and Colombia, Hero MotoCorp continues to expand its international footprint. Its strategy for growth includes the export of both motorcycles and scooters, catering to diverse customer needs worldwide. Despite a relatively smaller contribution to its total revenue from exports, Hero MotoCorp is actively increasing its presence in international markets, with significant expansion plans in electric vehicle segments[3][4].

Difference in Exports:

This is similar to TVS Motors, the changes only occur due to circumstances like the surrounding environment, Government intervention, commercial profits based on product, raw material availability.

2 Profile Details

Owner	Venu Srinivasan	Dr. Pawan Munjal
CEO	K. N. Radhakrishnan	Niranjana Gupta
Other major players	<p>K. Gopala Desikan - Director of Finance/CFO</p> <p>Saurab Kapoor - Sales and Marketing</p> <p>Sudarshan Venu - Director/Board Member</p> <p>Ralf Speth - Chairman</p>	<p>Vivek Anand - Director of Finance/CFO</p> <p>Reema Jain - Chief Tech/Sci/R&D Officer</p> <p>Dhiraj Kapoor - Compliance Officer</p> <p>Michael Clarke - Chief Operating Officer</p>

3 Employees

TVS : (Employees are Skilled and Workers are unskilled)

Sl. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
EMPLOYEES						
1.	Permanent (D)	4129	3579	86.68	550	13.32
2.	Other than Permanent (E)	256	221	86.33	35	13.67
3.	Total employees (D + E)	4385	3800	86.65	585	13.35
WORKERS						
4.	Permanent (F)	1851	1850	99.94	1	0.06
5.	Other than Permanent (G)	10003	8985	89.82	1018	10.18
6.	Total workers (F + G)	11854	10835	91.40	1019	8.60

Hero : (Employees are Skilled and Workers are unskilled)

		Category	Total (A)
Category	Total (A)	Permanent workers	
		Male	4,674
		Female	7
		Total	4,681
Permanent employees		Other than Permanent workers	
Male	4,095	Male	18,590
Female	439	Female	2,133
Total	4,534	Total	20,723

4 Recruitment and Selection

TVS :

Recruitment Process: Comprehensive stages including screening, interviews, and assessments.

Talent Acquisition: Focus on engineering, software development, data analytics, and automotive technology.

Career Development: Opportunities include leadership training and cross-functional roles.

Hero :

56% of recruitment is campus recruitment (external).

24% by recruitment agencies (external),

10% from company website.

10% from internal sources (employee referral) and other sources.

Selection process is moderate. Employees find good work culture.

5 Training and Development

TVS :

P1: businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent and accountable

P2: businesses should provide goods and services in a manner that is sustainable and safe

P3: businesses should respect and promote the well-being of all employees, including those in their value chains

Segment	Total number of training and awareness programs held	Topics/principles covered under the training and its impact	% of persons in respective category covered by the awareness programs
Board of Directors	6	P1, P2, P6	100.00
Key Managerial Personnel	6	P1, P2, P6	100.00
Employees other than BoD and KMPs	167	Covering All principles	100.00
Workers	62	Covering All principles	100.00

Institute of Quality and Leadership (IQL): Offers programs in AR, VR, and digital simulations.

Skill Enhancement: Programs in R&D, manufacturing excellence, and customer service.

Leadership Development: Mentoring, coaching, and strategic initiatives for leadership growth.

Hero:

11,18,505 Total training hours

32.93 Average training hours / employee

Rs 10,488 Average spent on training and development per employee (includes staff and permanent workers)

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	13	Covering all Principles	100
Key Managerial Personnel	13	Covering all Principles	100
Employees other than BoD and KMPs	42	Sustainability, human rights, health	32
Workers	-	-	-

Technical Training: Programmes like CNC programming, auto-gauging, hydraulics, pneumatics, electrical, drives, Integrated Management System (IMS) awareness, Total Productive Maintenance (TPM), Jishu Hozen (JH) pillar awareness, and Kobetsu Kaizen (KK) pillar awareness for all segments of workforce.

Behavioural Training: Training programmes which enhance soft skills such as nurturing workplace relationships, assertive communication, and Company's core values workshop. It also includes sensitisation programmes such as POSH, gender sensitisation, unconscious bias, and Code of Conduct.

Functional Programmes: Training programmes which enable our workforce for up-

skilling data analytical capacities like 7 QC tools training, Advanced Excel, and Power BI.

6 Performance evaluation

TVS:

Metrics: Business goal achievement, innovation, customer satisfaction.

Oversight: Nomination and Remuneration Committee ensures fairness in evaluations.

Feedback Mechanisms: Continuous feedback loops support employee development.

Hero:

Metrics: Business goal achievement, innovation, customer satisfaction.

Feedback Mechanisms: Continuous feedback loops support employee development.

Company does not follow 360 degree feedback method.

7 Rules and regulations

TVS and Hero: (Both follow similar rules and regulations)

Regulatory Compliance: ISO certifications (ISO 14001, ISO 45001) for environmental management and occupational health.

Ethical Practices: Code of Conduct guides integrity and accountability. (Most of the employee specific rules are found here.)

Environmental Stewardship: Emphasizes sustainability with renewable energy and eco-friendly practices.

Governance Framework: Board committees oversee compliance and corporate governance.

Community Engagement: CSR initiatives focus on education, healthcare, and environmental conservation.

8 Industrial psychologist

TVS:

- *Lakshmi Prabha A*
- HR Business Partner @ TVS Motor Company — Manager - HRD — HR Digital Transformation
- HR Professional with 10+ years of experience in Talent Acquisition, Performance Management System, HR Digital Transformation, Compensation & Benefits, and Employee Engagement

Hero:

- *Dr. Kamal Karamchandani*
- Expertise in business planning, strategic sales-marketing, channel management / development / productivity, CRM, multi-cultural diversity, manpower development, change management, coaching, behavioral guidance

9 Steps taken for career growth of the company

TVS:

- *Total Quality Management (TQM)*: Utilising digital and AI initiatives, the Company continuously enhances customer experience processes and improves forecasting accuracy at the front end.
- *Cost and Price Management*: The Company provides high-value offerings to consumers achieved through aggressive waste reduction and quality improvement strategies such as value engineering, modularity, lightweight, alternative materials, localisation, and process innovation.
- *Research and Development*: Investing in building world-class in-house skill sets in technology research, product design and development, an exclusive team of specialised engineers has been formed for in-house software development.
- *Digital and AI Technologies*: The Company considers Digital and AI as a key organisation-wide accountability area. Currently, it prioritises digitalising the Company's operations in customer experience, retail and service management, manufacturing and supply chain, New Product Introduction (NPI), and enterprise functions.

Hero:

- *Enterprise-wide Quality*: Robust quality management systems relentlessly pursue continuous improvement, ensuring quality is incorporated across all our products, processes, systems, and services. 100% of the facilities are ISO 9001 certified.
- *Quality Sensitisation and Awareness*: Initiative focus on developing the right mindset among all stakeholders, while providing opportunities for young talent to showcase innovative ideas and critical thinking to a wider organisational audience.
- *Supply Chain Excellence*: They consistently assist their supply chain partners in improving their quality processes by sharing their technical expertise. Their Supply Chain Partner Quality Manual lays down guidelines for effective functioning and establishes stringent checkpoints along product development and mass production stages.
- *Vehicle Recall Policy and Traceability*: Following the roll-out of the Vehicle Recall Policy by the Government of India in 2021, Hero MotoCorp swiftly developed a framework to manage and execute a mandatory vehicle recall as prescribed.

10 Milestones and Achievements

TVS:

- 1980: Great milestone in Indian automobile history. Country's first 2 seater 50cc moped TVS 50 launched.
- 1984: First mover. TVS becomes the first Indian Company to introduce 100cc Indo-Japanese motorcycles.
- 1994: Pioneer of mobility for women. Launched India's first indigenous Scooterette (sub-100 cc variomatic scooter), TVS Scooty.
- 1996 - 1997: Bringing in green technology before it became a norm. Introduced India's first catalytic converter enabled motorcycle, the 110cc Shogun. Great ride. Greater speed. Launched India's first 5-speed motorcycle, the Shaolin.
- 2000 - 2001: Hiking speed limits. Launched TVS Fiero, india's first 150 cc, 4 stroke motorcycle. Indigenous technology. Launched TVS Victor, 4-stroke 110 cc motorcycle India's first fully indigenous designed and manufactured motorcycle.
- 2002: TVS becomes world's first two wheeler company to win world's most prestigious recognition in Total Quality Management- the Deming Award 2002. TVS wins Technology Award from Ministry of Science, Government of India for successful commercialization of indigenous technology.
- 2004: Setting benchmarks in mileage. Launched TVS Centra, a world-class 4-stroke 100cc motorcycle with the revolutionary VT-i Engine for best-in-class mileage. All terrain performance. Launched TVS Star, a 100 cc motorcycle ideal for rough terrain. TVS wins TPM Excellence Award from Japan Institute of Plant Maintenance (JIPM). TVS wins Outstanding Design Excellence Award for TVS Scooty Pep.
- 2005 - 2006: Spreading its roots. TVS launches its Indonesian plant. Making a style statement. Launched TVS Apache, which set the youth's imagination on fire. Apache went on to win 6 prestigious awards
- 2007: Never before in automobile history. TVS Motor Company rolls out seven new products Yet another first. TVS launches its Himachal Pradesh Plant at Nalagarh.

- 2008: Apache Refresh with rear disc brakes launched in Dec-2008 TVS Motor Company bags two coveted IT awards SAP ACE 2008 and 2008 Symantec South Asia Visionary Award Scooty Pep + launched with balancing wheels in Aug-2008 Scooty Wimbeldon collection launched in Jun-2008 Apache RTR Fi launched in Jun-2008 TVS Motor Company launches the revolutionary 125cc FLAME in Mar-2008 TVS makes its foray into the three-wheeler market with TVS KING in Mar-2008
- 2009 - 2010: TVS unveils the Apache RTR 180 ABS Jive : The Auto - Clutch bike launched Wego : First scooter with Body Balance Technology
- 2012 - 2013: TVS is India's most trusted brand in the 2 wheeler category. Source:Economic Times Most Trusted Brands Survey 2012 TVS Motor Company launched Its premium executive 125cc motorcycle, TVS Phoenix TVS Jupiter launched on Sep 2013
- 2014 - 2015: TVS Motor Company launched a bike in the popular commuter segment, all the StaR city+ TVS launches its all new premium commuter scooter, the TVS Wego 110cc. TVS launches its award winning scooter, the TVS Scooty Zest 110 with best in class features. To celebrate the 1st year anniversary of the Jupiter, TVS launches the special edition of the Jupiter with a new colour and additional features, to be sold in limited numbers. Launched All New Phoenix 125 J.D Power Asia Pacific India Automotive Awards The most Appealing Executive Scooter - TVS Wego The most Appealing Premium Motorcycle - TVS Apache The most Appealing Economy Motorcycle - TVS Sport
- 2016: After decades of conquering the track, 2016 saw the launch of the new TVS Apache RTR 200 4V. The most powerful Apache yet.

Hero:

- 19th January, 1984: Commencement of operations as a joint venture between Hero Cycles of India and Honda of Japan.
- 1994: The company plans to expand the Dharuhera plant to 240,000 units per annum and establish a new plant at Gurgaon Industrial Estate with a capacity of 150,000 units per annum.

- 1997: Hero Honda Motors Ltd (HHML) inaugurated a modern motorcycle plant in Gurgaon for Honda Super Cub production, marking a new era in India's motorcycle industry. Hero Motors, part of the Rs. 1,600 crore Hero group, also established a plant in Brazil for manufacturing Hero Winner scooters.
- 1998: Hero Honda explores scooters with Honda post Honda's exit from Kinetic Honda venture. In a five-year agreement, Kinetic Honda Motor retains technical support and market access after Honda's stake sale to Kinetic Engineering. The company introduces CBZ(ee), a groundbreaking bike with Transient Power Fuel Control (TPEC) system.
- 1999: Hero Honda and 20th Century Finance signed a MoU for Hero Honda motorcycle financing. The joint venture between Honda Motor's and the Hero group aims to increase its market share to 38.6%. Hero Motors forms a joint venture with Briggs Stratton for four-stroke engine development. Honda Motor Japan re-enters Indian scooter market and explores three-wheelers in collaboration with Hero Honda Motors.
- 2001: Hero Honda becomes the largest two-wheeler manufacturing company globally.
- 2002: The company is in the BSE Sensex top 30
- 2003: Hero Honda and SBI Cards launch a co-branded credit card. Collaborates with SISI to train diploma-holding unemployed youth. Implements a dealer credit system to cut receivables, saving Rs 100 crore.
- 2007: Yutaka Kudo appointed as Director of Hero Honda Motors from April 1, 2007. Hero Honda remains World No. 1 for the 6th year
- 2008: Inauguration of the Hero Honda Haridwar Plant.
- 2010: Board decides to terminate joint venture with Honda, allowing Hero Group to buy out Honda's 26% stake.
- July 2011: Hero Honda Motors Limited changes its name to Hero MotoCorp Limited. Hero Honda rebrands as Hero MotoCorp, marking a new licensing agreement with Honda. The company receives an updated Certificate of Incorporation as Hero MotoCorp Limited.

- 2012: Hero MotoCorp forms key alliances: Erik Buell Racing for high-end bike technology, a European design and tech partner, and HDFC Bank for 6.99% financing. Hero Investment Pvt. Ltd. merges with Hero MotoCorp Ltd.
- 2013: Munjal Family (founder) holds around 40% equity shares, individual shareholders hold approx. 7.44%, and foreign institutional investors hold approx. 30%. Hero MotoCorp starts constructing a new plant, Global Parts Centre, and an innovative Research & Design center. Achieving technological milestones, the company records over 1.2 million retail sales in Oct-Nov and introduces a unique 5-year warranty on all two-wheelers.
- 2014: Joint venture with Bangladesh's Nitol-Niloy Group leads to the establishment of HMCL Niloy Bangladesh Limited.
- 2014- 2015: Equity investments include acquiring a stake in Erik Buell Racing and investing in Ather Energy.
- 2015: HMCL Americas INC settles to acquire EBR's Consulting Business, while Hero MotoCorp launches operations in its first plant outside India in Villa Rica, Colombia.
- 2018: Hero MotoCorp begins constructing a new plant in Andhra Pradesh.
- 2021: Hero MotoCorp partners with Gilera Motors Argentina and also reached a production milestone of 100 million units.
- 2022: Hero MotoCorp expands in El Salvador, collaborates with BPCL for EV charging infrastructure, and partners with Nagpur Police on International Women's Day.

References

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