



**TATA MOTORS LIMITED**

SUMMER INTERNSHIP REPORT  
ON  
COMPRATIVE STUDY OF STRATEGIC MARKETING OF TATA  
MOTORS LTD AT JAIPUR



**TATA MOTORS LTD.**

**Submitted in partial fulfillment for the Award of degree  
of**

**Master of Business Administration**

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**(2009-2011)**

**NIMS Institute of Management & Computer Sciences**



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## **NIMS University, Jaipur (Rajasthan)**

### **BONAFIDE & FORWARDING CERTIFICATE**

Certified that the Makshud Khan is a bonafide student of this institute. Based on the written consent of the faculty guide Dr. Sandesh Kumar Sharma we are forwarding his project report titled COMPRATIVE STUDY OF STRATEGIC MARKETING OF TATA MOTORS LTD AT JAIPUR for further evaluation to The Controller of Examinations , NIMS University Rajasthan

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## **FACULTY GUIDES CERTIFICATE**

Certified that the dissertation title **COMPRATIVE STUDY OF STRATEGIC MARKETING OF TATA MOTORS LTD AT JAIPUR** is a bonafide work done **Makshud Khan** under my guidance in partial fulfillment of Master of Business Administration programme of **NIMS University, Jaipur (Rajasthan)**. The views expressed in this dissertation is only of that of the researcher and the need not be those of this institute. This project work has been corrected by me on the basis of rough draft being submitted.

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## **DECLARATION**

I do hereby declare that the dissertation title **COMPRATIVE STUDY OF STRATEGIC MARKETING OF TATA MOTORS LTD AT JAIPUR** is a record of bonafide work done by me under the supervision of **Dr. Sandesh kumar sharma**, NIMS Institute of Management & Computer Sciences, Jaipur 303121 and submitted to NIMS University, Rajasthan in partial fulfilment of the requirements for the award of degree of Master of Business Administration..

**Makshud Khan**



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**Makshud Khan**



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## **EXECUTIVE SUMMARY**

The project on **Marketing Strategy of TATA MOTORS** based on financial performance and customer survey.



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Report is divided into various sectors:-

**1. Company profile:**

Tata Motors Limited is India's largest automobile company, with consolidated revenues of Rs. 92,519 crores (USD 20 billion) in 2009-10. It is the leader in commercial vehicles in each segment, and among the top three in passenger vehicles with winning products in the compact, midsize car and utility vehicle segments. The company is the world's fourth largest truck manufacturer, and the world's second largest bus manufacturer.

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

Established in 1945, Tata Motors' presence indeed cuts across the length and breadth of India. Over 5.9 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) and Dharwad (Karnataka). Following a strategic alliance with Fiat in 2005, it has set up an industrial joint venture with Fiat Group Automobiles at Ranjangaon (Maharashtra) to produce both Fiat and Tata cars and Fiat powertrains. The company is establishing a new plant at Sanand (Gujarat). The company's dealership, sales, services and spare parts network comprises over 3500 touch points; Tata Motors also distributes and markets Fiat branded cars in India.

The foundation of the company's growth over the last 50 years is a deep understanding of economic stimuli and customer needs, and the ability to translate them into customer-desired offerings through leading edge R&D. With over 3,000 engineers and scientists, the company's Engineering Research Centre, established in 1966, has enabled pioneering technologies and products. The company today has R&D centres in Pune, Jamshedpur, Lucknow, Dharwad in India, and in South Korea, Spain, and the UK. It was Tata Motors, which developed the first indigenously developed Light Commercial Vehicle, India's first Sports Utility Vehicle and, in 1998, the Tata Indica, India's first fully indigenous passenger car. Within two years of launch, Tata Indica became India's largest selling car in its segment. In 2005, Tata Motors created a new segment by launching the Tata Ace,



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## **TATA GROUP**

Tata is a rapidly growing business group based in India with significant international operations. Revenues in 2007-08 are estimated at \$62.5 billion (around Rs251,543 crore), of which 61 per cent is from business outside India. The Group employs around 350,000 people worldwide. The Tata name has been respected in India for 140 years for its adherence to strong values and business ethics.

The business operations of the Tata Group currently encompass seven business sectors: communications and information technology, engineering, materials, services, energy, consumer products and chemicals.

The Group's 27 publicly listed enterprises have a combined market capitalization of some \$60 billion, among the highest among Indian business houses, and a shareholder base of 3.2 million. The major companies in the Group include Tata Steel, Tata Motors, Tata Consultancy Services (TCS), Tata Power, Tata Chemicals, Tata Tea, Indian Hotels and Tata Communications.

The Group's major companies are beginning to be counted globally. Tata Steel became the sixth largest steel maker in the world after it acquired Corus. Tata Motors is among the top five commercial vehicle manufacturers in the world and has recently acquired Jaguar and Land Rover. TCS is a leading global software company, with delivery centres in the US, UK, Hungary, Brazil, Uruguay and China, besides India. Tata Tea is the second largest branded tea company in the world, through its UK-based subsidiary Tetley. Tata Chemicals is the world's



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second largest manufacturer of soda ash. Tata Communications is one of the world's largest wholesale voice carriers.

In tandem with the increasing international footprint of its companies, the Group is also gaining international recognition. Brand Finance, a UK-based consultancy firm, recently valued the Tata brand at \$11.4 billion and ranked it 57th amongst the Top 100 brands in the world.

Businessweek ranked the Group sixth amongst the World's Most Innovative Companies. And the Reputation Institute, USA, recently rated it as the World's Sixth Most Reputed Firm.

Founded by Jamsetji Tata in 1868, the Tata Group's early years were inspired by the spirit of nationalism. The Group pioneered several industries of national importance in India: steel, power, hospitality and airlines.

In more recent times, the Tata Group's pioneering spirit has been showcased by companies like Tata Consultancy Services, India's first software company, which pioneered the international delivery model, and Tata Motors, which made India's first indigenously developed car, the Indica, in 1998 and recently unveiled the world's lowest-cost car, the Tata Nano, for commercial launch by end of 2008.

The Tata Group has always believed in returning wealth to the society it serves.

Twothirds of the equity of Tata Sons, the Tata Group.s promoter company, is held by philanthropic trusts which have created national institutions in science and technology, medicalresearch, social studies and the performing arts.

The trusts also provide aid and assistance to NGOs in the areas of education, healthcare and livelihoods.



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Tata companies also extend social welfare activities to communities around their industrial units. The combined developmentrelated expenditure of the Trusts and the companies amounts to around 4 per cent of the Group's net profits.

Going forward, the Group is focusing on new technologies and innovation to drive its business in India and internationally. The Nano car is one example, as is the Eka supercomputer (developed by another Tata company), which in 2008 is ranked the world's fourth fastest.

The Group aims to build a series of world class, world scale businesses in select sectors.

Anchored in India and wedded to its traditional values and strong ethics, the Group is building a multinational business which will achieve growth through excellence and innovation, while balancing the interests of its shareholders, its employees and wider society.

## **CORE VALUES OF TATA**

At the Tata Group our purpose is to improve the quality of life of the communities we serve. We do this through leadership in sectors of national economic significance, to which the Group brings a unique set of capabilities.



This requires us to grow aggressively in focused areas of business. Our heritage of returning to society what we earn evokes trust among consumers, employees, shareholders and the community.

This heritage is being continuously enriched by the formalization of the high standards of behavior expected from employees and companies. The Tata name is a unique asset representing leadership with trust. Leveraging this asset to enhance Group synergy and becoming globally competitive is the route to sustained growth and long-term success.

#### ❖ **FIVE CORE VALUES**

The Tata Group has always sought to be a value-driven organization. These values continue to

direct the Group's growth and businesses. The five core Tata values underpinning the way we do

business are:

**Integrity:** We must conduct our business fairly, with honesty and transparency. Everything

we do must stand the test of public scrutiny.

**Understanding:** We must be caring, show respect, compassion and humanity for our colleagues and customers around the world, and always work for the benefit of the communities we serve.

**Excellence:** We must constantly strive to achieve the highest possible standards in our day-to-day work and in the quality of the goods and services we provide.

and mutual cooperation.

**Responsibility:** We must continue to be responsible, sensitive to the countries, communities and environments in which we work, always ensuring that what comes from the people goes back to the people many times over.



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## **TATA Group Companies**

### **Family pride**

The TATA family of enterprises comprises 98 companies in seven business sectors. This section

lists all these companies under the sectors in which they operate **Unity**: We must work cohesively with our colleagues across the Group and with our customers and partners around the world, building strong relationships based on tolerance, understanding, besides the two promoter

companies of the Group.

### **The Seven Business Sectors are:**

#### **Engineering (AUTOMOTIVE):**

##### **❖ Tata Auto comp systems:**

Subsidiaries/Associates/Joint Ventures: International Automotive, Knorr Bremse Systems for commercial Vehicles, Tata Auto Comp GY Batteries, TACO Engineering, TACO Faurecia Design Centre, TACO Hendrickson Suspension Systems, TACO Interiors and Plastics Division, Taco Kunststofftechnik, TACO MobiApps Telematics, TACO Supply Chain Management, TACO Tooling, TACO Visteon Engineering Center, Tata Ficosa Automotive Systems, Tata Johnson Controls Automotive, Tata Toyo Radiator, Tata Yazaki Auto Comp, TC Springs, Technical Stampings Automotive.

##### **❖ Tata Motors:**

Subsidiaries /Associates/ Joint Ventures: Concorde Motors, HV Axels, HV Transmissions, Nita Company, TAL Manufacturing Solutions, Tata Cummins, Tata Daewoo Commercial Vehicles Company, Tata Engineering Services, Tata Precision Industries, Tata Technologies, Telco construction Equipment.



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❖ **Engineering Services**

Tata Projects, TCE Consulting Engineers, Voltas

❖ **Engineering Products**

TAL Manufacturing Solutions, Telco Construction Equipment Company, TRF

**METALS:**

❖ **TATA STEEL**

Subsidiaries /Associates/ Joint Ventures: Hooghly Met Coke and Power Company, Jamshedpur Injection Powder (Jamipol), Jamshedpur Utility and Service Company Limited (JUSCO), Lanka Special Steel, Mjunction Serves, NatSteel, Sila Eastern Company, Tata Blue Scope Steel, Tata Metallic, Tata Pigments, Tata Refractories, Tata Ryerson, Tata Sponge Iron, Tata steel (Thailand), Tata Steel KZN, Tayo Rolls, The Dhamra Port Company, The Indian Steel and Wire Products, The Tinplate Company of India, Tm International Logistics, TRF.

**ENERGY:**

❖ **POWER**

- Tata BP Solar India
- Tata Power

Subsidiaries /Associates/ Joint Ventures: Tata Ceramics, Tata Power Trading, North

Delhi Power Limited

❖ **OIL AND GAS**

- Tata Petrodyne

**CHEMICALS:**

- Rallis India



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➤ Tata Pigments

➤ Tata Pigments

❖ **PHARMA**

➤ Advinus Therapeutics

**SERIVES:**

❖ **HOTELS AND REALTY**

➤ Indian Hotels (Taj Group)

Subsidiaries /Associates/ Joint Ventures: Taj Air, Roots Corporation (Ginger Hotels)

❖ **THDC**

➤ Tata Realty and Infrastructure

❖ **FINANCIAL SERVICES**

➤ Tata AIG General Insurance, Tata AIG Life Insurance, Tata Asset Management, Tata

Capital, Tata Financial Services, Tata Investment Corporation

❖ **OTHER SERVICES**

➤ Tata Quality Management Services, Tata Services, Tata Strategic Management Group.

**CONSUMER PRODUCTS:**

➤ Infiniti Retail

➤ Tata Tea

Subsidiaries /Associates/ Joint Ventures: Tata Coffee, Tata Tetley, Tata Tea Inc



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- Tata Ceramics
- Tata McGraw Hill Publishing Company
- Titan Industries
- Trent

#### **INFORMATION SYSTEMS AND COMMUNICATIONS:**

- Nelito Systems
- Tata Consultancy Services

Subsidiaries /Associates/ Joint Ventures: APONLINE, Airline Financial Support Services, Aviation Software Development Consultancy, CMC, CMC Americas Inc, Conscripti, HOTV, Tata America International Corporation, WTI Advance Technology.

- Tata Elxsi
- SerWizSol
- Tata Interactive Systems
- Tata Technologies

#### **COMMUNICATIONS**

- Tata Sky
- Tata Teleservices

Subsidiaries /Associates/ Joint Ventures: Tata Teleservices (Maharashtra)



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- Tata Communication
- Tata Net

### **INDUSTRIAL AUTOMATION**

- Nelco

Subsidiaries /Associates/ Joint Ventures:

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The largest passenger automobile and commercial vehicle manufacturing company of India Tata Motors Limited, was formerly called TELCO (TATA



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Engineering and Locomotive Company), has its headquarters in Bombay, now Mumbai, India. Established in 1945, listed on the New York Stock Exchange in 2004 has created Rs. 320 billion wealth and was one of the top 10 wealth creators in India, With manufacturing facilities in the towns of Jamshedpur, Lucknow, and Pune. This company was founded by Jamshetji Tata and is run by Ratan Tata under the flagship company known as Tata and sons group. He commands 22000 employees working in three plants as well as other regional and zonal offices across the length and breadth of India.

Tata motor's passenger cars still need to reach acceptable international requirements. The company commands an imposing 65% share of the domestic commercial vehicle market and is trying to modernize this segment. The financial business of Tata motors was separated into a subsidiary company in sep. 2006, where it recorded a strong financial performance during the last 5 year period. From year 2003-2007, the profits of the company went up at a CAGR of 36.4%, to attain Rs. 331, 525 million in 2007 from Rs. 95, 731 Million in 2003. By floating two rights issues at the end of Sep 2008 Tata Motors Ltd expected to raise Rs 4, 150 crores.

They are offering one ordinary share valued at Rs. 340 every six shares expecting to net Rs. 2.90 Crores, the so called "A" share would have different voting and dividend rights, for every such 6 shares held at a face value of 305 would raise Rs. 1.960 Crores, these proceed would be utilized for an early repayment of the short term funding of 2.3 Billion \$ (Rs. 10,189 Crores) Borrowed for Acquisition of jaguar and Land Rover from their principle "The Ford Motor Company's".

It is also in talks with private equity funds to offload 25% of stake in each of the following 6 unlisted group units, they are Tata Daewoo commercial vehicle

company, HV transmissions, Tata motors finance, Tata technologies and TELCO construction equipment, the sales of the stakes would possible conclude by June 2009, helping it to raise further funds for this acquisition, earlier in July it sold 24% stake in an Auto component unit to a group firm and booked a profit of Rs.

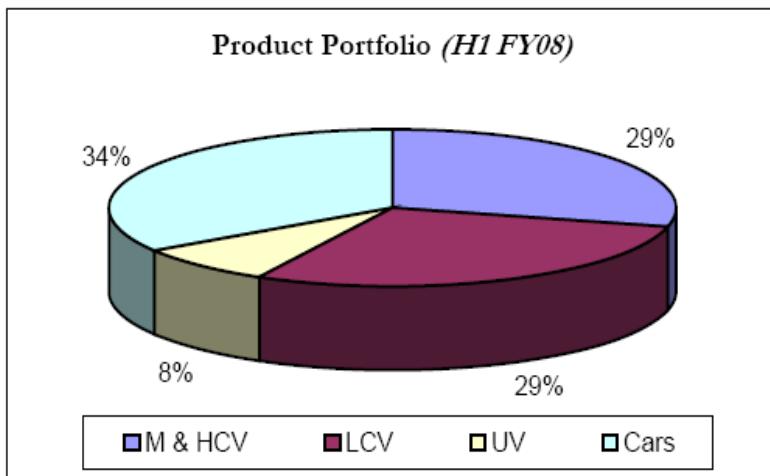


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110 crores, it also sold 10 million shares or 1.36% of Tata steel for RS. 486 crores to Tata Sons, the holding company of whole Tata group firms.

"The Company aims to monetize a part of its funds through a phased divestment of certain investments preferably as inter-group sales wherever possible at

current market prices in the coming six to eight months," the money that will be released from these investments will become a part of the capital to be lifted for repayment of the bridging loan taken for the Jaguar-Land Rover acquisition. Taken in March 2008" (Tata Motors Profile) It took a 15 month bridge loan of 3 billion in March from a consortium of banks to finance the JLR accusation and its expansion plans Since the rights issue was announced on 28th may its share value has fallen more than 30% and fell by 1.82% to Rs. 429.85 on BSE, even though the bench mark index gained 3.8% to end at 15, 049.86 points.



The Analysts say that, this is a strategic move taken by Tata Motors because it is allowing the company to make a lot of profit even when the market is in the financial pressure allows Tata sons to raise its wager in group companies.

If the company will follow the above mentioned trends then possibly it can raise its finances in a low liquidity and high interest rate set-up.

## INDUSTRY OUTLOOK



The Indian Automobile Industry enjoys the advantage of low cost base, high skilled labour, strong ancillary network coupled with Government's support by way of concessional excise duty of 16% for small cars, ban on overloading and also significant investments proposed for removing infrastructure bottlenecks. The CV industry is directly related to the economic growth and development. The growth in demand for CVs is directly related to the IIP index and any upsurge in economic activities will call for more cargo movement in the economy.

The domestic CV market grew at a CAGR of 26.7% during the last 6 years. In FY07, the CV segment registered a growth of 32.2% due to Supreme Court's ban on over loading trucks.

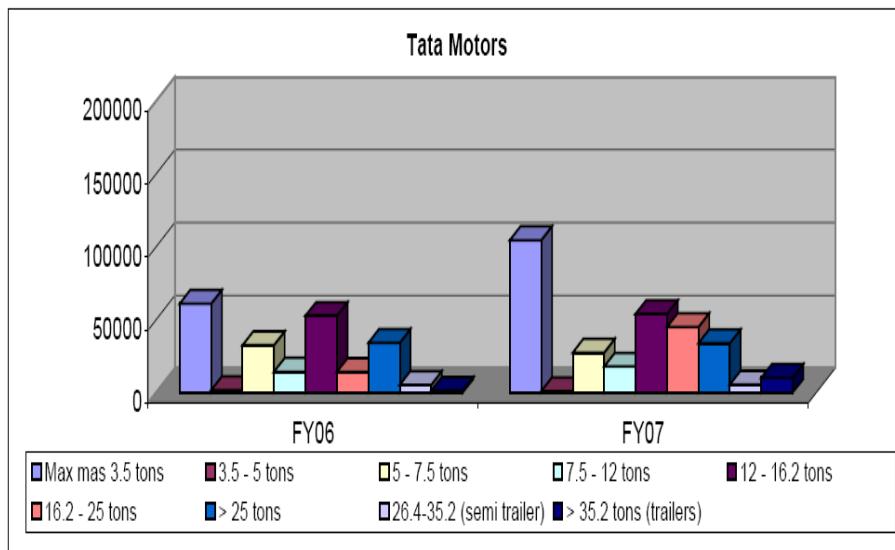
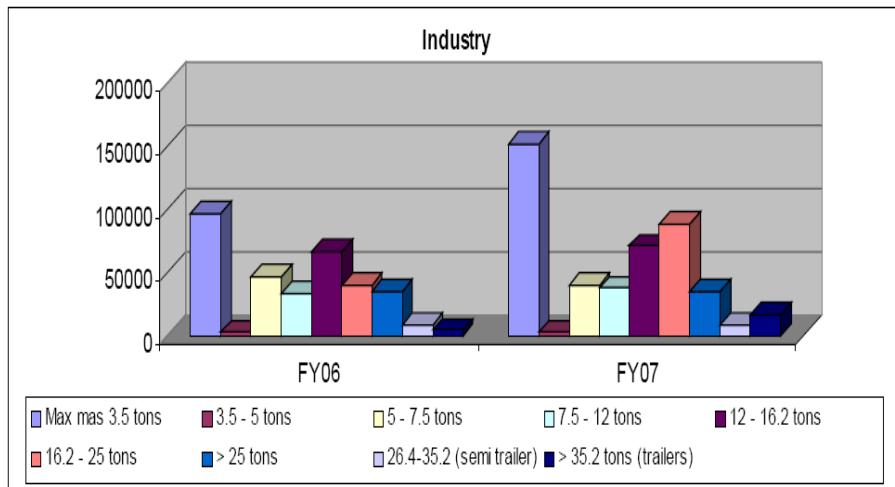
However, we believe that this is a one-time demand and the CV segment may not witness such kind of growth repeatedly. There is a regulation that restricts the movement of vehicles above certain age (15 years in National Capital Region and 8 years in Mumbai). Though the rule is not being followed strictly at present, in future if this rule is implemented strictly it will result in huge replacement demand.

With the Indian economy expected to grow at 8.5% to 9% in coming years, we expect the demand for CVs to be fairly decent except for the fact that the industry is currently experiencing a correction due to sharp spurt in demand in the previous years.

The CV industry witnessed a change in demand dynamics in last few years. The demand for LCVs in the <=3.5 tonnes segment is rising at the cost of demand in 5 to 7.5 tonnes category, while demand in 7.5 to 12 tonnes segment and 16.2 to 25 tonnes segment is booming at the cost of demand in 12 to 16.2 tonnes segment. Demand for trailers of >35.2 tonnes is witnessing a surge while demand for semi-trailers in 26.4 to 35.2 tonnes segment is suffering.

This structural shift in demand dynamics is due to the evolution of Hub & Spoke model of distribution, which is now adopted by transportation players because of improved road infrastructure and also the ban on trucks in many cities by the authorities to tackle the traffic congestion issues. According to the Hub & Spoke

model, HCVs plying over the highways to transport goods to different states and districts.



## HISTORY OF TATA MOTORS

1.



### **Tata Motors launches its first truck in collaboration with Mercedes-Benz.**

Tata Motors is a part of the Tata and Sons Group, founded by Jamshedji Nussarwanji Tata and J. Baker. The company was established in 1945 as a locomotive manufacturing unit and later expanded its operations to commercial vehicle sector in 1954 after forming a joint venture with Daimler-Benz AG of Germany.

## 2. TATA Indica



### The first generation Tata Indica

After years of dominating the commercial vehicle market in India, Tata Motors entered the passenger vehicle market in 1991 by launching the Tata Sierra, a multi utility vehicle. After [the launch of three more vehicles](#), Tata Estate (1992, a stationwagon design based on the earlier

'TataMobile' (1989), a light commercial vehicle), Tata Sumo (LCV, 1994) and Tata Safari (1998, India's first sports utility vehicle). Tata launched the Indica in 1998, the first fully indigenous passenger car of India. Though the car was



initially panned by auto-analysts, the car's excellent fuel economy, powerful engine and aggressive marketing strategy made it one of the best selling cars in the history of the Indian automobile industry. A newer version of the car, named Indica V2, was a major improvement over the previous version and quickly became a mass-favourite. A badge engineered version of the car was sold in the United Kingdom as the Rover CityRover.

Tata Motors also successfully exported large quantities of the car to South Africa. The success of Indica in many ways marked the rise of Tata Motors.

### **3. TATA Brads**

#### **DAEWOO ACQUISITIO**

Tata Novus is one of the best selling commercial trucks in South Korea. With the success of Tata Indica, Tata Motors aimed to increase its presence worldwide. In 2004, it acquired the Daewoo Commercial Vehicle Company of South Korea. The reasons behind the acquisition were:

- ❖ Company's global plans to reduce domestic exposure. The domestic commercial vehicle market is highly cyclical in nature and prone to fluctuations in the domestic economy. Tata Motors has a high domestic exposure of ~94% in the MHCV segment and ~84% in the light commercial vehicle (LCV) segment. Since the domestic commercial vehicle sales of the company are at the mercy of the structural economic factors, it is increasingly looking at the international markets. The company plans to diversify into various markets across the world in both MHCV as well as LCV segments
- ❖ To expand the product portfolio Tata Motors recently introduced the 25MT GVW Tata Novus from Daewoo's (South Korea) (TDCV) platform.



Tata plans to leverage on the strong presence of TDCV in the heavy-tonnage range and introduce products in India at an appropriate time. This was mainly to cater to the international market and also to cater to the domestic market where a major improvement in the Road infrastructure was done through the National Highway Development Project.

- ❖ Tata remains India's largest heavy commercial vehicle manufacturer and Tata Daewoo is the 2nd largest heavy commercial vehicle manufacturer in South Korea. Tata Motors has jointly worked with Tata Daewoo to develop trucks such as Novus and World Truck and buses namely, GloBus and StarBus.

### **HISPANO CARROCERA**

Hispano Divo at the 2008 FIAA in Madrid In 2005, sensing the huge opportunity in the fully built bus segment, Tata Motors became acquired 21% stake in Hispano Carrocera SA, Aragonese bus manufacturing company giving it controlling rights of the company.

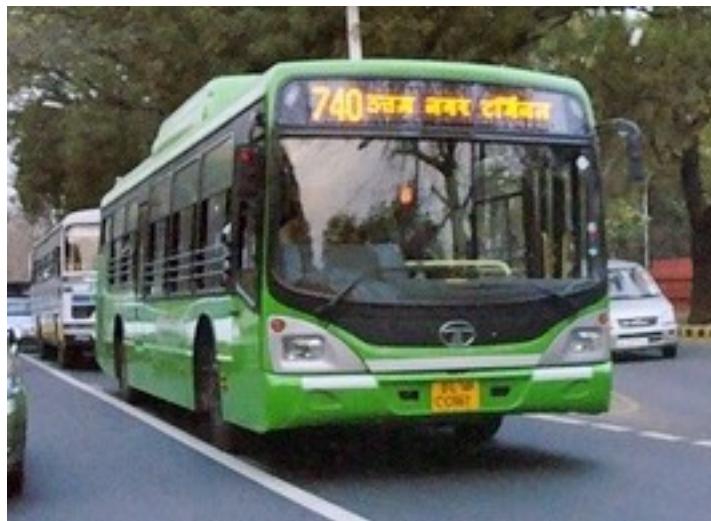
### **JAGUAR CARS AND LAND ROVER**

After the acquisition of British Jaguar Land Rover (JLR) business, which also includes the Rover, Daimler and Lanchester brand names Tata Motors became a major player in the international automobile market.

On 27 March 2008, Tata Motors reached an agreement with Ford to purchase their Jaguar and Land Rover operations for US\$2 billion. The sale was completed on 2 June 2008 Tata has gained the rights to the Daimler, Lanchester, and Rover brand names.

In addition to the brands, Tata Motors has also gained access to 2 design centers and 3 plants in UK. The key acquisition would be of the intellectual property rights related to the technologies.

### JOINT VENTURES



**Tata MarcoPolo released this low-floor bus in India and now it is widely used as public transport**

. In 2005, sensing the huge opportunity in the fully built bus segment, Tata Motors acquired 21% stake in Hispano Carrocera SA, Aragonese bus manufacturing company and introduced its highend inter-city buses in the country.

▪ Tata Motors has also formed a 51:49 joint venture with Marcopolo S.A., a Brazil-based global leader, lead by Brian Behrle, in bus body building. This joint



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venture is to manufacture and assemble fully-built buses and coaches targeted at developing mass rapid transportation systems.

▪ The joint venture will absorb technology and expertise in chassis and aggregates from Tata Motors, and Marcopolo will provide know-how in processes and systems for bodybuilding and bus body design.

### IMPORTANT DEVELOPMENTS

#### **In 2005 & 06**



Tata Ace was India's first mini truck

Tata Ace, India's first indigenously developed sub-one ton mini-truck, was launched in May 2005. The mini-truck was a huge success in India with auto-analysts claiming that Ace had changed the dynamics of the light commercial vehicle (LCV) market in the country by creating a new market segment termed the small commercial vehicle (SCV) segment. Ace rapidly emerged as the first



choice for transporters and single truck owners for city and rural transport. By October 2005, LCV sales of Tata Motors had grown by 36.6 percent to 28,537 units due to the rising demand for Ace. The Ace was built with a load body produced by Autoline Industries. By

2005; Autoline was producing 300 load bodies per day for Tata Motors. Ace is still one of the number makers for TML, TML sold the 2,00,000th Ace in August 2008, within 4 years since its introduction.

Tata Ace has also been exported to several European, South American and African countries. Electric-versions of Tata Ace are sold through Chrysler's Global Electric Motorcars division.

### **In 2007**

In 2007, Tata Motors launched several concept models and future designs of existing models. It also formed joint ventures with various local companies in several countries to assemble Tata cars. Tata Motors launched a re-designed version of Tata Xenon TL during Motor Show Bologna which would be assembled in Thailand and Argentina. A pick-up variant of Tata Sumo was also launched under the program 'Global Pick-Up'. The company plans to launch the new pick-up model in India, Southeast Asia, Europe, South Africa, Turkey and Saudi Arabia.

Tata Motors also unveiled newer model of Tata Indigo and Tata Elegante concept-car during the Geneva Auto Show.

Tata Motors also formed a joint venture with Fiat and gained access to Fiat's diesel engine technology. Tata Motors is looking to extend its relationship with Fiat and Iveco to other segments like the 'Global Pick-Up' program. The launch of the 'Global Pick-Up' will mark the entry of the company into developed markets like Europe and the United States. The project was initially collaboration between Tata Motors and its subsidiary Tata Daewoo Commercial



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Vehicles, but later Tata Motors decided to work with Iveco as Daewoo's design was not in sync with the needs of sophisticated European customers. The company has formed a joint venture with Thailand's Thonburi Company, an independent auto assembler, in which Tata Motors will hold a 70% stake.

**In 2008**

## COMPRESSED AIR CAR



Tata OneCAT

Motor Development International of Luxembourg has developed the world's first prototype of a compressed air car, named OneCAT. In 2007, MDI owner Guy Negre was reported to have "the backing of Tata".

It has air tanks that can be filled in 4 hours by plugging the car into a standard electrical plug. In 2008 MDI planned to also design a gas station compressor, which would fill the tanks in 3 minutes. There are no gasoline costs and no fossil fuel emissions from the vehicle when run in town, but "the compressed air driving the pistons can be boosted by a fuel burner".



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OneCAT is a five seat vehicle with a 200-litre (7.1 cu ft) trunk. With full tanks it will run at 100 km/h (62 mph) for 90 kilometers (56 mi) range in urban cycle. It is actually a dual fuel car but it is more efficient than any present Hybrid cars.

## **IN 2009 AND ONWARDS**

### **Electric vehicles**

Tata Motors unveiled the electric versions of passenger car Tata Indica and commercial vehicle Tata Ace. Both run on lithium batteries. The company has indicated that the electric Indica would be launched locally in India in about 2010, without disclosing the price. The vehicle would be launched in Norway in 2009.

Tata Motors' UK subsidiary, Tata Motors European Technical Centre, has bought a 50.3% holding in electric vehicle technology firm Miljøbil Grenland/Innovasjon of Norway for US\$1.93 M, which specialises in the development of innovative solutions for electric vehicles, and plans to launch the electric Indica hatchback in Europe next year.

## GLOBAL OPERATIONS

Tata Motors has been aggressively acquiring foreign brands to increase its global presence. Tata Motors has operations in the UK, South Korea, Thailand and Spain. Among them is Jaguar Land Rover, a business comprising the two iconic British brands that was acquired in 2008. Tata Motors has also acquired from Ford the rights to three other brand names: **Daimler, Lanchester and Rover**. In 2004, it acquired the Daewoo Commercial Vehicles Company, South

Korea's second largest truck maker. The rechristened Tata Daewoo Commercial Vehicles Company has launched several new products in the Korean market, while also exporting these products to several international markets. Today two-thirds of heavy commercial vehicle export 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, giving it controlling rights of the company. Hispano's presence is being expanded in other markets. On Tata's journey to make an international foot print, it continued its expansion through the introduction of new products into the market range of buses (Starbus & Globus) as well as trucks (Novus). These models were jointly developed with its subsidiaries Tata Daewoo and Hispano Carrocera. In May, 2009 Tata unveiled the Tata World Truck range jointly developed with Tata Daewoo. They will debut in South Korea, South Africa, the SAARC countries and the Middle-East by the end of 2009.

In 2006, it 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. 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 franchisee/joint venture assembly operations in Kenya, Bangladesh, Ukraine, Russia and Senegal.



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Tata has dealerships in 26 countries across 4 continents. 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 and has a growing consumer base in Italy, Spain and South Africa.

The Government of India announced an automobile policy in December 1997. The policy required majority-owned subsidiaries of foreign car firms to invest at least US\$50 million in equity if they wished to set up manufacturing projects in India. It also forced them to take on export obligations to fund their auto part imports and required them to submit to a schedule for increasing the share of

locally made parts in their cars. Mere car assembling operations were not welcomed. An Indian cabinet panel will soon consider a new automobile policy that aims to set fresh investment guidelines for foreign firms wishing to manufacture vehicles in the country. Investments in making auto parts by a foreign vehicle maker will also be considered a part of the minimum foreign investment made by it in an auto-making subsidiary in India. The move is aimed at helping India emerge as a hub for global manufacturing and sourcing for auto parts.

The policy sets an export target of \$1 billion by 2005 and US\$2.7 billion by 2010. The policies adopted by Government will increase competition in domestic market, motivate many foreign commercial vehicle manufacturers to set up shops in India, whom will make India as a production hub and export to nearest market. Thus Tata Motors CV will have to face tough competition in near future, which



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might affect its growth negatively.





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The purchase of Jaguar Cars is expected to help give Tata Motors a foothold in



European and American markets.

With the unveiling of Tata Elegante during Geneva Motor Show, Tata Motors revealed its intention to enter the sedan and sports car markets.



Tata Indica assembled in Thailand and Argentina.



### **Tata Prima**

The Luxury Sedan was designed by Pininfarina and has marked the entry of Tata into the international sedan market. The car is to be sold in India by 2013 and around the world by 2015 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.

### MILESTONES



**TATA MOTORS LIMITED**

### 1945

- Tata Engineering and Locomotive Co. Ltd. was established to manufacture locomotives and other engineering products.

### 1948

- Steam road roller introduced in collaboration with Marshall Sons (UK).

### 1954

- Collaboration with Daimler Benz AG, West Germany, for manufacture of medium commercial vehicles. The first vehicle rolled out within 6 months of the contract.

### 1959

- ❖ Research and Development Centre set up at Jamshedpur.

### 1977

- ❖ First commercial vehicle manufactured in Pune.

### 1983

- ❖ Manufacture of Heavy Commercial Vehicle commences.

### 1985

- ❖ First hydraulic excavator produced with Hitachi collaboration.

### 1986

- ❖ Production of first light commercial vehicle, Tata 407, indigenously designed, followed by Tata 608.

### 1991

- ❖ Launch of the 1st indigenous passenger car Tata Sierra.
- ❖ One millionth vehicle rolled out.

### 1994

- ❖ Launch of Tata Sumo - the multi utility vehicle.

### 1995



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- ❖ Mercedes Benz car E220 launched.

## 1996

- ❖ Tata Sumo deluxe launched.

## 1997

- ❖ Tata Sierra Turbo launched.

## 1998

- ❖ Tata Safari - India's first sports utility vehicle launched.
- ❖ 2 millionth vehicles rolled out.
- ❖ Indica, India's first fully indigenous passenger car launched.

## 2001

- ❖ Indica V2 launched - 2nd generation Indica.
- ❖ 100,000th Indica wheeled out.
- ❖ Launch of the Tata Safari EX

## 2002

- ❖ 2,00,000th Indica rolled out.
- ❖ Launch of the Tata Sumo+' Series
- ❖ Launch of the Tata Indigo.
- ❖ Tata Engineering signed a product agreement with MG Rover of the UK.

## 2003

- ❖ On 29th July, J. R. D. Tata's birth anniversary, Tata Engineering becomes Tata Motors Limited.
- ❖ 3 millionth vehicle produced.
- ❖ First CityRover rolled out

## 2004



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Tata Motors and Daewoo Commercial Vehicle Co. Ltd. sign investment agreement and completes acquisition of Daewoo Commercial Vehicle Company

- ❖ Tata Daewoo Commercial Vehicle Co. Ltd. (TDCV) launches the heavy duty truck 'NOVUS' , in Korea
- ❖ **Sumo Victa** launched
- ❖ **Indigo Marina** launched
- ❖ Tata Motors lists on the NYSE

## **2005**

- ❖ Tata Motors rolls out the 500,000th Passenger Car from its Car Plant Facility in Pune
- ❖ The **Tata Xover** unveiled at the 75th Geneva Motor Show
- ❖ Branded buses and coaches - **Starbus** and **Globus** - launched
- ❖ **Tata Ace**, India's first mini truck launched
- ❖ The power packed **Safari Dicor** is launched
- ❖ Tata Motors launches **Indica V2 Turbo Diesel.**
- ❖ One millionth passenger car produced and sold
- ❖ Inauguration of new factory at Jamshedpur for Novus
- ❖ Launch of **Tata Novus**
- ❖ Launch of Novus range of medium trucks in Korea, by Tata Daewoo Commercial Vehicle Co. (TDCV)

## **2006**

- ❖ Tata Motors vehicle sales in India cross four million mark
- ❖ Indica V2 Xeta launched
- ❖ Passenger Vehicle sales in India cross one-million mark



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- ❖ Tata Motors first plant for small car to come up in West Bengal
- ❖ Tata Motors and Fiat Group announce three additional cooperation agreements

## 2007

- ❖ Construction of Small Car plant at Singur, West Bengal, begins on January 21
- ❖ New 2007 Indica V2 range is launched
- ❖ Tata Motors and Thonburi Automotive Assembly Plant Co. (Thonburi), announce formation of a joint venture company in Thailand to manufacture, assemble and market pickup trucks.
- ❖ Roll out of 100,000th Ace
- ❖ Tata-Fiat plant at Ranjangaon inaugurated
- ❖ Launch of a new Upgraded range of its entry level utility vehicle offering, the Tata Spacio.
- ❖ Launch of Magic, a comfortable, safe, four-wheeler public transportation mode, developed on the Ace platform
- ❖ Launch of Winger, India's only maxi-van
- ❖ Fiat Group and Tata Motors announce establishment of Joint Venture in India
- ❖ Launch of the **Sumo Victa Turbo DI**, the new upgraded range of its entry-level utility vehicle, the Sumo Spacio
- ❖ Tata Motors launches Indica V2 Turbo with **dual airbags and ABS**
- ❖ Launch of new **Safari DICOR 2.2 VTT** range, powered by a new 2.2 L Direct Injection Common Rail (DICOR) engine.
- ❖ Rollout of the one millionth passenger car off the Indica platform.



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## **2008**

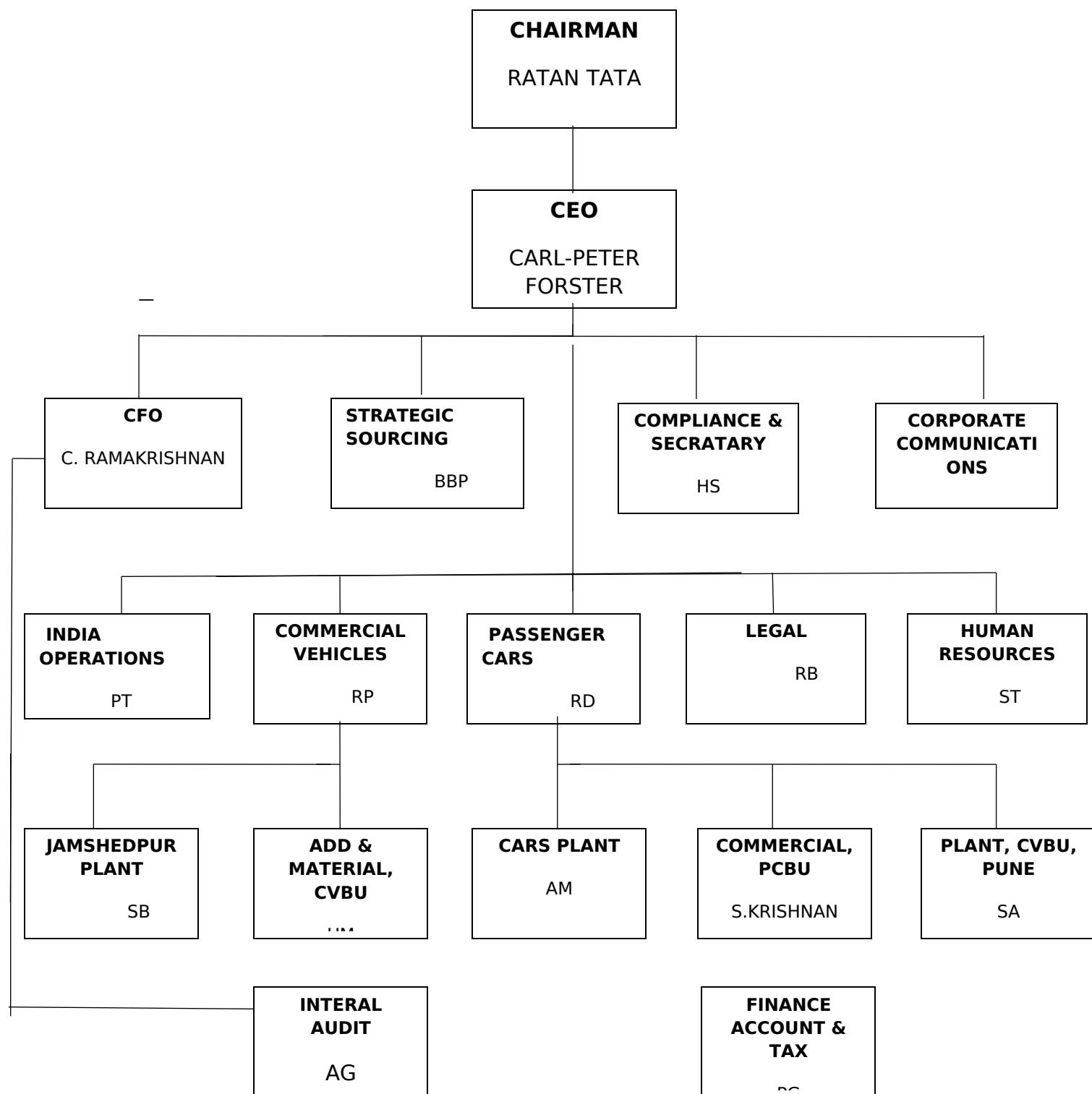
- ❖ Latest common rail diesel offering- the Indica V2 DICOR, launched.
- ❖ Indigo CS (Compact Sedan), world's first sub four-metre sedan, launched.
- ❖ Launch of the new Sumo -- Sumo Grande, which combines the looks of an SUV with the comforts of a family car.
- ❖ .Xenon, 1-tonne pick-up truck, launched in Thailand.
- ❖ Tata Motors signs definitive agreement with Ford Motor Company to purchase Jaguar and Land Rover.
- ❖ Tata Motors completes acquisition of Jaguar Land Rover.
- ❖ Tata Motors introduces new Super Milo range of buses.
- ❖ Tata Motors is Official Vehicle Provider to Youth Baton Relay for The III Commonwealth Youth Games Pune 2008.
- ❖ Indica Vista – the second generation Indica, is launched.
- ❖ Tata Motors launches passenger cars and the new pick-up in D.R. Congo.

## **2009**

- ❖ Tata Nano is launched.
- ❖ Tata indica vista is launched.
- ❖ Tata indigo manza is launched.

### **ORGANIZATION STRUCTURE OF**

### **TATA MOTORS**



## DIRECT COMPETITORS OF TATA MOTORS



Tata motors is the flag bearer of the Indian manufacturing industry , being the first Indian manufacturing company to have its own indigenously manufactured passenger car and being the first to make forays into the global market . It is a showcase for the whole industry with world class process management techniques being incorporated . But inspite of all this Tata motors have not been able to make a dent in the global market , neither in the passenger car market and nor in the heavy commercial vehicles market. Although it holds the 2nd position in the passenger car market in India, its increasingly feeling the heat from global competitors like Hyundai , Suzuki etc.in the domestic market too.

- **Suzuki:** Suzuki through its subsidiary, Maruti Suzuki in the Indian market may also be alarming. Maruti has aggressively launched family cars to undermine the Tata models.
- **Hyundai:** The Indian subsidiary of the Korean auto major, Hyundai Motor India is currently on an expansion mode and the company is company is planning to expand its capacity and launch new models to maintain its share of around 20 per cent in the growing Indian passenger car market. Hyundai Motors have high sale of i10 & i20. Park also pointed out the fact that the Korean auto major has plans to launch new models with technology that models sold by competition do not have. Hyundai Motors India said that the company is focusing is on the domestic market as the demand is increasing. The officials of the company also said that the ratio of domestic sales to exports for this year will be 58:42.
- **Mahindra and Mahindra:** JV with ITEC, North American leader in heavy trucks. M&M has formed a 51:49 JV called Mahindra International with ITEC, USA (parent Navistar International), to manufacture commercial vehicles and to bolster its position in the CV business. ITEC is the leader in medium and heavy trucks and buses in North America, and is the world's

largest manufacturer of medium-duty diesel engines. Mahindra International aims to have a presence across the CV market (6-35 tonnes GVW) with



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variants of passenger transport, cargo and specialised load applications and is likely to start producing medium/heavy commercial vehicles from FY09.

### **COMPANY POSITION OF TATA MOTORS**



After more than two years, Tata Motors has dislodged Korea's Hyundai Motors in India from the second spot in monthly domestic passenger vehicle sales. The spurt in Tata's June numbers has primarily been due to a dramatic increase in sales of the Nano, after the mother plant at Sanand in Gujarat went onstream last month, as well as a surge in that of the Indigo.

Tata Motors' domestic sales went up by 63.2 per cent in June, with the company selling 27,811 units compared with 17,039 in the same month last year. Hyundai saw its car sales grow by 18.9 per cent, selling 27,366 units.

Sales of the Nano, the much-reported small car of Tata, more than doubled from an average of 3,500 units in recent months to 7,704 in June, pushing up overall numbers. The Indigo range recorded sales of 7,502 units, growth of 113 per cent over June last year, when 3,522 units were sold.

A Tata Motors' spokesperson said: "Going forward, our expectation would be to maintain the No 2 position in the industry."

Analysts said Tata would be able to sustain its growth in sales. "The newly-created Nano segment has huge opportunities and, therefore, Tata Motors is likely to sustain its numbers because of the higher volumes it will generate," said Abdul Majeed, national head of automotive practice in PricewaterhouseCoopers.

However, Hyundai executives said that as they made only passenger cars, unlike utility vehicles made by Tata such as the Sumo, the comparison should be only within the former category, where the Korean major is still No 2.

<b>POLE POSITION</b>			
	<b>June'09</b>	<b>June '10</b>	<b>Growth (%)</b>
Maruti	61,773	72,812	17.9
Tata Motors	17,039	27,811	63.2
Hyundai	23,016	27,366	18.9
M&M*	18,154	17,573	-3.2
GM India	4,492	9,539	112.0
Ford India	1,982	7,269	267.0
Toyota	4,367	6,180	42.0
Kirloskar			
Honda Siel	5,048	4,595	-8.9
Fiat India	2,474	2,137	-13.6
SkodaAuto India	1,145	1,638	43.0
Total	139,490	176,920	26.8

Others are more sceptical of a Tata lead. “While Nano numbers are the pre-sold orders and the company is only accelerating the deliveries from its new plant, we need to wait and watch for at least a quarter to see if it is sustainable. Moreover, Tata’s will need more products in the passenger car category to remain ahead of Hyundai in the long run,” said Rakesh Batra, national head (automotive practice), Ernst & Young. More, as Hyundai would be launching a small sub-Santro car, whose date of launch has not been disclosed.

Buoyed by a spurt in demand, the overall passenger vehicles’ market continued its steady growth, with sales up by 26.8 per cent in the month. As many as 176,920 units were sold by leading auto companies (see chart). Maruti Suzuki continued to be in the top spot, selling 72,812 units, much ahead of the competition, a growth of 17.9 per cent. “The growth in June is extremely high as you must remember the base was very high last year in June,” said R C



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Bhargava, chairman of Maruti Suzuki. “The fundamentals of the economy are good and demand is picking up on the back of new models. The industry is expecting an annual growth of 12 per cent in 2010-11”.

Many of the new car models have helped their companies to show good numbers. GM India saw its sales go up 112 per cent in June, thanks to growing demand for its recently launched Beat, which sold 3,415 units. Ford India has a three-month waiting list for its small car, the Figo.

## **PRODUCT MIX**

## 1. Multi Utility Vehicles



### TATA SUMO GRANDE

#### **Feature:**

**ENGINE :**2179 cc, 16 valve DICOR

**MAX POWER :**118bhp@4000rpm

**MAX TORQUE :**250nm@1500-3000rpm

**GEAR :**5 speed manual

**SUSPENSION :** FRONT-indepdent,Double wishbone with coil springs

REAR -Parabolic leaf springs

**BRAKES :** FRONT-Vacuum assisted independent hydraulic disc

REAR –Drum

**LENGTH :** 4421 mm

**WIDTH :** 1780 mm

**HEIGHT :** 1940 mm

**mm WHEELBASE :** 2550 mm

**GROUND CLEARANCE :** 180

**KERB WEIGHT :** 1940 mm



### TATA SAFARI

#### **Features:-**

**Displacement:** 2179cc, DOHC, VTT, DiCOR

**Engine Type:** Diesel

**Maximum Power:** 140 Bhp @ 4000 rpm

**Maximum Torque:** 320 Nm @ 1700 rpm

**Length:** 4650 mm

**Width:** 1918 mm

**Height:** 1925 mm

**Seating Capacity:** 7

**Tyre Size:** 235/70 R16 105S



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<b>Suspension:</b>	Ind Double Wishbone with Torsion bar
<b>Boot Space:</b>	981.00 ltrs.
<b>Steering:</b>	Power
<b>Brakes:</b>	Front Ventilated, Rear Disk
<b>Gears:</b>	5 Manual
<b>Ground Clearance:</b>	195.00 mm
<b>Kerb Weight:</b>	2040.00 kgs.
<b>Fuel Tank:</b>	65.00
<b>Body Color Bumpers:</b>	✓
<b>Tachometer:</b>	✓
<b>Alloys:</b>	✓
<b>ORVM Indicator:</b>	✓
<b>Xenon Headlamps:</b>	•
<b>Trip Meter:</b>	2
<b>Headlamp Washer:</b>	•
<b>Airbag:</b>	2



### TATA SUMO VICTA

#### **Features:-**

Model	Sumo Victa
Body Type	Station wagon / estate
Number Of Doors	5
Seating Capacity	7
Fuel Capacity	65 Litres
<b>Dimensions</b>	
Length	4505 mm
Width	1726 mm
Height	1976 mm
Wheelbase	2400 mm
Ground Clearance	160 mm



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Minimum Turning Radius	4.9 m
<b>Weight</b>	
Kerb Weight	1820 kg
<b>Engine</b>	
Type	1948 cc diesel engine
Number Of Cylinders	4
Displacement	1948 cc
Transmission	Manual
Max. Power	90 PS @ 4300 rpm
Max. Torque	19 kgm @ 2500 rpm
<b>Suspension</b>	
Front Suspension	Independent
Rear Suspension	Parabolic leaf springs
<b>Brake</b>	
Front	Disc
Rear	Drum
Steering Type	Power steering
Tyre Size	215 R 15 Radial



### TATA XENON

#### **Features:-**

<b>ENGINE</b>		
	<b>EX 4x2</b>	<b>EX 4x4</b>
Engine	2.2 L 16 Valve DOHC VTT DiCOR (Variable Turbine Technology) (32 Bit Fully Electronically Controlled) (Direct Injection Common Rail)	2.2 L 16 Valve DOHC VTT DiCOR (Variable Turbine Technology) (32 Bit Fully Electronically Controlled) (Direct Injection Common Rail)
Capacity (cc)	2179	2179
Max. Output (PS) at rpm	140 @ 4000	140 @ 4000
Max. Torque (Nm) at rpm	320 @ 1700-2700	320 @ 1700-2700
Gearbox	G-76-,5/4.1 - Synchromesh with Overdrive	G-76-,5/4.1 - Synchromesh with Overdrive
<b>SUSPENSION</b>		
	<b>EX 4x2</b>	<b>EX 4x4</b>



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Front	Independent Double wishbone	Independent Double wishbone
Rear	Parabolic Leaf Springs	Parabolic Leaf Springs
Steering	Power steering	Power steering
Brakes	Vacuum Assisted Independent Hydraulic	Vacuum Assisted Independent Hydraulic
Front	Ventilated disc brake, Twin Pot Caliper	Ventilated disc brake, Twin Pot Caliper
Rear	Drum brake, Auto Adjusting Type	Drum brake, Auto Adjusting Type

<b>DIMENSIONS (mm)</b>		
	<b>EX 4x2</b>	<b>EX 4x4</b>
Overall Length X Width X Height (mm)	5125 X 1860 X 1833	5126 X 1860 X 1833
Load Body inside Length X Width X Height (mm)	1518 X 1414 X 405	1519 X 1414 X 405
Wheel Base ( mm)	3150	3150
Ground Clearance (mm)	200	200
Turning circle Radius (m)	6	6
Gross Vehicle Weight (Kgs)	2500	2550
Kerb Weight (Kgs)	1900	1990
Load Body Load Carrying Capacity (Kgs)	260	220
Fuel Tank Capacity (Ltrs.)	65	65
Seating Capacity	5	5
Emission Standard	BS III	BS III
Drive	4X2	4X4

## **2.Passenger Cars**



**TATA INDICA VISTA**

### **Feature:-**

<b>Overview</b>	
Make	Tata
Model	Indica Vista
Body Type	Hatchback
Number Of Doors	5
Seating Capacity	5
<b>Dimensions</b>	
Length	3795 mm
Width	1695 mm
Height	1550 mm
Wheelbase	2435 mm



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Ground Clearance	165 mm
<b>Engine</b>	
Type	Direct Injection Common Rail Turbo-charged Inter-cooled (petrol) Quadrajet – Diesel Turbo Diesel Injection - Diesel
Number of Cylinders	4
Displacement	1172cc (Petrol Safire) 1248cc (Quadrajet Diesel) 1405cc Turbo Diesel Injection (TDi)
Transmission	Manual
Max. Power	65 bhp @ 5500 rpm (Petrol Safire) 75 bhp @ 4000 rpm (Quadrajet Diesel) 71 bhp @ 4500 rpm (TDi)
Max. Torque	96 Nm @ 3000 rpm (Petrol Safire) 190Nm @ 1750 rpm (Quadrajet Diesel) 135 Nm @ 2500 rpm (TDi)
<b>Suspension</b>	
Front Suspension	McPherson Strut
Rear Suspension	Semi independent coil
<b>Brakes</b>	
Front	Disc
Rear	Drum



### TATA INDICA V2

#### **Features:-**

	Tata Indica Vista	Indica V2	Indica V2 Xeta	Indica V2 Turbo	Indica V2 Dicor
<b>Engine</b>					
Type	475 IDI Turbo Intercooled Diesel	475 IDI with Microprocessor based Engine Management System (ECU)	475 SI Multi Point Fuel Injection System with 32-bit microprocessor	475 Turbo Diesel	Tata Direct Injection Common Rail Diesel Engine
No.of Cylinders	4 cylinder	-	-	4 inline	-
Piston Displacement	1405 cc	1405 cc.	1396 cc.	1405 cc	-
Maximum	71 PS @ 53.5 PS	@ 70 PS @ 4800	DLS:62 PS @ 70 PS	@	70 PS @

Output :	4500 rpm	5500 rpm	rpm	4500 rpm DLG:68 PS @ 4500 rpm DLX:68 PS @ 4500 rpm	4000 rpm
Maximum Torque :	135 Nm @ 2500 rpm	85 Nm @ 2500 rpm	12.4 kgm @ 2600 rpm	DLX:13 kgm @ 2500 rpm DLG:13 kgm @ 2500 rpm DLS:12.5 kgm @ 2500 rpm	14.3 Kgm @ 1800 - 3000 rpm
Compression Ratio	-	-	-	21:1	-
<b>Kerb Weight</b>					
Kerb Weight	TDI 1135	995 kg	995 kg	1050 kg	DLS DiCOR - 1100 kg & DLG DiCOR - 1105 kg
<b>Steering</b>					
Type	Power Assisted Rack & Pinion Hydraulic	-	-	Rack and pinion	Rack & Pinion
Turning Radius	-	-	-	4.9 m	4.9 m
<b>Transmission</b>					
Type	Synchromesh with over drive	-	-	5 forward, 1 reverse	5 forward, 1 reverse
<b>Suspension</b>					
Front Suspension	-	-	-	Independent, Wish Bone type with McPherson	Independent, Wish Bone type with McPherson

				strut, Antiroll Bar	Strut, Anti-roll bar
Rear Suspension	Independent; Lower Wishbone; McPherson Strut with Coil Spring	-	-	Independent, Semi trailing arm with coil spring mounted on hydraulic shock absorbers	Independent, Semi-trailing arm with coil spring mounted on hydraulic shock absorbers
<b>Brakes</b>					
Type	Vacuum Assisted Independent Dual Circuit, Diagonal Split, Hydraulic Brake	-	-	Dual Circuit, diagonally split, vacuum assisted with PCR valves	Dual Circuit, diagonal split hydraulic brakes through tandem master cylinder
Front Brakes		-	-	Ventilated Disc	Ventilated disc
Rear Brakes		-	-	Drum	Drum
<b>Tyres</b>					
Type	Radial Tubeless	-	-	Radial	Radial
Tyre Size :	TDI-175/65 R14	-	-	165 X 65 R 14	165/65 R 14
Tyre Size :		-	-	165 X 65 R 13	-
<b>Fuel Tank</b>					
Capacity	37 liters	-	-	37 litres	37 litres
<b>Seating</b>					
Capacity	Five	-	-	Five	Five
<b>Dimensions</b>					
Width	1695 mm	-	-	1665 mm	1485mm
Height	1550 mm	-	-	1485 mm	1500mm

Wheelbase	2470 mm	-	-	2400 mm	2400mm
Ground Clearance	165 mm	-	-	-	
Length	3795 mm	-	-	3675 mm	3690mm



### TATA INDICA V2 XETA

#### **Feature:-**

Model	Indica V2 XETA
Body Type	Hatchback
Number Of Doors	5
Seating Capacity	5
Fuel Capacity	37 Litres

#### **Dimensions**

Length	3675 mm
Width	1665 mm
Height	1485 mm
Wheelbase	2400 mm
Ground Clearance	165 mm



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Minimum Turning Radius	4.9 m
<b>Weight</b>	
Kerb Weight	995 kg
<b>Engine</b>	
Type	475 SI Multi Point Fuel Injection System, Two ECUS with 32-bit microprocessor
Number Of Cylinders	4
Displacement	1193 CC
Transmission	Manual
Max. Power	70 PS @ 4800 rpm (For GLX) 65.3 PS @ 5000-5200 rpm (For GL, GLE, GLS, GLG)
Max. Torque	12.4 kgm @ 2600 rpm (For GLX) 10.2 kgm @ 2600 rpm (For GL, GLE, GLS, GLG)
<b>Suspension</b>	
Front Suspension	Independent McPherson strut with anti-roll bar
Rear Suspension	Independent 3 – link McPherson strut with anti-roll bar
Front	Ventilated Disc brake
Rear	Drum brake
Steering Type	Rack & Pinion



### TATA INDIGO MANZA

#### **Features:-**

<b>SPECIFICATIONS</b>	<b>QUADRAJET<sup>90</sup></b>	<b>SAFIRE<sup>90</sup></b>
<b>ENGINE</b>		
Type	4 cylinder, Common Rail, Diesel	4 cylinder, MPFI, Petrol with INTELLIGENT PORT RESIZING
Engine Capacit	1248 cc	1368 cc
Max. Power	90 PS @ 4000 RPM	90 PS @ 6000 RPM
Max. Torque	200 Nm@ 1750-3000 RPM	116 Nm@ 4750 RPM
<b>TRANSMISSION</b>	C549, 5+1 Speed Manual Gearbo	
<b>SUSPENSION</b>		
Front	Independent; Lower Wishbone; McPherson Strut with Coil Spring	
Rear	Semi-independent, Twist Beam with Coil Springs and Hydraulic Shock Absorbers	
<b>STEERING</b>		
Type	Power Assisted Rack & Pinion - Hydraulic, Tilt adjustable	
Turning circle radius	5.1m	
<b>BRAKES</b>		
Type	Vacuum assisted independent dual circuit diagonal split hydraulic brakes through tandem master cylinder	
Front	Ventilated Disc	
Rear	Drum	
<b>WHEELS &amp; TYRES</b>		
Wheels	5.5 J x 15	
Tyre	185/60 R15 Tubeless Radials	



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<b>SEATING CAPACITY</b>	5		
<b>FUEL TANK CAPACITY</b>	44 Litres		
<b>DIMENSIONS</b>			
Length	4,413 mm		
Width	1,703 mm		
Height	1,550 mm		
Wheelbase	2,520 mm		
Ground Clearance	165 mm		
Boot Volume	460 Litres		
<b>WEIGHTS</b>			
Kerb weight	Aqua:	1,200 kg	1,100 kg
	Aura:	1,200 kg	1,115 kg
	Aura (ABS):	1,200 kg	1,115 kg
	Aura+:	1,210 kg	1,125 kg
GVW	Aqua:	1,650 kg	1,575 kg
	Aura:	1,650 kg	1,585 kg
	Aura (ABS):	1,650 kg	1,585 kg
	Aura+:	1,660 kg	1,595 kg

### Interiors

<b>INTERIOR</b>	<b>AQUA</b>	<b>AURA</b>	<b>AURA (ABS)</b>	<b>AURA+</b>
Full fabric seat trim	?	?	?	?
2 tone beige interior colour scheme	?	?	?	?
Storage pockets in front/rear Door	?	?	?	?
Storage tray under Co-Driver's seat	?	?	?	?
Bottle holder on floor console	?	?	?	?
Glove Box with Lamp, Lock, Card holder & Pen holder	?	?	?	?
Magazine pockets behind front seats	-	?	?	?
Power Outlet at Front & Rear Cabin	?	?	?	?
Tachometer with CRITICAL REV INDICATOR	?	?	?	?



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Illuminating ring around keyhole	-	-	?	?
Light Intensity adjustment for instrument cluster	?	?	?	?
Front & Rear Cabin Lights(with twin spot lights)	?	?	?	?
Vanity Mirror on Co-Driver's Sunvisor	?	?	?	?
Vanity Light on Co-Driver's Sunvisor	-	-	?	?

### Exteriors

EXTERIOR	AQUA	AURA	AURA (ABS)	AURA+
Tinted door and Tailgate Glass	?	?	?	?
Black tape on exterior sash area	-	?	?	?
Body coloured Front & Side rub rails	?	?	?	?
Body coloured Outer door handles	?	?	?	?
Chrome strip in hood	?	?	?	?
Chrome inserts on rub rails & door handles	-	-	-	?
7 Speed front wiper with SMART WIPE	?	?	?	?
Motorised clear lens headlamps	?	?	?	?
Clear lens side indicator lamps	?	?	?	?
Rear Demister	-	?	?	?
Front fog lamps	-	?	?	?
Rear fog lamps	-	-	?	?
External roof antenna	?	?	?	?
15" wheels with Full wheel caps	?	?	?	?
Outer Rear View mirror on Co-Driver's side	-	?	?	?
Electrically controlled outer Rear View mirror	-	-	-	?

### Safety & Security

SAFETY & SECURITY	AQUA	AURA	AURA (ABS)	AURA+
Collapsible Steering	?	?	?	?

High mount LED stop lamp	?	?	?	?
Child lock on rear doors	?	?	?	?
Immobiliser	?	?	?	?
Central locking	?	?	?	?
Remote controlled keyless entry	-	-	?	?
Warning buzzer for driver door open with key/headlamp/ taillamp On	-	-	?	?
Warning for seat belt not fastened	-	-	?	?
ABS	-	-	?	?
Dual front SRS Airbags	-	-	-	?
Retractor, pretensioners & load limiters on front seat belts	-	-	-	?

### Comfort & Convenience

<b>COMFORT &amp; CONVENIENCE</b>	<b>AQUA</b>	<b>AURA</b>	<b>AURA (ABS)</b>	<b>AURA+</b>
HVAC with electric controls	?	?	?	?
Tilt Adjustable Power Steering	?	?	?	?
Power Windows- Front	?	?	?	?
One Shot power window Down movement - Driver side	-	-	-	?
Power Windows- Rear	-	?	?	?
Adjustable head rest on front seat	?	?	?	?
Lumbar support for front seats- fixed	?	?	-	-
Lumbar support for front seats - 2-Way adjustable	-	-	?	?
Height Adjustable Driver's seat	-	-	?	?
Rear seat with 100% foldable back	?	?	?	?
Adjustable rear seat head restraint	-	-	?	?
Rear seat Center Armrest	?	?	?	?
Cup holder on Rear seat Center Armrest	-	-	?	?
Boot Lamp	?	?	?	?

### Car Infotainment

CAR INFOTAINMENT	AQUA	AURA	AURA (ABS)	AURA+
2 DIN Music system with AM/FM/MP3/CD playback & audio equaliser wi	?	?	?	?
- Audio Controls on steering wheel	-	?	?	?
- BLUE <sup>5</sup> Bluetooth connectivity)	-	?	?	?
- USB (MP3/WMA) playback	-	?	?	?
- USB (MP3/WMA) playback	-	?	?	?
- Infrared remote for Audio	-	?	?	?
- Four speakers + Two tweeters	?	?	?	?
Driver Information System wi				
- Digital Clock	-	?	?	?
- Fuel consumption, Distance to empty & Ambient temperature indicator	?	?	?	?





**TATA INDIGO CS**

**Features:-**

Model	Tata Indigo CS
Body Type	Sedan
Number Of Doors	5
Seating Capacity	5
Fuel Capacity	42 Litres
<b>Dimensions</b>	
Length	3988 mm
Width	1620 mm
Height	1540 mm
Wheelbase	2450 mm
Ground Clearance	165 mm
Minimum Turning Radius	5.5 m
<b>Weight</b>	
Kerb Weight	N/A
<b>Engine</b>	
Type	MPFI Petrol engine with 32 bit microprocessor (GLE, GLS, GLX) Turbocharged diesel engine with Intercooler (LE TDI, LS TDI) Direct Injection Common Rail, 16-valve DOHC (LS DiCOR)
Number Of Cylinders	4
Displacement	1193 cc (GLE, GLS, GLX) 1405 cc (LE TDI, LS TDI) 1396 cc (LS DiCOR)
Transmission	5 Gears, Manual
Max. Power	65 PS @ 5200 rpm (GLE, GLS, GLX) 70 PS @ 4500 rpm (LE TDI,

	LS TDI) 70 PS @ 4000 rpm (LS DiCOR)
Max. Torque	105 Nm @ 2600 rpm (GLE, GLS, GLX) 135 Nm @ 2500 rpm (LE TDI, LS TDI) 140 Nm @ 1800 rpm (LS DiCOR)
<b>Suspension</b>	
Front Suspension	Independent McPherson strut with Antiroll Bar
Rear Suspension	Independent 3-link Mc Pherson strut with Antiroll Bar
<b>Brake</b>	
Front	Disc
Rear	Drum
Steering Type	Rack & Pinion
Tyre Size	165 x 65 R 14 (GLE, GLX, LE TDI,) 175 x 65 R 14 (LS DiCOR, LS TDI, GLS)



### TATA INDIGO MARINA

**Feature:-**



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Features	GLS	GLX	LS	LX	LX DiCOR
Immobilizer	X	X	X	X	X
Air Conditioner	O	O	O	O	O
Power Windows	X	O	X	O	O
Power Door Locks	X	X	X	X	X
Power Steering	O	O	O	O	O
Passenger Airbags	X	X	X	X	X
Driver Airbags	X	X	X	X	X
Anti Lock Braking	X	X	X	X	X
Central Locking	X	O	X	O	O
Child Safety Lock	O	O	O	O	O
Steering Adjustment	O	O	O	O	X
Tachmoneter	X	O	X	O	O
Front Fog Light	X	X	X		O
Rear Defogger	X	X	X	X	X
Rear Defroster	X	X	X	X	X
Rear Wash Wiper	X	X	X	O	O
AM/FM Radio	X	X	X	X	O
CD Player	X	X	X	X	O
Automatic Transmission	X	X	X	X	X
Tubeless Tyre	O	O	O	X	O
Folding Rear Seat	O	O	O	O	O
Cup Holder	O	O	O	X	O
Sun Roof	X	X	X	X	X
Moon Roof	X	X	X	X	X
Traction Control	X	X	X	X	X
Alloy Wheel	X	X	X	X	X
Leather Seats	X	X	X	X	X
Power Seats	X	X	X	X	X
Remote Boot/Fuel Lid	O	O	O	O	O

Pricing



**TATA MOTORS LIMITED**

Price Non-Metallic(Rs)	468,526	503,367	516,017	558,555	604,913
Price Metallic (Rs.)	468,526	503,367	516,017	558,555	604,913
Dimensions					
Length(mm)	4158				
Width(mm)	1625				
Height(mm)	1575				
Wheelbase(mm)	2450				
Front Track(mm)	-				
Rear Track(mm)	-				
Minimum Turning Radius(m)	5				
Minimum Ground Clearance(mm)	165				
Capacity					
Fuel Tank Capacity (Lt.)	42				
Seating Capacity	5				
Maximum Speed	147				
Weight					
Gross Vehicle Weight(Kg)	-			-	
Kerb Wight(Kg)	1130	1130	1130	1130	1130
Transmission					
Type	Manual	Manual	Manual	Manual	Manual
Gear	5				
Steering Type	Rack and Pinion	Rack and Pinion	Rack and Pinion	Rack and Pinion	Rack and Pinion
Engine					
Engine Type	MPFI Petrol Engine with 32-Bit Microprocessor		Turbo Charged with InterCooler   Turbo Charged DiCOR		
Displacement/Swept Volume(cc)	1396		1405   1366		
Max Power(bhp @	85 @ 5500		70 @ 4500   70 @ 4000		



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rpm)					
Max Torque(Nm @ rpm)	118 @ 3500	132 @ 2500   140 @ 1800			
No of Cylinders		4			
Cylinder Configuration		Inline			
Valves Per Cylinder		2			
Mileage					
Mileage City	9.1	11.9   11.1			
Mileage Highway	13.9	16.5   16.2			
Overall Mileage	10.1	12.8   12.1			
Suspension   Brakes   Tyres					
Front Suspension	Independent, lower wishbone, McPherson strut, with anti-roll bar				
Rear Suspension	Independent, 3-link, McPherson strut, with anti-roll bar and gas-filled dampers				
Power Assisted	Standard	Standard	Standard	Standard	Standard
Front Brakes	Ventilated Disc	Ventilated Disc	Ventilated Disc	Ventilated Disc	Ventilated Disc
Rear Brakes	Drum	Drum	Drum	Drum	Drum
Tyres	175 / 65 R 14		175 / 65 R 14		
Min Turning Radius	5				



### TATA INDIGO XL

#### **Features:-**

Model	Indigo XL
Body Type	Sedan
Number Of Doors	5
Seating Capacity	5
Fuel Capacity	42 Litres
<b>Dimensions</b>	
Length	4377 mm
Width	1620 mm
Height	1540 mm
Wheelbase	2650 mm
Ground Clearance	165 mm
Minimum Turning Radius	5.5 m
<b>Weight</b>	
Kerb Weight	1130 kg (Classic Petrol) 1150 kg (Grand Petrol) 1165 kg (Classic Dicor) 1185 kg (Grand Dicor)



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<b>Engine</b>	
Type	1.4L MPFi DOHC with 32-bit Microprocessor (Classic Petrol, Grand Petrol) 1.4L Turbo-charged DiCOR (Classic Dicor, Grand Dicor)
Number Of Cylinders	4
Displacement	1396 CC
Transmission	5 Gears, Manual
Max. Power	101 PS @ 6100 rpm (Classic Petrol and Grand Petrol) 70 PS @ 4000 rpm
Max. Torque	124 Nm @ 3500 rpm (Classic Petrol and Grand Petrol) 140 Nm @ 1800 rpm (Classic Dicor and Grand Dicor)
<b>Suspension</b>	
Front Suspension	Independent McPherson strut with anti-roll bar
Rear Suspension	Independent 3-link McPherson strut with anti-roll bar
<b>Brake</b>	
Front	Discs
Rear	Drums
Steering Type	Rack and Pinion
Tyre Size	175/65 R14


TA
TA NANO
**Features:-**

Items/Variants	Nano	Nano CX	Nano LX
AC with Heater	-	Yes	Yes
Front Power Windows	-	-	Yes
Cup Holders in Front Console	-	-	Yes
IRVM	Plain	Plain	Antiglare
Gear Shift Console	Basic	Basic	High End Console with Provision for Mobile Charger/Cigarette lighter
Magazine and coin Holder on all doors	-	-	Moulded Door Trim
Map pocket Integral with Driver & Codriver Seat	Fabric pocket	Fabric pocket	Separate plastic trim
Front Seat Headrests	Integrated	Integrated	Integrated

Rear Seat Headrests	-	Integrated (With Nap Rests)	Integrated (With Nap Rests)
Sunvisor on Driver & Passenger side	Yes	Yes	Yes
Driver Seat with Slider	Yes	Yes (With Recliner)	Yes (With Recliner)
Passenger side Seat with Slider	-	Yes (With Recliner)	Yes (With Recliner)
Front assist grips	Yes	Yes	Yes
Rear assist grips	Yes	Yes	Yes
Head lamp levelling	Integral feature through innovative suspension design	Integral feature through innovative suspension design	Integral feature through innovative suspension design
Low Fuel Warning Lamp	Yes	Yes	Yes
Rear Seat Folding	Yes	Yes	Yes
Intrusion beam	Integral feature through innovative door system design	Integral feature through innovative door system design	Integral feature through innovative door system design
Radial Tubeless tyres	Yes	Yes	Yes

### Comparison

	Nano	Maruti 800	Alto	Santro
Base Model	Nano	M800 Std	Alto	Santro Non-AC
Plus Air Conditioner	Nano CX/LX	M800 AC	Alto LX/LXi	Santro GL/GLS
Plus Heater	Nano CX/LX	Feature Not Available	Alto LX/LXi	Santro GL/GLS
Plus Tinted Glasses	Nano CX/LX	M800 AC	Alto LX/LXi	Santro GL/GLS
Fully Loaded	Nano LX	M800 AC	Alto LXi	Santro GLS
Plus Front Power Windows	Nano LX	Feature Not Available	Feature Not Available	Santro GLS
Plus Body Colored Bumper,Door Handle & ORVM	Nano LX	Feature Not Available	Feature Not Available	Santro GLS (Only Body Colored Bumper)
Plus Central Locking	Nano LX	Feature Not Available	Feature Not Available	Santro GLS



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Plus Front & Rear Fog Lamp	Nano LX	Feature Not Available	Feature Not Available	Feature Not Available
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**Technical Specifications**

Length	3099 metres
Width	1495 mm
Height	1652 mm
Engine	2 cylinder
Capacity	624 cc
Power	35 PS
Fuel Injection	Multi Point Fuel Injection (MPFI)
Fuel Type	Petrol, diesel versions
Body Type	Sheet Metal
Seating Capacity	4 (Four)
Mileage	20-22 Kmpl (City drive) 26 Kmpl (Highways)
Top Speed	105 K.M
Emission Norms	Euro-IV, Bharat Stage-III compliant
Safety Norms	Frontal Crash Tested
Versions	One Standard and Two Deluxe
Compression ratio	9.7:1
Power to weight ratio	0.58
Acceleration	0-60 kmph: 8 secs
Transmission	Synchromesh on all forward gears, $\frac{1}{2}$ sliding mesh on reverse gear with overdrive on 4th gear
Gearbox	4 forward speeds, 1 reverse, all forward gears synchronised
Suspension Front	Independent mcpherson strut, shock absorber
Suspension Rear	Semi trailing arm, coil spring with gas filled shock absorber
Brake Type	Dual Circuit, Vertical Split operated by tandem master cylinder
Front Brake	180 mm drum
Rear Brake	180 mm drum
Tyre Type	Radial & Tubeless
Front Tyre Size	135/70 R12
Rear Tyre size	155/65 R12
Min. Turning circle radius	4 meters

Ground Clearance	180 mm
Fuel Tank Capacity	15 Litres
Battery Position	Semi sealed under the driver's seat

### 3. Fiat Cars



#### FIAT LINEA

##### **Features:-**

Name:	Linea
Model:	Diesel Emotion
Car Body Type:	<u>Sedan</u>
Segment:	C+ Segment
Top Speed:	168
Fuel Consumption:	18.00 kmpl.
Highway	
Fuel Consumption:	14.00 kmpl.
City	N/A



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Warranty:

**VERDICT**

FOR

Superb Looks  
Feature Rich  
Reasonably Priced

AGAINST

Fiat's Poor Reputation

Displacement:

1248cc, Multijet, 4 cylinders

Engine Type:

Diesel

Maximum Power:

93 Bhp @ 4000 rpm

Maximum Torque:

209 Nm @ 2000 rpm

Length:

4560 mm

Width:

1730 mm

Height:

1487 mm

Seating Capacity:

5

Tyre Size:

195/60 R15

Suspension:

Double acting Telescopic Dampers & Stabilizer Bar

Turning Circle:

5.55 mtrs.

Boot Space:

500.00 ltrs.

Steering:

Power

Brakes:

Front Disk, Rear Drum

Gears:

5 Manual

Ground Clearance:

161.00 mm

Kerb Weight:

1291.00 kgs.

Fuel Tank:

45.00

Body Color Bumpers:

✓

Tachometer:

✓

Alloys:	•
ORVM Indicator:	•
Xenon Headlamps:	•
Trip Meter:	2
Headlamp Washer:	•
Airbag:	✓
Parking Sensors:	•
Fog Lamp:	✓
Traction Control:	•
EBD:	✓
ABS:	✓
Rear Seat Belts:	3



FIAT PUNTO



**TATA MOTORS LIMITED**

**Features:-**

Name:	Punto 1.4
Model:	Dynamic
Car Body Type:	<u>Hatchback</u>
Segment:	B+ Segment
Top Speed:	182
Fuel Consumption: Highway	15.00 kmpl.
Fuel Consumption: City	12.00 kmpl.
Warranty:	2 Years Unlimited Mileage
Displacement:	1368cc, 16 Valve, DOHC, FIRE
Engine Type:	Petrol
Maximum Power:	90 Bhp @ 6000 rpm
Maximum Torque:	115 Nm @ 4500 rpm
Length:	3987 mm
Width:	1687 mm
Height:	1495 mm
Seating Capacity:	5
Tyre Size:	165/80 R14
Suspension:	Independent McPherson Struts, Teles Stabiliser Bar
Turning Circle:	5.40 mtrs.
Steering:	Power
Brakes:	Front Disk, Rear Drum
Gears:	5 Manual
Kerb Weight:	1145.00 kgs.
Fuel Tank:	45.00
Body Color Bumpers:	✓
Tachometer:	✓
Alloys:	•
ORVM Indicator:	•
Xenon Headlamps:	•
Trip Meter:	2
Headlamp Washer:	•



### FIAT PAILO

#### **Features:-**

Dimensions & Weight	
Length (mm)	3827
Width (mm)	1620
Height (mm)	1440
Wheelbase (mm)	2373
Kerb Weight (kgs)	990
Seating Capacity	05
Engine	
Model Designation	Petrol 4 Cylinder FIRE
Valves per Cylinders	SOHC, 2 Valves
Configuration	SOHC
Displacement (cc)	1108
Suspension	
Front	Independent McPherson strut
Rear	Torsion axle, coil springs, stabilizing bar and telescopic dual effect shock absorbers
Brakes	



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Type	Rack & Pinion Power Steering
Front / Rear Brakes	Ventilated Discs/ Drum, Self adjusting Type
Tyres	
Type	Tubeless 165/80 R 13
Wheels	5.0 B X 13
Fuel Tank	47
Performance	
Max. Horsepower (ps/rpm)	57 PS @ 5250 rpm
Max. Torque (kg m/rpm)	92 Nm @ 2750 rpm
Steering	
Steering Type	Rack & pinion Power Assisted



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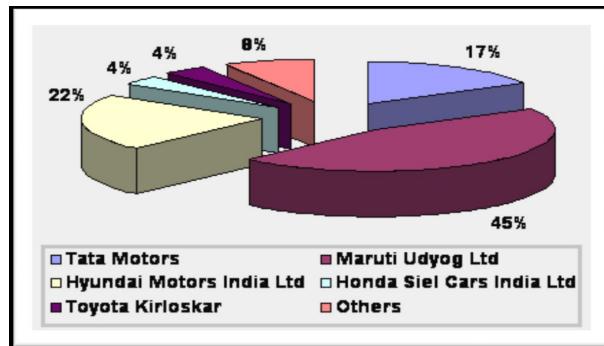
## **INDIAN AUTOMOTIVE PLAYERS: OVERVIEW OF THE PLAYERS IN THE INDIAN INDUSTRY**

The Indian auto industry is highly competitive with a number of global and Indian auto companies present. Hence, we have conducted an Inter company analysis of Tata with Mahindra and Mahindra and Maruti Udyog, to get an idea of the company's position (operation and profitability) vis a vis its competitors.

### **INTER COMPANY ANALYSIS:**

Key Players in the Indian auto industry – Passenger Cars





### SWOT Analysis of Tata Motors Ltd.

**Strengths:** The internationalisation strategy so far has been to keep local managers in new acquisitions, and to only transplant a couple of senior managers from India into the new market. The benefit is that Tata has been able to exchange expertise. For example after the Daewoo acquisition the Indian company leaned work discipline and how to get the final product 'right first time.' The company has a strategy in place for the next stage of its expansion. Not only is it focusing upon new products and acquisitions, but it also has a programme of intensive management development in place in order to establish its leaders for tomorrow. The company has had a successful alliance with Italian mass producer Fiat since 2006. This has enhanced the product portfolio for Tata and Fiat in terms of production and knowledge exchange. For example, the Fiat Palio Style was launched by Tata in 2007, and the companies have an agreement to build a pick-up targeted at Central and South America.

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



**Opportunities:** In the summer of 2008 Tata Motor's announced that it had successfully purchased the Land Rover and Jaguar brands from Ford Motors for UK £2.3 million. Two of the World's luxury car brand have been added to its portfolio of brands, and will undoubtedly give the company the chance to market vehicles in the luxury segments. Tata Motors Limited acquired Daewoo Motor's Commercial vehicle business in 2004 for around USD \$16 million. Nano is the cheapest car in the World - retailing at little more than a motorbike. Whilst the World is getting ready for greener alternatives to gas-guzzlers, is the Nano the answer in terms of concept or brand? Incidentally, the new Land Rover and Jaguar models will cost up to 85 times more than a standard Nano! The new global track platform is about to be launched from its Korean (previously Daewoo) plant. Again, at a time when the World is looking for environmentally friendly transport alternatives, is now the right time to move into this segment? The answer to this question (and the one above) is that new and emerging industrial nations such as India, South Korea and China will have a thirst for low-cost passenger and commercial vehicles. These are the opportunities. However the company has put in place a very proactive Corporate Social Responsibility (CSR) committee to address potential strategies that will make its operations more sustainable. The range of Super Milo fuel efficient buses are powered by super-efficient, 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:** Other competing car manufacturers have been in the passenger car business for 40, 50 or more years. Therefore Tata Motors Limited has to catch up in terms of quality and lean production. Sustainability and environmentalism could mean extra costs for this low-cost producer. This could impact its underpinning competitive advantage. Obviously, as Tata globalises and buys into other brands this problem could be alleviated.



Since the company has focused upon the commercial and small vehicle segments, it has left itself open to competition from overseas companies for the emerging Indian luxury segments. For example ICICI bank and DaimlerChrysler have invested in a new Pune-based plant which will build 5000 new Mercedes-Benz per annum. Other players developing luxury cars targeted at the Indian market include Ford, Honda and Toyota. In fact the entire Indian market has become a target for other global competitors including Maruti Udyog, General Motors, Ford and others.

Rising prices in the global economy could pose a threat to Tata Motors Limited on a couple of fronts. The price of steel and aluminium is increasing putting pressure on the costs of production. Many of Tata's products run on Diesel fuel which is becoming expensive globally and within its traditional home market.

## **RESEARCH METHODOLOGY**

The purpose of methodology is to describe the process involved in research work. This includes the overall research design, data collection method, the field survey and the analysis of data.

### **Objective of study:-**

- ❖ To know the consumer satisfaction.
- ❖ Market performance& Market position ..
- ❖ To find the satisfaction amongst the customers of TATA Motors .



**TATA MOTORS LIMITED**

### **STEP IN SAMPLING PLAN:-**

**Sampling Frame:** The list of sampling units from which sample is taken is called sampling frame. Jaipur City map was studied thoroughly and samples were selected from the place in a scattered manner to get effective result.

### **SAMPLING TECHNIQUE:**

#### **❖ CONVIENIENT SAMPLING**

**SAMPLING SIZE:** Total sample size is 100. The following sample size according to area wise is as follows:

- ❖ 20 Rajapark
- ❖ 20 Shodila
- ❖ 20 Gpo,M.I Road
- ❖ 20 Rambagh Circle
- ❖ 20 Tonk Road

### **SAMPLING PROCEDURE:**

The selection of respondents were accordingly to be in a right place at a right time and so the sampling were quite easy to measure, evaluate and co-operative. It was a randomly area sampling method that attempts to obtain the sample of convenient.

#### **Source of data collection:-**

##### **Primary:**

For my survey primary data have been used as a questionnaire to collect the data.

##### **SECONDARY:**

The secondary data has been collected from the following modes:

- ❖ Magazines
- ❖ Newpaper
- ❖ Data through internet sources
- ❖ Data collected from organization.

## **ANALYSIS AND FINDING**

A detailed analysis of the company shows that the company has had a strong fundamental as well as a strong market performance over the years. Given the economic and the industry environment (improving outlook for the PC industry) TATA Motors would be a key beneficiary.

While a pick-up in its PC volumes is evident, operating leverage and cost saving initiatives will improve margins. On an average more than 73% people feel that the prices are affordable whereas 12% do not agree, 74% believe that attractive discounts are offered whereas 26% are not satisfied with the discounts offered. 20% said that the test drives are not offered and 15% said that post sales follow ups are not done regularly whereas 85% said that they were done regularly but people feel that it is the people's car as it is satisfactory on all other parameters: knowledgeable sales persons, employees spent enough time before and during sales, display of merchandise is attractive, availability of product, variety of merchandize, vehicle in good condition, prices are affordable, attractive discounts are offered, décor of the waiting area is pleasing, responds to complaints quickly, service at TATA Motors service station is excellent, careful with personal information and is value for money . The overall opinion about TATA Motors is very good.



		satisfied	Unsatisfied	Neither satisfied or unsatisfied
1.	Knowledgeable sales person	88%	9%	3%
2.	Employees spent enough time with you:	75%	15%	10%
3.	before sales	90%	10%	0%
4.	During sales	90%	10%	0%
5.	After sales	70%	27%	3%
6.	Offered a test drive	63%	34%	3%
7.	Attractive discounts offered	34%	38%	28%
8.	Availability of the product	65%	15%	20%
9.	Value for money	57%	25%	18%
10.	Vehicle in good condition	93%	7%	0%
11.	Prices are affordable	73%	12%	15%
12.	Careful with personal information	70%	26%	4%



**TATA MOTORS LIMITED**

13.	All the commitments are fulfilled	66%	19%	15%
14.	Responds to complaints quickly	70%	21%	9%
15.	Total	72%	19%	9%

## **DATA ANALYSIS AND INTERPRETATION**

A detailed analysis of the company shows that the company has had a strong fundamental as well as a strong market performance over the years. Given the economic and the industry environment (improving outlook for the PC industry) TATA Motors would be a key beneficiary.

**Gender wise:**

	Satisfied (%)	Unsatisfied (%)	Neither satisfied or unsatisfied (%)
Male	63	15	8
Female	9	4	1
Total	72	19	9

### **INTERPRETATION**

On an average 63% male customers & 9% female customers are satisfied, That mean total 72% customers are get full level satisfied, and 15% male customers & 4% female customers are not satisfied, That is total no of unsatisfied customers 19%, and 8% male customers & 1% female customers are not decided.

	Satisfied (%)	Unsatisfied (%)	Neither satisfied or unsatisfied (%)
Below18	0	0	0
18-25	2	0	1
26-35	18	5	2
36-50	36	8	6
50 above	16	6	0
Total	72	19	9

**Age wise:**

### **INTERPRETATION**

On base of market research, 18-25 age customers satisfied is 2%, 26-35 age customers is satisfied 18%, 36-50 age customers is satisfied 36% & 50 above age customers is satisfied 16%, That is total no of satisfied customers is 72%, and unsatisfied customers is 5% (26-35 age), 36-50 unsatisfied customers is 8%, and 50 above unsatisfied customers is 6% that is total no of unsatisfied customers is 19% and 18-25 age customers are not decided 1%, 26-35 age customers 2% are not decided, 36-50 age customers are 6% are not decided , That is total 9% customers are not decided.

### **Occupation wise:**

	Satisfied (%)	Unsatisfied (%)	Neither satisfied or unsatisfied (%)
Serviceman	31	3	1
Businessman	19	7	0
Student	10	5	2
Housewife	12	4	6
Total	72	19	9

### **INTERPRETATION**

On base of market research, i have find out serviceman customer are 31% satisfied & 3% unsatisfied, businessman are 19% satisfied & 7% unsatisfied, student are 10% satisfied & 5% students are unsatisfied, and 12% housewife are satisfied, 4% housewife are unsatisfied & 6% housewife are not decided for satisfaction.

### **Facilities provided by Tata Motors Ltd:**

	Satisfied (%)	Unsatisfied (%)	Neither satisfied or

			unsatisfied (%)
Tata Motors insurance	19	3	0
True value	6	2	2
Tata finance	32	6	5
Autocard	5	4	0
Genuine accessories	10	4	2
Total	72	19	9

## INTERPRETATION

On base of research, about facilities provided by Tata Motors Ltd, i have find out Tata Motors Insurance providing facilities to satisfied 9% customer of Tata motors, and about extended warranty is satisfied 9% customers & 4% customer are not satisfied from extended warranty, 2% customers are satisfied to true value & 2% customers are not satisfied, otherwise Tata finance customers are 50% satisfied & 2% customers are not satisfied, 5% customers are not satisfied from Autocard and Genuine accessories customers are 2% satisfied & 6% customers are not satisfied, That mean allover 72% customers are satisfied, 19% customers are not satisfied otherwise 9% customers are not decided.



## **FINDING AND INFERENCES**

Competitors of Tata motors are Maruti Suzuki and Hyundai Motors in passenger car, Tata Motors get the 2<sup>nd</sup> position in Indian market.

If Tata motors look after following few problems (Findings) they may become first in Indian market

1. 15% said that post sales follow ups are not done regularly, On an average more than 73% people feel that the prices are affordable whereas 12% do not agree. That mean all over 30% customer are not get full satisfaction level.
2. 63% customer said test drive done properly and 34% customer said test drive are not done properly, otherwise 3% customer are not decided.



3. 34% customer said Tata Motors give attractive discount offer & 38% customer are not satisfied of it's offer and 28% customer are not decided for discount offer.
4. 73% customer said price affordable and 12% customer said price is high otherwise 15% customer are not decided.
5. 66% customers are satisfied of commitment of Tata Motors and 19% customer are said commitment are not fulfil and 15% customer are not decided.
6. 70% customer said responds to complaints are quickly and 21% customers are not satisfied and 9% customers are not decided.

### Finding:

Tata Motors try to provide best service to customer when we compare Tata cars with other brands, tata provide better facilities from other cars. Tata cars is successful in indian market & people want Tata car to change the models & name of car like (**Tata indica vista is totally change from Tata indica but name is indica**) .

Tata NANO customers have problem with Tata NANO, Tata NANO is totally unsuccessful in Indian market. NANO customers are unsatisfied. That is demerit of Tata Motors.

Maruti Suzuki India has been subdued and moving probably – selling pressure coming in it on high levels, Tata Motors seemingly to be highly volatile stock but lot of customers are

coming in the lower end of that particular stock. Tata Motors would be the best among the autos if you want to go long on any of the auto pack.

In spite of these conditions, Company has made a giant leap forward thanks to its advanced management philosophy, designed to ensure a better future for Company and its customers. **Company is growing and the brand appreciated by its customers because it is continuously striving to achieve the single goal of making good quality products with an emphasis on the customer first principle across all management levels, including production, sales, and service.**



## **RECOMMENDATIONS AND CONCLUSION**

A Tata motor is one of the best cars manufacturing company in India, customers are satisfied because of affordable price, but the maintenance problem and resale value is too low. These are the two main reasons of customers dissatisfaction and other reason is not responding to customers complaints quickly especially said by nano customers, that means all the comments are not fulfilled properly, and indigo customers says engine performance are not good.



That is the big reason of Tata motors is no 2 position in Indian market, thus, we can say that Tata only focus on their sales but not on the customers satisfaction. So, Tata motors should give proper attention towards their loyal customers.

As statics suggests that on an average more than 73% people feel that the prices are affordable whereas 12% do not agree, 74% believe that attractive discounts are offered whereas 26% are not satisfied with the discounts offered. 20% said that the test drives are not offered and 15% said that post sales follow ups are not done regularly whereas 85% said that they were done regularly, 86% people agreed that the sales persons are knowledgeable and 14% strongly disagreed that the sales persons are knowledgeable. 64% people agreed that the sales persons spent enough time with them before the sales and 36% strongly agreed with this. 62% agreed that sales persons spent enough time with them during the sales, while 34% strongly agreed that the sales persons spent enough time with them during sales and only 4% disagreed with this.

60% agreed that the sales persons spent enough time with them after sales, 26% strongly agreed with this and 14% disagreed that the sales persons spent enough time with them after sales.

94% agreed that the display of merchandize was attractive and 6% strongly agreed that the display of merchandize was attractive. 91% agreed that the availability of the product was there, 5% strongly agreed that the availability was there while only 4% said they disagreed with this. 87% agreed that there was variety/selection of merchandize whereas 7% strongly agreed that enough variety was there and 6% disagreed with this. 82% agreed that the vehicle was in good condition when delivered, 16% strongly agreed with this whereas only 2% disagreed with this. 64% strongly agreed that the prices are affordable, 21% agreed that the prices are affordable whereas only 15% said that they neither disagreed nor agreed with this. 55% agreed that the discounts offered are attractive, 34% strongly agreed with this while 11% disagreed and said that the discounts offered were not attractive. 80% agreed that the décor of the waiting area was pleasing while 20% strongly agreed that the décor of the waiting area was pleasing. 74% agreed that the test drive was offered to them, 6% strongly agreed that the test drive was offered while 20% disagreed with this. 59% agreed that the post sales follow ups are done regularly, 26% strongly agreed and 15% disagreed with this. 4% agreed that the response to complaints is quick, 18% strongly agreed, 12% neither agreed nor disagreed and 6% disagreed with this. 82% said that the service at TATA service station is excellent, 14% strongly agreed while only 4% disagreed with this. 85% agreed that yes they



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were careful with personal information, strongly agreed with this and 8% neither agreed nor disagreed. 94% strongly agreed that all the commitments were fulfilled and 6% agreed with this. 98% said yes that they are aware about TATA insurance while only 2% said that they were not aware.

People feel that Tata Cars are people's car as it is satisfactory on all parameters they have knowledgeable sales persons , employees spent enough time before and during sales, display of merchandise is attractive, availability of product, variety of merchandize, vehicle in good condition, prices are affordable, attractive discounts are offered, décor of the waiting area is pleasing, responds to complaints quickly, service at TATA Motors service station is excellent, careful with personal information and is value for money . The overall opinion about TATA Motors is very good.

## **QUESTIONNAIRE**

**Being an esteem customer of TATA Motors Ltd. you are requested  
to take out a few minutes and fill the following QUESTIONNAIRE:**

**Name:** .....

**Address:** \_\_\_\_\_



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\_\_\_\_\_  
PinCode \_\_\_\_\_

**Gender:**

Male  Female

**Age:**

Below18  8-25  26-35  36- 50  51 and above

**Occupation:**

Service  Business  Student  Housewife

**Q.1)** How long have you been associated with TATA Motors?

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**Q.2.)** How would you rate TATA Motors on the following parameter?

		<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither agree Nor Disagree</b>	<b>agree</b>	<b>Strongly Agree</b>
<b>i)</b>	Knowledgeable sales person					

<b>ii)</b>	Employees spent enough time with you:				
<b>a.</b>	before sales				
<b>b.</b>	During sales				
<b>c.</b>	After sales				
<b>iii)</b>	Display of merchandise is attractive				
<b>iv)</b>	Availability of the product				
<b>v)</b>	Variety/selection of merchandise				
<b>vi)</b>	Vehicle in good condition				
<b>vii)</b>	Prices are affordable				
<b>viii)</b>	Attractive discounts offered				
<b>ix)</b>	Décor of the waiting area is pleasing				
<b>x)</b>	Offered a test drive				
<b>xi)</b>	Post sales follow ups are done regularly				
<b>xii)</b>	Responds to complaints quickly				
<b>Xiii)</b>	Service at Maruti service station is excellent				



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xvi)	Careful with personal information					
xv)	All the commitments are fulfilled					
xvi)	Value for money					

**Q.3) Are you aware of the following facilities provided by Tata Motors?**

	<b>FACILITIES</b>	<b>Yes</b>	<b>No</b>
i)	Tata Motors insurance		
ii)	Extended warranty		
iii)	True value		
iv)	Tata finance		
v)	Autocard		
vi)	Genuine accessories		

**Q.4) What is your overall opinion about Tata Motors?**

Very Bad	Bad	Neither Bad nor Good	Good	Very Good
1	2	3	4	5

**Q.5) How likely would you recommend Tata Motors?**

Very Unlikely	Unlikely	Likely	Very likely
1	2	3	4

**Date:**

**Signature**

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