FUNCTIONAL ANALYTICS

IBM COGNOS

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FINANCE DASHBOARD (TATA MOTORS- Screener)

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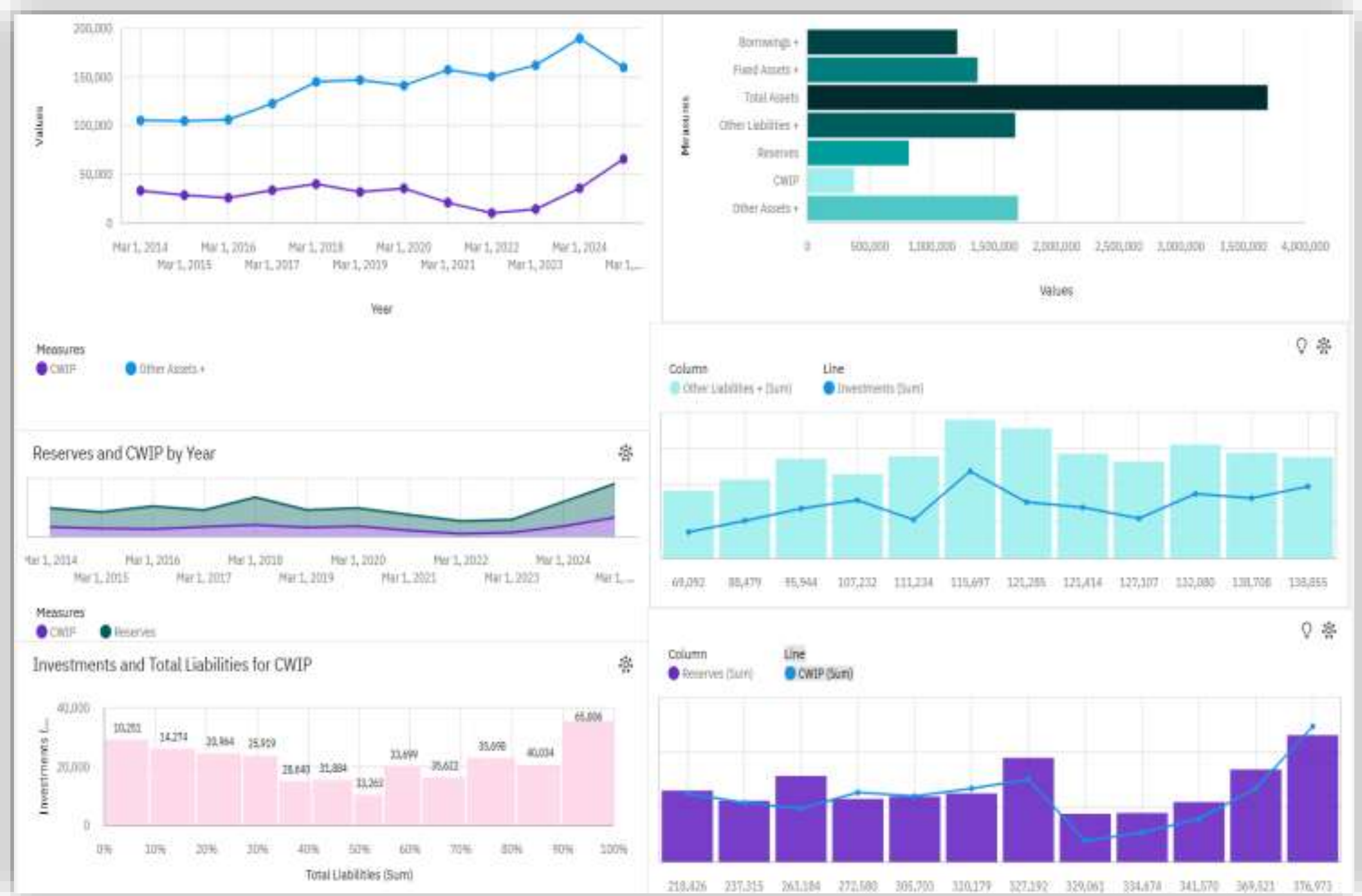
Key Insights

- **CWIP (Capital Work in Progress) & Other Assets**
- CWIP showed **fluctuations from 2014–2022**, declining after 2020 but rising sharply after 2022 — peaking in 2024–25.
- Other Assets showed a **steady upward trend till 2023**, with a slight dip thereafter.
- **Asset & Liability Composition**
- From the bar chart, the **largest component** of the balance sheet is **Total Assets (~4 million)**, followed by Other Assets & Fixed Assets.
- **CWIP and Reserves** contribute a **small but growing proportion** of total assets.
- Borrowings and other liabilities are significant but lower than total/fixed assets.
- **Reserves vs CWIP Over Time**
- Reserves and CWIP moved **in opposite directions** at times — reserves were steady but slightly decreasing in some years while CWIP picked up sharply in the last two years.
- Indicates **increased investment in projects (CWIP)** while reserves might have been utilized.
- **Investments vs Other Liabilities**
- Investments grew steadily from 2014–2021, peaked around 2022, and then stabilized.
- Other liabilities grew until 2022 and then flattened, while investments continued to hold steady — showing **better liquidity management & balance between debt and investment**.
- **Investments vs Total Liabilities (by % of liabilities)**
- At **higher levels of liabilities (90–100%)**, investments are **also higher**, suggesting that as Tata Motors took on more liabilities, they **also invested more — perhaps in growth or expansion.**
- **Reserves & CWIP (Column & Line)**
- Both **reserves and CWIP increased significantly in the last two years**, indicating:
  - retained earnings & reserves have grown.
  - ongoing or planned projects (CWIP) are increasing in scale.

OVERALL STORY

- Tata Motors seems to be in an **expansion phase**, investing in projects (high CWIP) and maintaining a healthy level of reserves despite rising liabilities.
- Asset base is strong & growing, with a good mix of fixed & other assets.
- Liabilities are increasing but are matched with investments — a sign of planned capital use rather than stress.
- Recent years show a shift toward more aggressive capital work (CWIP) — suggesting focus on future growth (new plants, R&D, etc.)



Values
Year
Measures
CWIP
Other Assets +
Measures
Values
Borrowings +
Fixed Assets +
Total Assets
Other Liabilities +
Reserves
CWIP
Other Assets +
Reserves and CWIP by Year
Measures
CWIP
Reserves
Column
Other Liabilities + (Sum)
Line
Investments (Sum)
Investments and Total Liabilities for CWIP
Total Liabilities (Sum)
Column
Reserves (Sum)
Line
CWIP (Sum)

OPERATIONS DASHBOARD (TATA MOTORS- Screener)

Key Insights

✅ **OPM% & Depreciation by Year**
– OPM% improved post-2020 despite rising depreciation, showing better efficiency.

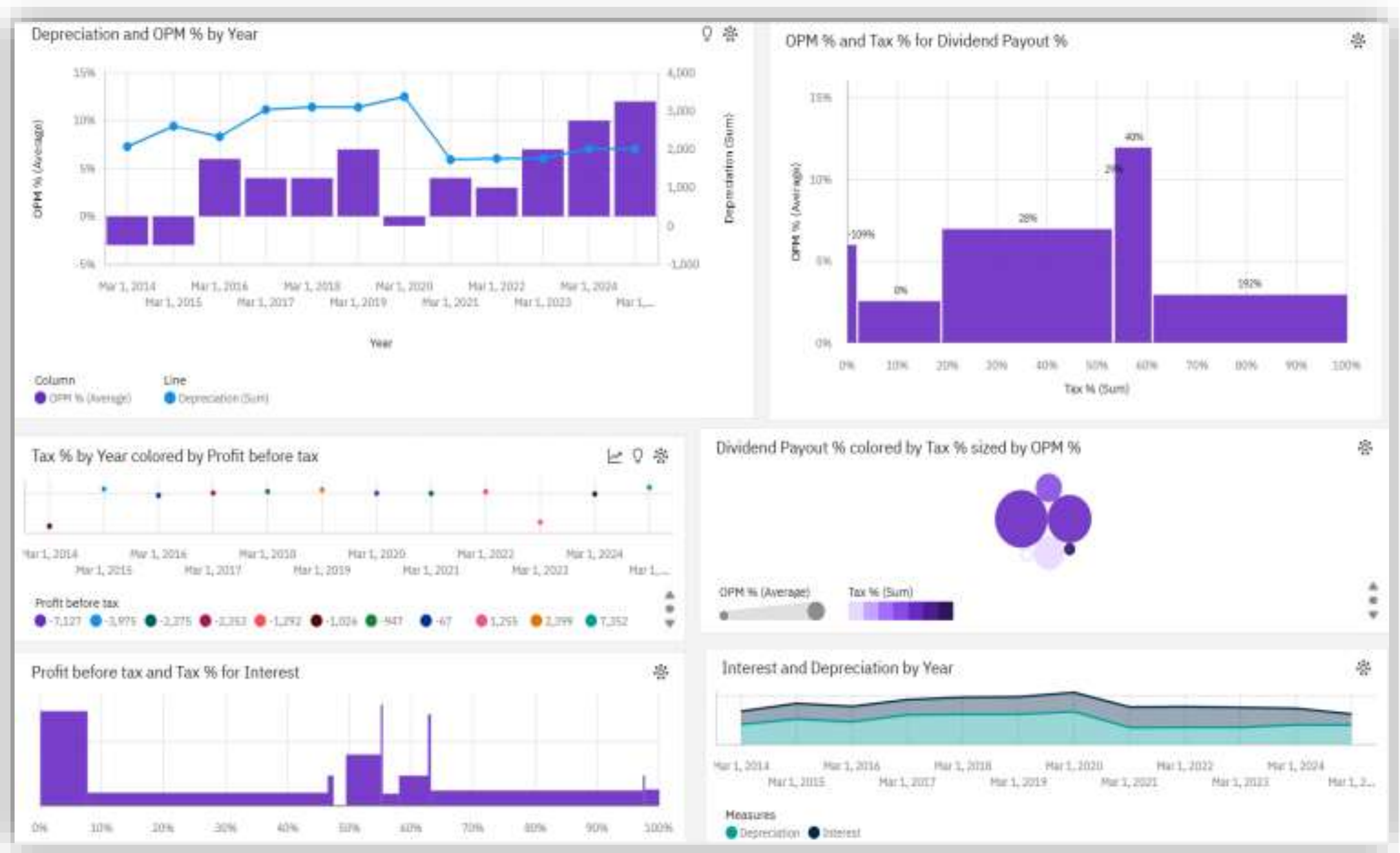
✅ **OPM%, Tax% & Dividend Payout**
– Dividend payout is highest when Tax% is moderate (50–60%) & OPM% is strong.

✅ **Tax% & Profit Before Tax (PBT)**
– PBT turned positive after 2019; earlier years showed losses & low taxes.

✅ **Dividend vs Tax & OPM% (Bubble)**
– High dividends align with strong OPM% & moderate tax rates.

✅ **PBT, Tax% & Interest**
– Higher taxes & interest coincide with profitable years.

✅ **Interest & Depreciation Trends**
– Interest peaked in 2020, then fell; depreciation continues to rise with investments.



Marketing Dashboard (TATA Motors- Annual Report)

1. Higher Composite Satisfaction drives better performance
→ Years with higher satisfaction (like 812 and 813) show stronger sales volume and group revenue.

2. Increase in Sales Touchpoints boosts revenue
→ More customer access points (dealers/service centers) correlate with higher overall revenue.

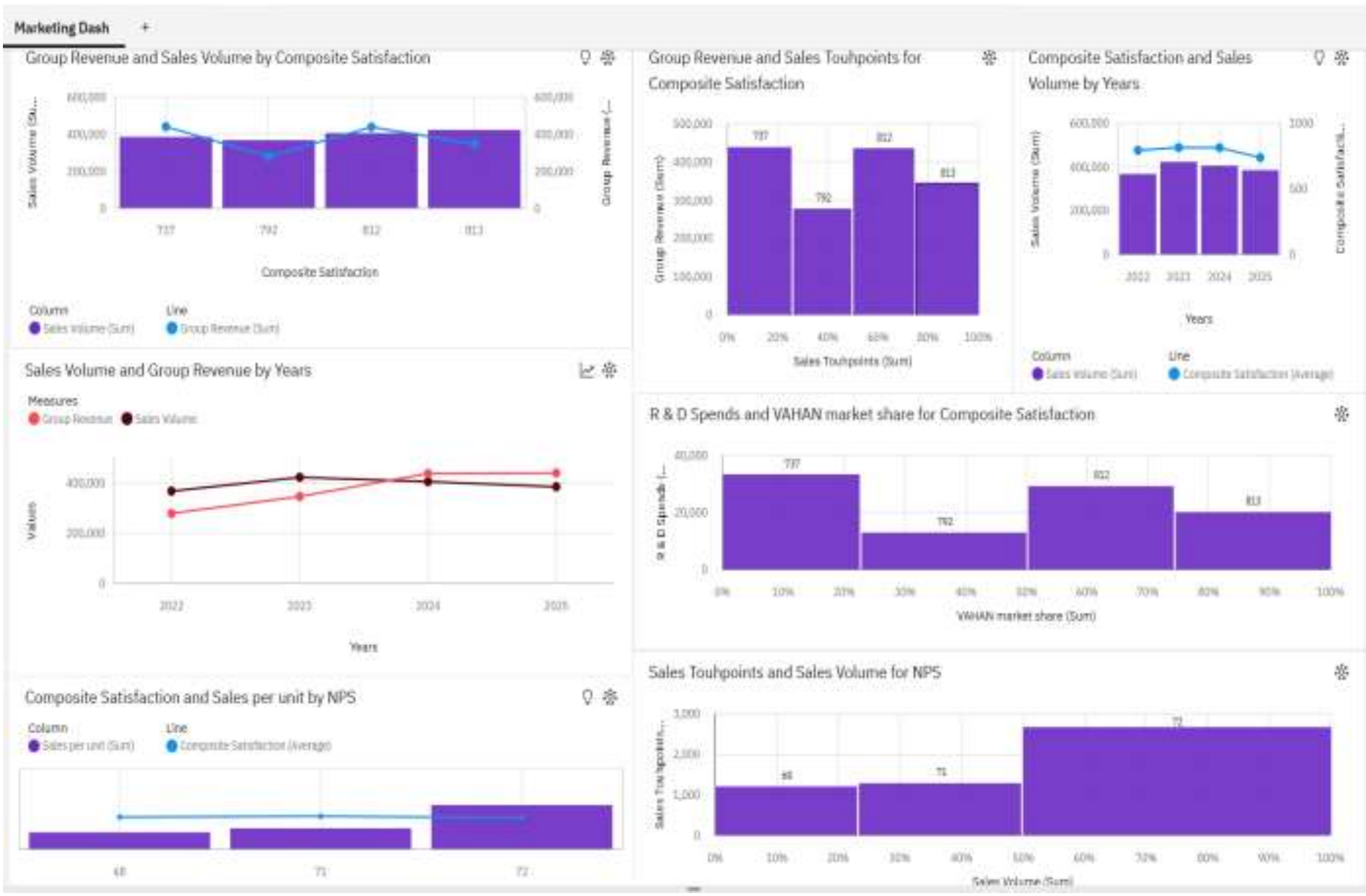
3. 2024 is the best year for satisfaction and sales volume
→ Both customer satisfaction and sales volume peaked in 2024, reflecting strong market alignment.

4. Group Revenue rose consistently despite sales volume dip in 2025
→ Even though fewer units were sold in 2025, revenue remained strong—indicating higher price per unit or premium sales.

5. More R&D spending improved satisfaction, but not market share
→ Investment in R&D lifted customer satisfaction, yet VAHAN market share declined steadily each year.

6. High NPS leads to better satisfaction and sales per unit
→ Customers with higher likelihood to recommend (NPS 72) also reported higher satisfaction and drove higher unit sales.

7. NPS positively influences sales volume and touchpoints
→ As customer advocacy increased, so did the company's market reach and volume sold.



HR DASHBOARD (Tata Motors Employee Review- Kaggle)

1. **Total Employees (incl. workers):**
   Workforce reduced from 60,113 (2024) to 58,442 (2025), indicating slight downsizing.

2. **Female in Workforce:**
   Female representation stayed flat at 11.10%, showing no progress in gender diversity.

3. **Training & Development Spend:**
   Training spend rose from ₹38.3 Cr to ₹39.53 Cr, reflecting continued investment in employee development.

4. **Employee Turnover Rate (colored by T&D spend):**
   Higher training spend in 2025 aligns with improved retention (turnover dropped to 6.8%).

5. **People with Disabilities and Female % by Year:**
   Employees with disabilities more than doubled, while female participation remained stagnant.

6. **CSR and Safety Training Line Chart:**
   CSR hours surged by 71%, and safety training hours increased, indicating stronger employee engagement and safety focus.

7. **Total Employees colored by Disabilities:**
   Inclusion improved significantly, with disability count increasing despite a smaller workforce.