Introduction

“From a bird's-eye view, the 134-year-old Tata Group still looks awesome. With 95 operating companies (31 of them publicly traded) and 230,000 employees, it is India's largest private-sector employer, its biggest taxpayer, and its greatest foreign-exchange earner. It operates India's largest private steel manufacturer, its largest chain of luxury hotels, and its largest private power utility” (Ellis, 2002). Tata Group is one of India's most prominent and esteemed business groups. Tata Group's cite is substitutable with India's industrialisation. The Group dedicated The India her first steel plant, hydro-electric plant, inorganic chemistry plant and produced a reservoir of scientific and technological workforce for the nation. It's faiths have established the Tata Institute of Social Sciences in 1936; India's first cancer infirmary, the Tata Memorial in 1941, and in 1945, the Tata Institute of Fundamental Research, and further became the provenance of India's Atomic energy program. Today, Tata Group constitutes 96 functioning companies in seven business sectors such as, information systems and communications, engineering, materials, services, energy, consumer products, and chemicals. The Group has operations in more than 54 countries across six continents, and its companies export products and services to 120 nations.

As the Tata Group is a worldwide concern operating in more than 100 countries with thousands of products, there is almost no industry which seems to be untouched by the group. Most of the data available and analysed by many researchers are based on a particular industry such as steel, automobile, chemicals, technology etc. or Tata's approach on a specific country such as Bangladesh, Vietnam, USA, and UK. However, there is no relevant data found which directly overview the group and produced any facts with the SWOT analysis, Strategic intent, Strategic capabilities, Business model, Strategic position etc. However; the present author here is tried to analyse the Tata group as a group of industries based on the data found and the recent trend of globalisation and markets, while exploring the facts of Tata's current strategies.
Culture and Values

“In a decision making process, excellent companies place particular emphasis on cultural values and beliefs” Stated Stacy (1993, p 20). The purpose of the leader is likewise a strong sense of direction, by conveying a vision of the succeeding state, Stacy (1993, p 21) added. Tata Group's aim is to meliorate the quality of life of the communities it serves. The Tata family of companies, shares a set of five core values: integrity, understanding, excellence, unity and responsibility (see Appendix 1). Tata Group has played a pioneering role in a variety of areas after India's independence. It is widely esteemed for the initiatives it has collected in different fields for the upheaval of the country. Its contribution to India's education, science and technology is widely documented and appreciated. In fact numerous of the illustrious public sector companies in India and leading research organisations trace their history to Tata, for example Indian Institute of Science (IISc), Tata Institute of Fundamental Research (TIFR), Tata Institute Of Social Sciences(TISS), Tata Energy Research Institute (TERI), Air India (Tata Airlines). The groups policy is to serve the value to the community they serving, it’s not necessarily in India only (Krishnamoorthy, 2005). In the other words the core values of Tata is trust, credibility, excellence in whatever they do, ethical business practice, fairness to all and respect, stated by Dr. Jamshed J Irani, Past President CII & Director Tata Sons Ltd. Cited by Balaji (2007). Values are beliefs maybe preserved in a mission affirmation or a doctrine which has meaning to business. It is widely believed by many analysts such as “Porter” that the development, adoption and implementation of values are one of the key success factors in high growth. However, there is some essential requirements exists to analyse a business or a group of business.

Tata’s SWOT analysis
The essential need of a corporate is to analyse the Porter’s SWOT analysis to develop the effective and efficient strategies. Johnson (2005) pointed that, “A SWOT analysis summarises the key issues from the business environment and the strategic capability of an organisation that the most likely to impact on strategy development.” Furthermore; Stacy (1993, p 52) defined, “SWOT analysis is a list of an organisation's strengths and weakness as indicated by an analysis of its resource and capabilities, plus the list of threat and opportunities that an analysis of its environment identifies. A strategic pattern
requires that the future pattern of action to be taken should match strengths and opportunities, ward off threats, and seek to overcome weaknesses.” Most of the organisational strategies are based upon the SWOT analysis where the companies analyse their strengths, weakness, new opportunities and threats. Once it is defined the company requires eliminating the weakness by converting them into strengths, to explore the new opportunities and reduce the threats. The primary strategies of the company changed with respect to the SWOT analysis in order to fulfill the corporate vision. Tata's vision “Improving the quality of life” is also influenced by the strategies developed to due overcome the weakness and grabs the opportunities. However, the present author tried to explain in figure (1) that the group's recent strategies are founded on the analysis, afterward the group tried to go abroad to explore the new markets. The main strengths of the Tata Group are resources and capabilities (People and Raw Material), vast experience (Steel and Automobile) and the business model. The opportunities are the new markets, exports and acquisitions. The group requires overcoming the weakness; such as distribution, value chain innovation and macro environment, in order to serve the global markets with high quality and low price. Within the home country the threats are developing due to the India’s recent mergers of global markets and in global markets threats are already exist. However, as per the theory; to do so and compete in the marketplace the group required a strong strategic intent and there is a need to configure the operations, resources and capabilities to attain the essential goals (Sutherland and Canwell, 2004, p 258, Thompson, 2002).
Figure: (1): The Tata Group SWOT Analysis

<table>
<thead>
<tr>
<th>Strength</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience</td>
<td>Value Chain</td>
</tr>
<tr>
<td>Micro Environment</td>
<td>Distribution</td>
</tr>
<tr>
<td>Business Model</td>
<td>Macro Environment</td>
</tr>
<tr>
<td>Resource and capabilities</td>
<td></td>
</tr>
<tr>
<td>Culture</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exports</td>
<td>Free Market</td>
</tr>
<tr>
<td>New Products</td>
<td>Low barriers</td>
</tr>
<tr>
<td>New Markets</td>
<td>Globalisation of Economy</td>
</tr>
<tr>
<td>Acquisition &amp; Mergers</td>
<td></td>
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</tbody>
</table>

Source: The Present Author (based on Porter’s Theory)

**Strategic intent**

“Strategic intents, refers to the intention of a business to coordinate and drive the whole of the organisation towards predetermined sets of goals or objectives” (Sutherland and Canwell, 2004, p 258). The current strategic intent of Tata’s is acquisition and mergers of other businesses globally. Stacy (1993, p-24) stated that, “A strategic intent is, deliberately sharing an intension to achieve that future state through a particular strategy.” In an interview with Mckinsey Quarterly Mr. Ratan Tata Said, “the Tata group’s strategy to enter overseas markets is mainly driven by "We want to expand into geographies where, as a group, we can have a meaningful presence". And further he added that “the group is looking at opportunity to invest in steel industries, because of Tata’s belief that owners of steel are going to rule the industry”. In addition; he assured that “we are making sure that, “we have secure access of raw material.” According to the above quote the group chooses the opportunity of acquisitions and mergers to expend the business. In addition; the group intends to acquire the raw material industries in first place to serve the other industries with a value added and low price of material, for example acquisition of steel industry and then serving the automobile industry with the lowest possible price of steel. Resultant; the group can successfully overcomes the weakness of distribution because the products such as steel and cement add a high cost of
distribution and transportation, while exporting. In regards, the group wants the critical raw materials at the place of production. The use of other strength ‘experience’ led the group to authoritatively enter the new markets such as acquisition with “Tetley Group” and “Corus Steel” in the UK. With the acquisitions and mergers the group is also intends to capture a high market share. However, to establish and stand in a new market required a high degree of value drivers. In order to achieve the goals Tata Group’s first strategic intension to acquire the industries such as steel so they can have an authoritative access to the raw material suppliers to serve the automobile market. However, the group requires ensuring the resources and strategic capabilities in order to fulfill the strategic intents. A company needs capable resources and strategic capabilities to achieve the goals and objectives, Stacy, (1993); Robson (1997) and Thompson, (2001).

**Resource and strategic capabilities**

According to the case studies, articles and the history of the group; there is no doubt that the Tata Group is packed with both tangible and intangible resources and with the help of these resources they are able to perform at the level required to survive. In the recent case of Tata’s acquisition of Daimler Chrysler, Mr. Tata said, “Hopefully, we can turn the company around faster than GM and Ford will take. In our analysis, there is only room for two of the Big Three to survive” (Richter, 2007). As per the core value of the group to serve quality in life of customers, the core strategic capability of Tata is Cost Efficiency. The source of cost efficiency comes from Economies of scale, Supply cost, Experience, and Product/ Process design; Robson, (1997, p-46), Stacy (1993, p- 26). Anonymous (2002) stated in “the Economics Times” that, “Few in the industry would question the broader direction and strategy of TCS. There’s wide respect for its experience and stature in the IT industry. But there’s also scepticism about some parts of the strategy. For instance, its plan to be an end-to-end solutions company. ”TCS is trying to be everything to everybody, unlike Infosys or Wipro which are quite focused” Furthermore; “The high value-added practices of HR will be expressed in issues such as leadership development. Most important will be the identification and creation of organisational capabilities, but strategic HR will also involve inventing sustainable and distinct competitive advantages” Stated Brockbank, (2002). As per the corporate strategic
capabilities and according to the data available on the Tata Group website; the main profit pools are Automobile, technology, pharmaceutical and chemicals. In order to serve these industries Tata is trying to expend the reach to potential markets and repeatedly expending the value network in Africa, East-Asia and Latin America. Sriwastawa (2006) stated that, “According to analysts companies are going global because they’re focused on organic growth but find that their home markets don’t have the scale or the resources to allow them to deliver the levels of shareholder value and competitive advantage they want to achieve. They aim to tap into new profit pools or gain long-term access to raw materials.”

Table (1): Tata’s Source of Cost Efficiency

<table>
<thead>
<tr>
<th>Economies of Scale</th>
<th>Experience</th>
<th>Product/ Process Design</th>
<th>Supply Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tata Motors</td>
<td>Tata Quality Management Services</td>
<td>TAL Manufacturing Solutions</td>
<td>Location of business</td>
</tr>
<tr>
<td>Tata Steel</td>
<td>Tata Services</td>
<td>Tata Strategic Management Group</td>
<td>TACO Supply Chain Management</td>
</tr>
<tr>
<td>Tata BP Solar India</td>
<td>Tata Asset Management</td>
<td>Tata Financial Services</td>
<td></td>
</tr>
<tr>
<td>Tata Power</td>
<td>Tata Asset Management</td>
<td>Tata Investment Corporation</td>
<td></td>
</tr>
<tr>
<td>Tata Petrodyne (Oil &amp; Gas)</td>
<td>Tata Financial Services</td>
<td>Tata Consultancy Services</td>
<td></td>
</tr>
<tr>
<td>Rallis India</td>
<td>Tata Financial Services</td>
<td>Tata Technologies</td>
<td></td>
</tr>
<tr>
<td>Tata Chemicals</td>
<td>Tata Investment Corporation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tata Pigments</td>
<td>Tata Consultancy Services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: The Present Author

In table (1) the author tried to explain the source of cost efficiency strategy of the group. It describes the model of cost efficiency with the help of the theory produced by Stacy (1993), Robson (1997), Thompson (2001) in the books and explained the factors of achieving the cost leadership and differentiation strategies. However, they also suggested that, to achieve the cost leadership and differentiation strategies there is a need to analyse the strategic position and business model of a company.
Strategic position and Business model

The strategic positioning of an organization admits the inventing the desired future position of the organization on the groundwork of present and predictable exploitations, and the constructing of programs to realize that positioning. Strategic positioning can be analysed by Porters SWOT analysis approach and Boston Consultants Group (BCG) Matrix (See Figure 2). BCG Product portfolio matrix indicates the ‘Cash Cows’ refers to the industries with a high market share and low growth such as Power (Energy), Steel and Oil & Gas. ‘Dogs’ refer the industries with low market share and low growth such as Tata Sky, Tata Tele services etc. the stars shows the industries such as Automotive, Tea, and Chemicals with high market share and high growth. However; “the each industry position in the matrix is an opportunity open to business” (Sutherland and Canwell, 2004, p 16; Stacy, 1993, pp 48-49, Thompson, 2002). For example; in “cash cows”, Tata’s acquisition with Corus (UK) and gained a big share of market. In “stars” Tata’s acquisition of Daewoo (Korea) and achieved a high market share in the Korean automobile market.

In case of the Tata group, the strategy is to position them as a global brand. However, to achieve the position of global branding the question need to be asked such as, how the future looks like? How can the opportunities be ceased and threats can be met? In addition; Stacy (1993); Robson (1997); the other need also arise to analyse the business model and the macro environment in order to step forward to strategic positioning and achieve the visionary objectives and goals.
“A business model is a conceptual tool that contains a big set of elements and their relationships and allows expressing the business logic of a specific firm. It is a description of the value a company offers to one or several segments of customers and of the architecture of the firm and its network of partners for creating, marketing, and delivering this value and relationship capital, to generate profitable and sustainable revenue streams.” Osterwalder, Pigneur and Tucci (2005)

Business excellence has been embedded in the Tata Group through a holistic methodology that enables the group to paying attention on quality. The Tata Business Excellence Model (TBEM) is adopted by the group in the early 1990’s from the renowned “Malcolm Baldrige” to achieve chiselled degrees of business excellence. TBEM is a model determining the quality movement in the group. The Model works under the protection of Tata Quality Management Services (TQMS), “an in-house organisation mandated to help different Tata companies achieve their business objectives through specific processes.” The TBEM methodology has been influenced to deliver
strategic focus and aim business melioration. “TBEM holds elements that enable the group to capture the best of global business processes and practices. It translates into an ability to evolve and stay in step with ever-changing business performance parameters,” (Osterwalder, Pigneur and Tucci, 2005).

Furthermore; the Tata’s business model takes care the value proportion of what is proposed to the market; and makes sure that the target customer segments are also addressed by the value proposition. For example; the Tata’s recent announcement, of launching the cheapest cars for the Indian market for the target market of two wheeler owners such as motorcycle and scooter. The group developed the effective distribution channels to reach customers to offer the value proposition and to establish the relationship with the customers. The group uses the core capacities needed to make the business model possible, and effectively configure the activities to implement the business model. An excellent business model should be able to generate the effective competitive advantage and the value chain of a company, in order to fit with the company’s strategies.

**Tata’s competitive advantage and value chain**

Hard work, preparation, research, thinking, getting the value proposition right and serving the customer better, can take care of the economic challenges. When things change, reacting appropriately to the change helps. Moraes (2006) said that, “The house of Tatas is, I think, amazingly placed. Owing to our Indian base, we have a core competitive advantage --our people. We have more high quality people available at a lower cost than most of our competitors in the international market place.” ‘Porter’ identifies two type of competitive advantage, “one is to compete on the basis of lower cost then their rivals, or on the basis of differentiation where they provide some unique and superior value, Stated Stacy (1993, p 57). Furthermore Stacy (1993, p 57); Robson (1997, p-52); Thompson, (2001, p 312) indicated that the firms can use these competitive advantages either in a broad or narrow way, with their competitive scope.” In figure (3) ‘Porter’ had suggested four kinds of strategies. In Tata’s case, such as steel industry where the industry structure is that low cost is the source of competitive advantage, then
the group may success only if they takes a broad approach and goes for cost leadership. In case of Tata automobile parts industry, the standardisation of product will help the group to achieve the lowest cost of products and while adopting the cost focus strategy. Cost focus strategy will also help the group to sweep out the highest cost producer competitors from the market. In differentiation strategy the group will succeed only if they take a broad approach and differentiate its whole range of products; for example Tata’s Automobile; the launch of lowest cost car in Indian market.

Figure (3): Porter’s Genetic Strategies

The value chain of Tata group is highly independent of company’s resources; the value chain of Tata’s is developed in a manner to produce the resources at the place of manufacturing. The groups cost leadership strategy in steel industry led the group to develop the city of Jamshedpur. The core strategies of the group are to acquire the resources and feed the other industries such as steel and automobile. However; having an excellent business model, a good competitive advantage and an effective value chain depends on the exploitation of resources and competence. Robson (1997, p-52) stated that, “A core competency should make a significant contribution to perceived customer benefit of the end user”.
Exploitation of resources and competence

Typically, Tata’s business competes on the basis of their available tangible and intangible resources and the skills. The skill resources are in essence the group’s core competences. Sutherland and Canwell (2004, p 254) stated that, “at corporate or strategic levels of management the core competencies are difficult to manage” The Tata’s core strategies of exploiting its resources and competence to meet the challenge of external environment are somehow similar to the dimensions of business excellence. The dimensions relates to the pattern in the sequence of strategic action taken by the group. The group built their strengths and core competences and never diversifies far away from these (Ellis, 2002; Goldman, 2005). The senior management has a clear understanding of their business as well as micro and macro environment. The Group’s knowledge and experience provides the basics of their management intuition and credibility. They only do what they know and avoid what they don’t. For example the group sticks to the steel industry as the main aim of strategic development to achieve cost leadership.

The group actively is a Customer and Market Oriented corporate, listens to the customers and place excellent emphasis to deliver quality, reliability and high level of service. For example; Mr. Harsh K. Jha, Managing Director; “Tata Metalink” stated in his interview, “When we recently exported our first consignment to Japan, the customer opened the container, had one look at the product, and emailed us immediately. He was delighted with the consignment. This Japanese customer has signed a long-term contract to be our exclusive agents,” (Meghani, 2004) Tata sets very high standard in these regards and ensure their achievement through reward system that includes emotional rewards. Another example of customer orientation is Tata’s marketing campaign for Rallis India Ltd. (One of the Tata Group Company’s). Rallis manufactures and sells agrochemicals, pharmaceuticals and fine chemicals. For a new innovative product the group involved the end users in this project, they named the campaign “The Silent Revolver” because of the strategy involved talking directly to the end consumer - the farmer, without making a noise. The operation was successful and now; the agrochemicals division of “Rallis India Ltd” is the largest and most profitable, engaged in the development, manufacture and
marketing of pesticides (Agarwal, 2007). The strategic approach to involve the customers and act on the voice of customers (VOC) led the group to spend more in research and development of innovative products.

The other value drivers of the group to successfully exploit the resources are the productivity through the people and liberty and entrepreneurship. The group empowers people to make decisions about their own jobs, the culture values are that the people are not penalized for failures they should be educated and led them to continuous improvement. The group also express concern for the feeling of their employees and try to foster attitude in which people perceive themselves as belonging to an extended family (Gopalkrishnan, 2003). Furthermore; The Indian Institute of Science (IISc), Tata Institute of Fundamental Research (TIFR), Tata Institute of Social Sciences (TISS), Tata Energy Research Institute (TERI) are some of the examples, the group developed for the better future of employees and their families. Another example “The Jamshedpur City” is the India’s best run city; also the only one managed by the Tata Group. The city was developed by the group solely for the employees to run the Jamshedpur Steel plant under “Tata Steel Industries” and to serve the whole country. The group’s long term strategy to bring the people to the resources led the group to achieve the lowest cost producer in the Indian steel industry (Tombat, 2007).

**Tata’s current strategies**

Expending globally is the main strategy of Tata’s. Currently the group is acting rapidly and acquiring other companies in different countries. Goldman (2005) stated that, “The Tata Group from India is rapidly building a stronger presence in South Africa, as a key part of its current globalisation strategy. The group’s interests in the automobile, steel, telecom, information technology and energy sectors.” Further in recent article published on November 08, 2007 in India’s most popular news paper ‘The Hindustan Times’ the author Krishnan (2007) said that, “This strategy is not new to the Tata group. In 2000, it bought the loss-making UK-based Tetley Tea-its first major global acquisition-which was several times its size, but more up-market, making Tata Tea the world’s No. 2 branded tea maker.” In addition; Krishnan (20070 stated, “The Tata group's bid to buy premium
vehicle brands such as Land Rover and Jaguar may bolster Tata Motors' image as a global company and help it go upscale, in much the same way that previous acquisitions such as Tetley Tea Ltd and Corus Group Plc. did for Tata Tea Ltd and Tata Steel Ltd, respectively.”

Conclusion
In the whole; the group is acquiring the different strategy in the different market; such as; in the home country Tata’s strategies are same as to cost leadership and differentiations. The announcement of introduction of Tata’s 1 Lakh car had already penetrated the market and the rivals and competitors are worried about the market. Recently; the “Global Insight” stated in the analysis that, “It is likely that VW will wait to see what impact Tata's proposed “1-lakh car” has on the Indian automotive industry before deciding on a final strategy for entering the country.” The eagerly awaited model is due to go on sale at the end of next year and will have a price tag of roughly 100,000 rupees (US$2,298), hence the unofficial name of the project. As per the Bowman’s Strategic Clock analysis; adopted by Johnson & Scholes (2005); (1) No frill strategy; “a low frill strategy combine a low price and low value added, low perceived product/services benefits and a focus on a price sensitive market segment.” The group is using the strategy in Oil industry. (2) A Low price strategy seeks to achieve a lower price then competitors whilst trying to maintain similar perceived product or service benefit to those offered by competitors. The Group is trying to achieve the low price strategy in markets such as automobile industry in order to provide lowest price cars and achieve a high share in the market. (3) A hybrid strategy seeks simultaneously to achieve differentiation and a price lower then that of competitors. The hybrid strategy is used by the company in various industries, it involved a higher degree of organisational excellence and integration of all the departments. Here the strategy of the group is to maintain the cost of raw materials as lowest as possible and to achieve the lowest cost of final products. The group also invested a huge amount in research and development in order to achieve the highest degree of quality at the lowest price (See Appendix 2).
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Appendix (1)

Tata’s Core Values

Five core values
The Tata Group has always sought to be a value-driven organisation. 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 India.

- **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.

- **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 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.

Source: Tata Group: Leadership with Trust
Appendix (2)

Bowman’s Strategy Clock.

Source: www.google.com

1) No frill strategy; a low frill strategy combine a low price, low perceived product/services benefits and a focus on a price sensitive market segment.

2) A Low price strategy seeks to achieve a lower price then competitors whilst trying to maintain similar perceived product or service benefit to those offered by competitors.

3) A hybrid strategy seeks simultaneously to achieve differentiation and a price lower then that of competitors.

4) A differentiation strategy seeks to provide products and services benefits that’s are different from those of competitors and that are widely value by buyers.

5) A focused Differentiation strategy seeks to provide high perceived product/services benefits justify a substantial price premium, usually to a selected market segment.

Route 6, 7 and 8 are failure strategies,

A failure strategy is one that does not provide perceived value for money in terms of product features, price or both.

Source: Johnson, Scholes and Whittington (2005)