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Export Marketing Strategy Of Automobile Industry In India: A Case Study Of Tata Motors Ltd

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ABSTRACT
With the increasing growth in demand on back of rising income, expanding middle class and young population base, in addition to a large pool of skilled manpower and growing technology, will propel India to be among the world's top five auto-producers by 2015. India is also one of the key markets for hybrid and electric medium-heavy-duty trucks and buses. Tata Motors is also expanding its international footprint, established through exports since 1961. The Company's commercial and passenger vehicles are already being marketed in several countries in Europe, Africa, the Middle East, South East Asia, South Asia and South America. Exports bring valuable foreign exchange to the exporting country, which is mainly required to pay for import of capital goods, raw materials, spares and components as well as importing advance technical knowledge. The objective of this paper is to focus on understanding the Marketing Strategies of Maruti Suzuki India Limited.
Keywords: *Export Marketing, Automobile Industry, Tata Motors Ltd, India*

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INTRODUCTION

The automotive industry in India is one of the larger markets in the world. It had previously been one of the fastest growing globally, but is currently experiencing flat or negative growth rates. India's passenger car and commercial vehicle manufacturing industry is the sixth largest in the world, with an annual production of more than 3.9 million units in 2011. According to recent reports, India overtook Brazil and became the sixth largest passenger vehicle producer in the world (beating such old and new auto makers as Belgium, United Kingdom, Italy, Canada, Mexico, Russia, Spain, France, Brazil), grew 16 to 18 per cent to sell around three million units in the course of 2011-12. In 2009, India emerged as Asia's fourth largest exporter of passenger cars, behind Japan, South Korea, and Thailand. In 2010, India beat Thailand to become Asia's third largest exporter of passenger cars.

India is an emerging market for worldwide auto-giants. Due to low cost of labor many multinational companies are investing in India. Multinational automakers, such as, though not limited to, Suzuki and Toyota of Japan and Hyundai of South Korea, were allowed to invest in the Indian market ultimately leading to the establishment of an automotive industry in India. Maruti Suzuki was the first, and the most successful of these new entries, and in part the result of government policies to promote the automotive industry beginning in the 1980s. As India began to liberalize their automobile market in 1991, a number of foreign firms also initiated joint ventures with existing Indian companies. The variety of options available to the consumer began to multiply in the nineties, whereas before there had usually only been one option in each price class. By 2000, there were 12 large automotive companies in the Indian market, most of them offshoots of global companies. The Premier Padmini was the Ambassador's only true competitor.

Established in 1945, Tata Motors' presence indeed cuts across the length and breadth of India. Over 4 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). The company is establishing a new plant at Sanand (Gujarat). Tata Motors, the first company from India's engineering sector to be listed in the New York Stock Exchange (September 2004), has also emerged as an international automobile company.

Tata Motors is committed to improving the quality of life of communities by working on four thrust areas – employability, education, health and environment. The activities touch the lives of more than a million citizens. The Company's support on education and employability is focused on youth and women. They range from schools to technical education institutes to actual facilitation of income generation. In health, our intervention is in both preventive and curative healthcare. The goal of environment protection is achieved through tree plantation, conserving water and creating new water bodies and, last but not the least, by introducing appropriate technologies in our vehicles and operations for constantly enhancing environment care. With the foundation of its rich heritage, Tata Motors today is etching a refulgent future.

OBJECTIVES OF THE STUDY

—To Review the progress of Indian Automobile Sector

—To understand the Marketing Strategies of Maruti Suzuki India Limited

REVIEW OF LITERATURE

The literature review on export marketing strategies in continues described:

Staelin (1974), in the research described, India has a history of export promotion policies extending back into the 1950's. These policies seem to have been applied without regard to comparative advantage and this study indicates the high cost of India's disregard for economic efficiency. Using the domestic resource cost concept as the criterion for measuring relative export efficiency, the present structure of Indian exports is examined on both the sectored and product level. The results show not only an unacceptably wide divergence in the domestic resource cost of exports on the margin - indicating a misallocation of resources in the export sector - but also an export incentive system which fails to select India's most efficient exports (1).

Wagner and et al (1981) in the research describedCustomer service in distribution is increasingly becoming a requirement for an integral part of marketing strategies for physical distribution. Customer services, many of which therefore were considered ancillary in allowing shippers and other transportation users to differentiate product/service offerings, are now necessary in order to compete successfully in the marketplace. This trend should gain considerable momentum as prices become higher and use of discretionary prices decreases. Therefore, it is imperative for marketing and distribution managers to accurately appraise and reevaluate the role of customer services (2).

Cedric L, and et al (1984), in the research described, defines four different profiles which reflect the nature and level of a firm's technological involvement in exporting and foreign sales. It is also possible to characterize a firm's export marketing strategy along a reactive-proactive continuum. Technology profiles and marketing strategies are then linked together to suggest the optimal approach to developing overseas markets for a given type of firm. A number of essential requirements for successful export marketing are also described. It is suggested that success requires a combination of innovation, adaptation, and an appropriately selected marketing strategy (3).

Wong and et al (1987), in the research described, which examined hypotheses about Japanese marketing using a matched sample of British companies and their major Japanese competitors. Japanese subsidiaries in Britain were shown to be much more marketing-oriented, more responsive to strategic opportunities, and more single-minded in their pursuit of market share. Organizationally, there were few differences between the two groups. The Japanese subsidiaries, however, were more inclined to use product or market-based divisions and continuous, informal planning and control procedures. The result is that managerial focus and responsibility are centered upon overall product-market rather than financial or production performance, with continuous feedback facilitating rapid adaptation and implementation of marketing plans and strategy (4).

Tamer and Naor(1987), in the research described, Exporting continues to be the major type of foreign involvement for many American companies. This paper reports on an empirical study designed to relate a comprehensive set of firm and management characteristics to such activity. Potential correlates of export marketing activity are identified through a literature search and are then used to discriminate between exporting and no exporting firms. The findings indicate that profiles can be developed for exporting and no exporting firms. Organizational and management characteristics can provide meaningful profiles which are capable of distinguishing between exporting and no exporting firms. The implications of these finding for management, public policy, and future research are discussed (5).

Shipchandler and et al (1994), in the research described, this study investigates marketing strategies of European and Japanese firms manufacturing in the United States, the relationship between those strategies and the success achieved, and the role that manufacturing in the US plays in the export activities of the parent firm. The survey results suggest that most foreign firms manufacturing in the US emphasize the non-price elements of marketing including product adaptation. The study also found a direct relationship between the extent of research and development undertaken in the US by foreign firms and their market share in the US. Japanese firms were more likely than European firms to export to the US before manufacturing in the US, and Japanese subsidiaries in the US were heavier importers of intermediate goods than their European counterparts.

Theodosiou and et al (2003), in the research described, Despite 40 years of debate on international marketing strategy standardization vs. adaptation, extant empirical research is too fragmented to yield clear insights. Based on an integrative analysis of 36 studies centering around strategy standardization/adaptation, its antecedents, and performance outcomes, this stream of research was found to be characterized by non-significant, contradictory, and, to some extent, confusing findings attributable to inappropriate conceptualizations, inadequate research designs, and weak analytical techniques. The central conclusion that stems from this analysis is that the decision whether to standardize or adapt the marketing strategy to achieve superior business performance will largely depend on the set of circumstances that a firm is confronted by within a particular foreign market at a specific period of time .

Nes and et al (2007), in the research described, Interorganizational relations have been a major focus of marketing scholars in the past 2–3 decades. In this study, we explore the impact of national cultural differences, a factor that is unique to international relations, on behavior variables in exporter–foreign middleman relations. Furthermore, we argue that communication has an extended role in international channel relationships, and that it influences relationship variables in a different manner than in domestic relationships. The study supports that national cultural distance and communication have significant impact on trust and commitment, that communication may influence variables differently than in domestic relations, and that the degree of commitment toward the foreign distributor or agent is directly related to the financial performance in that market (8).

Slatera, and et al (2010), in the research described, it seems logical that performance is maximized when a business produces a creative marketing strategy and achieves marketing strategy implementation effectiveness. However, cultural tensions and resource competition may make it difficult, or impossible, to achieve both. Contingency theory suggests that market and/or firm level influences may exist that make one or the other more important. Thus, it is important for researchers to investigate those conditions so that we can provide managers with guidance regarding where to allocate their resources. The study reported in this article assesses the impact that environmental conditions and business unit strategy have on the relative importance of marketing strategy creativity and marketing strategy implementation effectiveness. We discuss implications for managers and scholars (9).

Leonidoua and et al (2012), in the research described, Building on the resource-based view, we develop a model of drivers and outcomes of environmentally friendly marketing strategies in the Greek hotel sector. Data collected from 152 hotels reveal that possessing sufficient physical and financial resources is instrumental in achieving effective green marketing strategies. In addition, shared vision and technology sensing/response capabilities help develop a sound environmentally friendly marketing strategy. In turn, the adoption of such a strategy is conducive to obtaining competitive advantage, which subsequently increases the potential to achieve superior market and financial performance. Furthermore, the study finds that the effect of environmental marketing strategy on competitive advantage is stronger in the case of intense competitive situations, while market dynamism has no moderating effect on this association. Several implications can be drawn from the study findings for both corporate and public policy makers and interesting directions for future research are provided (10).

METHODOLOGY

In order to get first hand and authentic data I have observed various markets .This methods helped to collect unbiased information. Moreover, I have systematically framed the questionnaire to collect the data. Basically three questionnaires were framed one for Business Heads, Regional managers and export managers respectively. Objective type the questions were framed with multiple choices. Besides, Secondary data was collected through various published sources i.e. reference books, journals, newspapers, reports, records available with this market.

Tata's Global Operations

Tata Motors has been in the process of acquiring foreign brands to increase its global presence. Through acquisition, Tata has operations in the UK, South Korea, Thailand and Spain. Among these acquisitions is Jaguar Land Rover, a business comprising two struggling iconic British brands that was acquired from the Ford Motor Company in 2008. In 2004, Tata acquired the Daewoo Commercial Vehicles Company, South Korea's second largest truck maker. The re-branded 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 exports out of South Korea are from Tata Daewoo.

In 2005, Tata Motors acquired a 21% controlling stake in Hispano Carrocera, a Spanish bus and coach manufacturer. Tata Motors continued its market area expansion through the introduction of new products such as buses (Starbus&Globus, jointly developed with subsidiary Hispano Carrocera) and trucks (Novus, jointly developed with subsidiary Tata Daewoo). In May, 2009 Tata unveiled the Tata World Truck range jointly developed with Tata Daewoo. Debuting in South Korea, South Africa, the SAARC countries and the Middle-East by the end of 2009, santhosh .In 2006, Tata formed a joint venture with the Brazil-based Marcopolo to manufacture fully built buses and coaches for India and other 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 has franchisee/joint venture assembly operations in Kenya, Bangladesh, Ukraine, Russia and Senegal. 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. Tata has a growing consumer base in Italy, Spain and South Africa. India with Motor vehicle production of 3,536,783 units was one of top 10 motor vehicle producing countries in 2010. Tata Motors with 1,011,343 units was one of top 20 motor vehicle manufacturing companies by volume in 2010.

Tata Motors' Companies Relationship

Table: 1 Tata Motors' Company's Relationship:

Tata Motors, Ltd (India)				
Hispano		Subsidiary	Europe	
Jaguar		Subsidiary	Global	
Land Rover		Subsidiary	Global	
Tata		Division	Global, except North America	
Tata Daewoo		Subsidiary	South Korea	

Products Overview of TATA Motors

Tata Motors owes its leading position in the Indian automobile industry to its strong focus on indigenization which has driven the Company to set up world-class manufacturing units with state-of-the-art technology. Every stage of product evolution-design, development, manufacturing, assembly and quality control, is carried out meticulously. It involves five categories of product manufacturing: Passenger cars, Utility Vehicles, Trucks, Commercial Passenger Carriers, Defiance Vehicles

Current Market Situation and Competition:

The company reported a 12.7% rise in net revenue to just over £1 billion in a three-month period ended on September 30 and half way into the financial year 2009 its profit before tax was up by 33% at £194 million on revenue 2.7% ahead at £1.89 billion.

Passenger Vehicle (PV) industry sales volume, including exports, crossed the 1mn mark. The PV market is highly competitive with 13 players in operation, out of which 9 are global majors and compete in the market with over 55 models across 9 segments. 80% of the market is for vehicles below Rs 0.5mn.

Tata Motors ranks as the second largest car manufacturer behind Maruti Udyog. The primary competitors of Tata Motors are Ashok Leyland in the commercial heavy vehicle segment and Maruti Udyog and Hyundai are in the passenger car segment.

Volvo has been increasing its investment in the automotive sector in India and so have a wide range of other international companies from Europe and America.
Tata Motors' dealership, sales, services and spare parts network comprises over 3500 touch points; Tata Motors also distributes and markets Fiat branded cars in India. The 28Tata-Fiatdealers, who together have 44 outlets, are located in 11 cities.

SWOT Analysis

Strengths:

The international strategy 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. The company has a strategy in place for the next stage of its expansion. It is focusing upon new products and acquisitions, also has a program of intensive management development 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 both companies.

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.Tata has not got a foothold in the luxury car segment in its domestic 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?

Opportunities:

In 2008 it had added the Land Rover and Jaguar, two of the World's luxury car brands to its portfolio by purchasing it from Ford Motors for UK. And will undoubtedly off 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 plant, at a time when the World is looking for environmentally friendly transport alternatives. New and emerging industrial nations such as India, South Korea and China will have a thirst for low-cost passenger and commercial vehicles.

Threats:

Other competing car manufacturers have been in the passenger car business for 40, 50 or more years. Therefore company has to catch up in terms of quality and lean production. 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. Rising prices in the global economy could pose a threat to the company.

Industry performance:

The Company's total domestic sales grew by 10.9% to 8, 63,248 vehicles in FY 2011-12. Commercial Vehicle sales increased by 15.7% to 530,204 units, while Passenger Vehicles sales increased by 4% to 333,044 units. The competitive scenario intensified as the existing OEM's launched new variants to protect market share and new entrants sought to gain a foothold in the market. The Company maintained leadership with a market share of 59.4% in the Commercial Vehicle segment despite international OEM's entering the market. For Passenger Vehicles, in a highly competitive environment, the Company was successful in maintaining its market share of 13.1%. The Company's exports grew by 8.6% to 63,105 units during the year. The growth was driven by focus on the emerging markets in SAARC, South Asia and Africa. The industry performance in the domestic market during **FY 2011-12** and the Company's market share is given below:-

Table: 2 Market Share of the Co.

Category	**Industry sales**			**Company Sales**			**Market Share**	
	2011-12	2010-11	Growth	2011-12	2010-11	Growth	59.4%	61.2%
Commercial	892,349	748659	19.2%	530204	892,349	15.7	13.1%	13.1%
Passenger	2,538,418	2,450,356	3.6%	333,044	2,538,418	4.0%	25.2%	24.3%
Total	3430767	3199015	7.2%	863248	3430767	10.9	97.7%	98.6%

Source: Society of Indian Automobile Manufacturers report and Company Analysis

Commercial vehicles Include V2 Van sales;Passenger vehicles include Fiat and Jaguar Land Rover branded cars.

Commercial Vehicles:

During the current year, the domestic Commercial Vehicle market, recorded a growth of 19.2% with the highest ever sales of 892,349 vehicles. The Medium and Heavy Commercial Vehicles (M&HCV) sector grew by 6.5%, while growth of Light Commercial Vehicle (LCV) segment was at 29.1%. The lower growth of agriculture, manufacturing and construction, mainly contributed to lower growth in Commercial Vehicle segment at 19.2% in current year as compared to 27.3% in FY 2010-11 over FY 2009-10. Further, M&HCV demand was mainly affected by higher interest rates and restricted availability of financing support, due to tight monetary policy by the RBI.The domestic industry performance during FY 2011-12 and the Company's share are given below:

Table: 3 Domestic Industry Performances During FY 2011-12

Category	Industry sales			Company Sales			Market Share	
	2011-12	2010-11	Growth	2011-12	2010-11	Growth	2011-12	2010-11
M&HCV	348,773	327,583	6.5%	207,086	196,651	5.3%	59.4%	60%
LCVs	543,576	421,076	29.1%	323,118	261,637	23.5%	59.4%	62.1%
Total	892,349	748,659	19.2%	530,204	458,288	15.7%	59.4%	61.2%

Source: Society of Indian Automobile Manufacturers report and Company Analysis

LCVs include V2 Van sales

The Company's sale of Commercial Vehicle in the domestic and international markets was 585,283 units representing a growth of 15.1% over the previous year. The growth was driven by focused product actions, enhancement of quality of the service network, increased service outlets, and financing options suited to customer needs. However, the domestic market share during the year was 59.4%, lower by 180 basis points, compared to 61.2% last year.

The LCV segment continued to drive growth for the Company. The Company's sales increased by 23.5% to 323,118 units from 261,637 units in FY 2010-11, due to improved performance in the pickup segment and ramp up of production in the Pantnagar plant aided volume growth in the LCV truck segment. The commercial production has commenced at Dharwad. The major launches in FY 2011-12 were Ace Zip and Magic Iris. The sales of the Tata Ace continued to increase year-on-year. However, the entry of new competition in the small commercial vehicle category, and the expanding market size in this segment, resulted in lowering of the Company's market share in LCV segment to 59.4% in FY 2011-12 from 62.1% in FY 2010-11.

In M&HCV category, the Company sold 207,086 units during FY 2011-12, which resulted in a market share of 59.4%. The economic crisis in the Euro Zone and political unrest in the Middle East, mainly contributed to a slowdown in the global economy. The real GDP growth in the Euro Zone dropped successively each quarter of the year. SAARC and ASEAN countries, however, continued to grow steadily. In particular, the growth in Small Commercial Vehicle segments in these geographies was robust. The new launches during FY 2011-12 include the Tata Divo, a super-luxury inter-city bus and new variants in the Tata Starbus Ultra range. The Company also showcased a fuel-cell bus and other advanced hybrid technologies at the New Delhi Auto Expo in January 2012.

Table: 4 Auto Expo in January 2012.

Category	Industry sales			Company Sales			Market Share	
	2011-12	2010-11	Growth	2011-12	2010-11	Growth	59.4%	61.2%
Micro	74,521	70,431	5.8%	74,521	70,431	5.8%	100.0%	100.0%
Compact	856,072	834,271	2.6 %	176,104	159,412	10.5%	20.6%	19.1%
Mid-size	204,729	174,074	17.6%	19,645	38,167	48.5%	9.6%	21.9%
Executive	41,557	49,269	15.7%	4,796	8,536	43.8%	11.5%	17.3%

Premium and Luxury	12,027	12,097	0.6%	985	425	131.8 %	8.2%	3.5%
Vans (Note a)	152,019	161,939	6.1%	7,958	1,313	506.1 %	5.2%	0.8%
Total (Note b)	2,538,418	2,450,356	3.6%	333,044	320,252	4.0%	13.1%	13.1%

Source: Society of Indian Automobile Manufacturers report and Company *Analysis.*
* including Fiat & Jaguar Land Rover branded cars.
Note (a) Excludes V2 Van sales.
Note (b) Total Industry nos. include sales in other segments

CONCLUSION

India is the second most populated country in the World, and the growth rate of Indian economy is very high, which indicates the presence of huge demand in different industrial sectors. Its automotive industry has grown very rapidly from the middle of 1990's. Recently, there are two big investments expected to boost the sector further, one is from Maruti and the other is from Honda Siel. Tata's proposed investment to manufacture cheap car is also expected to boost the industry.

Tata Motors is the only company in India with a broad based presence across the industry, in all segments of the commercial vehicles market – heavy and medium commercial vehicles, light commercial vehicles, pick-ups, sub one-tone mini-trucks - and key segments - compact, midsize car and utility vehicle segments - of the passenger vehicles market. In addition, Tata Motors' Presence to be extended to new geographies such as UK, Libya, Egypt, Tunisia Brazil, Columbia, Peru Mexico, Yemen, Angola, Malaysia, Indonesia and Australia.

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