

INTEGRATED CASE STUDY ANALYSIS: TATA GROUP

by Student's Name

Code + course name

Professor's name

University name

City, State

Date

Executive Summary

Nowadays, the Tata Group is considered a vivid example of a successful and profitable international business that has integrated innovation and change into its strong corporate culture. Its brand evokes trust and guarantees success for the companies operating under its name. However, it was not the case at the beginning of the 1990s when the shares of various Tata companies were chaotically owned by both small and large units. Moreover, there was no cohesion within the group itself; it meant that the corporation was losing both opportunities and revenues. Therefore, in 1992, Mr. Tata, the then executive director of the parent company Tata Sons Ltd., decided to adopt a strategic management approach and initiated a range of programs aimed at altering the situation for the better. These initiatives have proved to be extremely successful as virtually within a decade, the business group managed to rise to the top of the list among the international corporations even though many business people thought it unlikely because of the Indian origin of the parent company. Nevertheless, these sceptics had to reconsider their previous beliefs; today, the Tata Group's case is studied as an example of an effective and efficient management; some of its tactics and strategies are analyzed for their applicability in other companies that are striving to make a breakthrough success.

Irrespective of the effectiveness of strategic management at the Tata Group, it should be noted that the business still faces some problems, for instance, in terms of its structure and relatively high level of the member companies' autonomy in making decisions about the recommended group initiatives and cooperation with other units within the group. These problems rise to the foreground especially nowadays when the new management of the Group has to decide whether to continue following the existing course of development or to devise a new one. The current integrated case study aims to answer this question and give

recommendations to the new management of the Tata Group based on a comprehensive literature review and analysis.

In order to reach this overall goal of the paper, another objective has to be set, in particular, concerning analysis, synthesis, and critical evaluation of the available literature and its use for the analysis of the Tata Group's case so that credible and well-informed recommendations are given. For the purpose of narrowing the analysis, it has been decided to choose and review the sources relating to three core aspects of any business, which include strategic management, human resources management, and marketing management. Afterwards, the literature review is to be applied to the analysis of the Tata Group's case so that it would be revealed whether the business group exploits the best practices or whether it should reconsider some aspects of its functioning and revise its structure.

Based on the critical analysis, it has been revealed that the Tata Group uses the best practices that are the most suitable for its structure, which is quite untypical for the Western conglomerates. This unique nature of the structure and corporate culture means that the Group cannot adopt some of the practices that would be highly effective in a corporation with a typically hierarchical structure. Concerning the problem with structure, the present integrated case study analysis issues respective recommendations that connections between the member companies should be fostered and strengthened. Meanwhile, the significance of the implementation of new initiatives should be communicated to them via available channels. Besides, the new management should study this issue in more depth with account for peculiarities revealed in the analysis of separate Tata companies that are the most reluctant in terms of using group services and engaging in synergic cooperation with other counterparts. Finally, it has been found that the case study of the Tata Group may be not applicable for the implementation in other companies, especially corporations of the Western

type, without amendment of desired practices with account for the local peculiarities of those companies.

Introduction

In the contemporary highly competitive environment, it is difficult for companies to gain competitive advantages and significant market shares without application of various innovative theories, strategies, and models. However, this issue seems not to be the case for the international Tata Group that within a relatively short time span, has managed to grow into a multi-billion business with a strong corporate identity and recognizable brand. Such a remarkable success of this multinational business corporation has been attributed to many factors, which are explored in the case study entitled “Creating a Corporate Advantage: The Case Study of the Tata Group.” The matter is that the Tata Group is often employed as a sort of a role model for other corporations operating in the global market and searching for an effective means of restructuring and reformation with an aim of becoming more competitive and profitable. This desire has turned into an urgent need for many businesses all over the world because of the recent economic crises and worsening economic environment in some parts of the globe, as well as increasing competition because of the rapid process of globalization and increase in the customers’ demands for a high quality at a reasonable price. Hence, the success of the Tata Group has to be studied in depth in order to single out the key components that have allowed it to emerge as one of the global business leaders.

Moreover, analysis of the Tata Group’s case study is extremely topical if to take into consideration that its top manager, who was the driving force of all fundamental and innovative changes within the business during his tenure, retired in 2012. It is yet to be seen whether the new leadership will decide to shift the direction of the group’s development radically or not, and how it will impact both the corporation’s revenues and image. Thus, the current integrated paper aims to analyze the case study under consideration by singling out

the key problems and providing recommendations based on the review of several credible sources with the help of such methods as analysis, synthesis, and critical evaluation of the available information. Analysis of the case study and respective literature review will focus on three crucial aspects of any business organization, including strategic management, human resources management, and marketing management. These three points have been chosen for the present integrated case study analysis because of their significance in terms of the success of any organization, especially of a large multinational business such as the Tata Group.

The case of the Tata Group is quite unique in some respects because of its peculiarities. Its structure is uncommon from the perspective of Western multinational corporations. It has a parent company called Tata Sons Ltd., which, however, is not a management center that oversees activities of all subsidiaries and subdivisions, but rather is a guiding leader that advises and recommends instead of imposing guidelines and rules. Moreover, Tata Sons is not listed unlike its subsidiaries that are all listed, which is also uncommon for Western corporations. Representatives of the company claim that their business structure can be compared to a tree, in which Tata Sons and trusts are roots. The trunk of this tree is represented by larger companies within the group that also form some bigger branches. In turn, smaller units are the tree's smaller branches and leaves that receive nourishment from the roots and the trunk and have a chance to grow into bigger branches with time. Such a view of the structure is completely different from a hierarchical structure typical of the West that reminds a pyramid with the holding company being at the top and other companies of the conglomerate being situated underneath depending on their size.

The business Group under consideration is also highly socially responsible and actively participates in the life of local communities, in which it operates. Its core philosophy focuses on its obligation to return to the society tenfold more than what the company receives from it. This is the main reason for why two-thirds of Tata Sons' equity is held by several

philanthropic funds. Besides, the corporate culture is extremely strong across all branches and divisions of the Tata Group. Finally, the Tata brand is recognizable all over the world; it is associated with strength and dependability. If a small company is affiliated with the brand even in the case the word *Tata* is not mentioned in its name, as it often happens, it is still more likely to receive financing, attract investors, and enjoy demand among customers. Therefore, the brand itself may be regarded as an important competitive advantage enjoyed by all member companies. The aspects mentioned above are only some of the peculiarities that make the Tata Group unique in many respects, but these aspects also mean that the best practices employed by the business are not always suitable for replication.

However, there are some problems within the Group associated with the fact that not all great and visionary initiatives suggested by Tata Sons are implemented by all member companies that have a right to choose whether they want to adopt some program or not. Besides, there are some other issues that demand a thorough consideration. Nonetheless, the current paper does not aim to single out all the problems present in the Tata Group. Its research goal is determining whether the respective case correlates with the models available from the analyzed literature. The key problem is whether the new management of the corporation should continue following the current course of actions or whether it should alter some elements that cause the most problems. The present report consists of such parts as Executive Summary, Introduction, Case Brief, Problem Statement and Plan of Analysis, as well as three Literature Review sections, Analysis and Findings, Proposed Solutions to the Problem, Conclusion, Reference List, and Appendices.

Case Brief

The case study under consideration is entitled “Creating a Corporate Advantage: The Case of the Tata Group.” It focuses on a multi-billion multinational business group originating from India and gradually spreading its activities all over the world. This business

group claims to have developed a new type of a company on the global stage that is more diversified than the overwhelming majority of Western companies. Hence, it can engage in the life of local communities better and possess more corporate advantages than its rivals (Chitoor et al. 2013). Such advantages are also supported by a unique corporate structure and culture that, according to the company's representatives, seem to have no analogs in the world (Chitoor et al. 2013). Thus, the case study has attempted to provide a brief overview of the Tata Group, its structure, corporate culture, and peculiarities of its functioning that has allowed the corporation to become extremely successful in the recent past despite the global economic crisis and other challenges that international businesses have encountered.

The authors of the case study under analysis state that the primary motivation for creation of their report was the appointment of a new chairman of the Tata Group in December of 2012 who had to decide on the direction of the corporation's further development. It is important to note that such an appointment is a rather remarkable event for the Tata Group as it had only five chairmen during 140 years of the company's functioning in both the Indian and global markets (Chitoor et al. 2013). This appointment may become a turning point for the business depending on whether the new chairman decides to continue following the previously developed course or implements the new one in a new direction that would significantly alter the present state of affairs and would mark a qualitatively new chapter in its history. This change in the top management inspired the authors to write and publish their case study based on the perspectives of Tata Sons' Director, R. Gopalakrishnan, who could draw their attention to some distinctive features of the business group thanks to his past experience of employment at Unilever, a typically Western multinational company. RG's insight into Tata's structure and operations were evidently invaluable in the process of the case study creation as his unique experience of working both for the Western company and the Indian Tata Group allowed him to compare the two objectively and point out some of

their core strengths and weaknesses. The case study under analysis is well-segmented and focuses on such key aspects as the structure of the business group with a brief description of its history, group services, and reporting of experience of how these group services are used by the member companies and a brief description of the corporate culture that is referred to as *Tata-ness* (Chitoor et al. 2013). Group services seem to be of a primary interest for the authors as a distinctive feature of the corporation that has granted it the key competitive advantage in the international market, including, for instance, Brand Equity Business Promotion, Tata Business Excellence Model, Group Strategic Sourcing, and many others.

The contemporary image of the business was shaped thanks to the initiatives of the previous chairman, Ratan Tata. He decided that Tata consisted of segments that failed to cooperate effectively, and this fact also impacted the income and image of the entire Group. Therefore, in 1997-1998, he concluded, “In the absence of a synergistic force, Tata companies were not taking a unified look at the future and were possibly missing out on opportunities” (Chitoor et al. 2013). He developed a course of actions in order to alter that state of affairs and unify member companies under the central leadership of Tata Sons. However, he did not support authoritative and intrusive management but relied on mutual understanding and willingness to cooperate for the sake of the common good. During his chairmanship, the controlling shares of Tata companies were consolidated under Tata Sons; moreover, group services were developed and implemented to benefit all the member companies irrespective of their size and revenues. The latter was possible thanks to the corporate level initiatives aimed at making the business more cohesive, which was facilitated through creation of the Group Executive Office and the Group Corporate Office tasked with the decision-making at the corporate level (Chitoor et al. 2013). One of the first and most successful initiatives was a corporate identity program, *Brand Equity Business Promotion*, that was launched with the aim to sustain “the power of the Tata brand” and streamlining “the

use of the Tata name by the group companies” (Chitoor et al. 2013). A peculiarity of this initiative is that it was not merely imposed on the management of group companies; the latter retained the power to decide whether they wanted to adopt it or not just like all subsequent corporate level programs. Nevertheless, in the case, they failed to comply with the new Group standards promoted by this and other programs, they risked losing their affiliation with the Tata brand.

A series of no less successful and innovative programs followed until the Tata Group was perceived as a quite unique and strong business with \$100 billion revenues and annual growth rate of 20% in 2012 (Chitoor et al. 2013). Another feature that sets the corporation aside from its global competitors is its corporate culture. RG supposes, “Tata-ness was the critical glue that bound the diverse businesses of the Tata Group together and created a common identity” (Chitoor et al. 2013). Moreover, the business is extremely progressive in terms of corporate social responsibility while its companies are deeply integrated with the local communities, doing their best to improve the quality of living and be active civic stakeholders. This commitment is engrained into Tata’s core philosophy; it indicates, “What comes from the people must go back to the people many times over” (Chitoor et al. 2013). Therefore, two-thirds of Tata Sons’ equity is held by several philanthropic trusts. In fact, the structure of the business group is another distinctive feature that deserves special consideration. As it was already mentioned, the parent company, namely Tata Sons, is the only unlisted company while its subsidiaries are listed (Chitoor et al. 2013). Such structure is very uncommon for Western multinational companies, but the Tata Group sees nothing strange in it and compares its structure to a tree sustained by Tata-ness.

Problem Statement and Plan of Analysis

The case of the Tata Group provides evidence of how a visionary strategic management can improve company’s image and boost its revenues over a relatively short

period of time. However, there are several issues that have to be thoroughly considered in terms of their effectiveness and applicability in the future. Some of such issues concern the structure of the business and how it impacts the implementation of corporate-level programs across different parts of the Group. Besides, it is to be seen whether the new top manager should consider amending the current state of affairs in Tata or not. Therefore, the present case study analysis supposes that the three key aspects have to be studied in more depth for researching the Tata Group, including its strategic management, marketing management, and human resources management. The following brief literature review focuses on these three broad aspects with the aim to determine some models and theories that can be useful in the analysis of the case study under consideration. Information is taken from several credible secondary and primary sources relevant to the topic under discussion and is summarized with the help of analytic and descriptive methods. Thus, the analysis of the case study is carried out in such stages as a review of the relevant literature with a special focus on the three topics mentioned above, assessment of the current position of the company, applicability of the determined models and theories to the case study, and proposed solutions to the problem. The key problem is to find out whether the new top manager of Tata Sons and hence the Tata Group needs to alter some essential elements in the business's strategic management, marketing management, and HR management programs that are among the core elements of the company's global success and potential competitive advantage.

Literature Review of the Sources Relating to Strategic Management

It seems reasonable to start the literature review with the sources that consider strategic management, which is an extremely topical aspect of the contemporary business management thanks to its effectiveness and efficiency and which impacts all the other aspects of the company's functioning. The concept of strategic management is not new. It has been known since 1973 when it was officially introduced at the First International Conference of

Strategic Management at the Vanderbilt University. Nevertheless, the term became widely-used only in the last two decades (Vasile & Iancu 2014). Due to the modern popularity of the concept, there is no single unanimously agreed definition. According to one of these definitions, “The process through which the top management of the company determines the long-term evolution and its performances assuring a strict formulation, an appropriate application and a continuing evaluation of the established strategy” (Vasile & Iancu 2014). In a nutshell, strategic management is a contemporary form of business management that takes into account both short- and long-term changes in the external environment, constantly evaluates the company’s abilities and performance, sets short- and long-term goals based on such evaluations, modifies them with account for the ever-changing dynamics of the market, seeks receipt of a competitive advantage over rivals, and implements various programs in order to achieve set strategic goals.

There are different models of strategic management shown in the form of schemes in Appendix A. One of the valuable sources for the analysis is an article by Tomita Vasile and Anica Iancu, “A Model of the Strategic Management Process.” The authors discuss a general process of strategic management and key stakeholders of the process. Figure 1 in Appendix A shows a simple model of strategic management with five key components. Although this model seems rather straightforward, the steps do not always occur as it is shown as there may be certain shifts back to reevaluating the situation and amending the strategy. Figure 2 in Appendix B depicts a model of strategy issuance of strategic management; it emphasizes the dynamic nature of the process and a constant need to take all the aspects of the business into consideration. Some of the sources related to strategic management are rather old, but most of them have not lost their value and are still applicable in the modern business environment. One of such sources is an article by Stephen B. Tallman, “Strategic Management Models and Resource-Based Strategies among MNEs in a Host Market.” In particular, the author’s

description of the strategic model of competition is of particular interest. This model assists in analyzing some competitive strategies that the company should undertake in the market, especially if it seeks to enter a new market (Tallman 1991). This model is derived from the institutional economics and “explicitly differentiates strategic intention and structural efficiency” in addition to emphasizing the significance of “managerial discretion, while retaining a role for structural efficiency as a source of competitive advantage” (Tallman 1991). This model is useful for businesses operating in highly competitive markets for projecting how they can gain a competitive advantage with the minimum costs and maximum efficiency.

There is also *Strategic Management Maturity Model* developed by the Balanced Scorecard Institute for monitoring the success of a company’s strategic management across eight key dimensions, including “leadership, culture and values, strategic thinking and planning, alignment, performance measurement, performance management, process improvement, sustainability of strategic management” (Strategy Management Group 2010). These dimensions are assessed based on the given achievements; each of them is assigned one of five possible levels of maturity. This model is presented in Figure 3 in Appendix A; it shows that the most successful companies in terms of strategic management are at the level of Continuous Improvement (Strategy Management Group 2010). Moreover, strategic management makes use of the Porter’s Five-Forces Model in order to develop, implement, assess, and amend the strategies. These five forces include Barriers to Entry, Bargaining Power of Buyers, Bargaining Power of Suppliers, Threat of Substitutes, and Intensity of Rivalry (see Figure 4 in Appendix A). Based on the analysis of these forces, the management is able to see and assess the position of a company and set appropriate and realistic goals for the further improvement and increase in competitiveness.

Literature Review of the Sources Relating to Human Resources Management

Nowadays, human resource management is one of the key issues in organizations as it acquires a set of new functions. Moreover, it has to be transformed in order to meet high demands set by the globalized dynamic businesses. It is an especially challenging task for multinational companies that have to build their HR management on a shared vision and common goals with an account for the local peculiarities of different divisions. According to Beaman (2003), companies have to answer the following question, “How do you build a ‘chaordic’ organization an organization that thrives on the border between ‘chaos’ and ‘order’, that is adaptive to changing conditions, controlling at the center while empowering at the periphery, leveraging worldwide learning capabilities, and that transcends geographic and divisional borders?” Thus, companies often start their HR management with the classic HR model introduced by Dave Ulrich (see Figure 5 in Appendix B). As seen from Figure 6, this model has three core elements, including business partners, shared services, and centers of expertise. Nevertheless, companies should remember that one basic model cannot satisfy their needs in full as it has to be amended with an account for their peculiar demands and strengths (Holley 2009).

Despite the benefits of employing the classic model, it is not the best fit for large multinational corporations that seem to lean to the model of strategic human resource management (see Figure 6 in Appendix B). The concept of strategic human resource management may be defined as “integrating human resource management strategies and systems to achieve overall mission, strategies, and success of the firm while meeting needs of employees and other stakeholders” (Dessler, Chhizer & Cole 2010). As seen in Figure 6, this model presupposes several steps such as environmental analysis, organizational mission and goals analysis, analysis of organizational strengths and culture, analysis of organizational strategies, choice and implementation of HR strategies, and review and evaluation of HR

strategies (Dessler, Chhizer & Cole 2010). Withal, this model is a beneficial set of strategic management and may be deemed the best model of HR management currently available.

One of the relatively recent HR management models is the Choice Model/Concept developed by Analoui (2002) on the basis of a reconceptualization of the existing ones. This model emphasizes that employees' commitment is of utmost importance for their performance and willingness to achieve the company's overall goals. This model is not based merely on the human relations; it rather claims that an open system should exist in the company that would allow all employees to contribute to the company's performance (Analoui 2002). Under this model, the HR management should be highly personalized; it should take into consideration the three core aspects, including internal, personal, and external environmental ones (Analoui 2002). The company's performance and effective achievement of its goals depend on the personal aptitude and attitude, socio-economic and political statuses, and comprehension of the priorities by all stakeholders (Analoui 2002). This model is rather flexible; it prioritizes appraisal and development of all employees. Besides, it is important to note that all HRM approaches and models may be subdivided into *Soft* and *Hard* types with the former emphasizing the quality, commitment, and flexibility of employees and the latter emphasizing the importance of strategy, under which HR resources are used for achieving organizational goals along with all other resources (Ihuah 2014).

Literature Review of the Sources Relating to Marketing Management

Nowadays, marketing management plays an integral role in the business environment whereby multinational corporations function in global markets and have to adapt to them. Such an approach is called *market-driven*; companies employ different models to monitor and assess markets, their actors, competitors, their products and services, and choose a respectively best course of action "thanks to better and faster understanding of what is being achieved in the extended market space" (Gordini 2010). All marketing models may be

subdivided into several categories depending on their goals and characteristics, including the models for strategy generation, models for strategy evaluation, descriptive models, normative models, predictive models, data-based models, models of subjective management judgments, stochastic and deterministic models, as well as dynamic and static models, and many Others (Wind 1986).

All marketing models are based on some key premises; the most traditional ones include the model of Six Cs (see Figure 7 in Appendix C) and the model of Eleven Ps of marketing decision-making, which includes four traditional and seven additional ones (see Figure 8 in Appendix C). These Six Cs enumerate key actors of the marketing process: company, competitors, customers (both existing and potential), cooperative arrangements, culture and other stakeholders, and channel members and intermediate marketing actors. Four traditional Ps include product, price, promotion, and place in addition to seven other Ps shown in Figure 8.

Within the scope of marketing management, there is a traditional marketing planning model that is “a model of logical-sequential decision making, incorporating objectives, strategies, tactics, implementation and control” (Greenley, Hooley & Saunders. 2004). However, this traditional model is outdated since it fails to address a number of critical aspects that should be considered in the process of marketing management. One of the primary concerns about its inadequacy is its failure to “address the organizational context of marketing planning adequately” (Greenlay et al. 2002). Moreover, it does not include organizational dimensions such as corporate culture and communication, as well as being inadequate in terms of managerial behavior that should be given more prominence.

Analysis and Findings

As mentioned above, the key problem to be tackled herein is determining whether the Tata Group should continue its current course of development with all the initiatives and

programs, which have been launched so far and, in particular, by Mr. Tata who retired in 2012 and gave way to the new leadership, or adopt a new one. The analysis will benefit if the business is analyzed from the perspective of the three key aspects: strategic management, human resources management, and marketing management. However, prior to proceeding to the analysis and its findings, it is essential to note one key limitation of the analysis, which consists in the lack of all required information in the case study. The authors of the case study failed to mention some aspects and problems that the Tata Group faces instead they focused on the peculiarities that provide the business with a competitive advantage in the global market.

In terms of strategic management, it is obvious that the Tata Group is strong in this respect judging from its performance and initiatives that it implements. If one applies a simple strategic management model, it is seen that when Ratan Tata decided to revitalize the group through a series of initiatives, he relied on strategic management and clearly understood the business and its mission. His motto was in line with the Group's philosophy, "What comes from the people must go back to the people many times over" (Chitoor et al. 2013). His key strategic objective was to unify all Tata companies and make them share a mutual vision of the future, which would allow them not to miss out any opportunities. This strategic objective was achieved through setting several mid-phase objectives and performance targets. One of such primary objectives concerned "disentangling the group companies' cross-holdings in other Tata companies by acquiring (for instance, Tata Steel's shares in Tata Motors) and consolidating controlling stakes under Tata Sons" (Chitoor et al. 2013). Once this goal was achieved, a long-term strategic plan was developed, which was in turn achieved through the development and completion of various short-term plans. These initiatives were aimed at making the Group more cohesive. For instance, these plans are related to such initiatives as creation of the Group Executive Office, the Group Corporate

Center, launch of the Brand Equity Business Promotion, implementation of the Tata Business Excellence Model, establishment of the Group Strategic Sourcing, and incorporation of the Tata Services Limited. The latter has been a fundamentally innovative step as the company is tasked with the provision of a wide range of centralized services of high quality to all Tata member companies at a price lower than the market one. These services are rendered by specialized departments and divisions, including the Group Human Resources, Group Corporate Affairs, Group Legal, Department of Economics and Statistics, Public Affairs Department, Labor Relations Bureau, Network/IT Department, Tata Management Training Center, and the Tata Central Archives (Chitoor et al. 2013).

The strategic plan has been implemented since the 1990s; it is still constantly improved, amended, and revised. Besides, evaluation and reformulation of a strategic plan happen alongside with its continuous implementation as the management needs to see what aspects of the plan are redundant and what aspects are direly needed. For instance, the Group Legal was not initially tasked with bringing all secretaries and in-house lawyers together, but after some time since its launch, it reevaluated the point as the lack of communication between these specialists that resulted in the duplication of work. Thus, Group Legal has launched the Annual Conference of Tata Company Secretaries and In-House Lawyers in order to make their work coordinated (Chitoor et al. 2013).

Activities of the Tata Group also fit the model of the Strategy Issuance of Strategic Management as the company's strategic plan follows the scheme presented in Figure 2. It is essential to note that the feedback is valued within the business group and top management of Tata Sons that holds regular meetings with the boards of directors and executive directors of all Tata member companies in order to listen to their ideas and opinions. In such a way, strategic objectives and plans are not treated as an obligatory imposition; they are a part of all employees' commitment to the group's shared goals. Unfortunately, it is impossible to apply

the Strategic Management Maturity Model to the Tata Group because of the lack of all required data in the case study, but several hypothetical assumptions can be made. The leadership is most likely to be at the level of Continuous Improvement as all managers are committed to the management excellence principles that are also embedded into the corporate culture. Culture and Values, as well as Strategic Thinking and Planning and Sustainability, are also at the level of Continuous Improvement. In turn, Alignment is more likely to be evaluated as a Structured and Proactive leaning towards Managed and Focused as there have been detected some problems in this respect. The Performance Measurement is implemented at the level of Managed and Focused while Performance Management and Process Improvement significantly differ in various group companies, but may be evaluated as a Continuous Improvement at the level of group services.

HR management at the Tata Group has undergone serious changes since the implementation of group services. Based on the data available in the case study under consideration, it is impossible to analyze human resources functions across all the companies, but at the level of group services, they have been significantly improved. One of the first initiatives of Ratan Tata was the establishment of Group HR that had 22 employees and was tasked with improving the intra-group communication without being a substitute for HR departments of separate units. Such a move testifies to the fact that the model of strategic HR management was deployed as Group HR performed all analysis mentioned in Figure 6. Thus, they assessed the state of affairs in each company and developed a strategic plan, which is in line with the Group's strategic objectives, as well as launching regular evaluations and revisions of their own short-term and long-term plans. According to the strategic vision of the group, the Group HR developed and launched activities relating to the talent recruitment and development through the People Planning Meetings in addition to "building a culture of achievement, learning, innovation, and organizational structure for people development"

(Chitoor et al. 2013). Having analyzed the available data, it may be concluded that the Tata Group, at least at the level of Group HR, has moved away from the classic model of HR management and currently leans towards the Choice Model and, thus, adheres to a soft human resources approach. This assumption is proved by activities of the HR management at Tata that promote the development, appraisal, commitment, and corporate culture.

Researching marketing management presents a huge challenge in the current integrated case study analysis as the overwhelming majority of data required for the application of the marketing models mentioned above are absent. Therefore, this fact causes a limitation of the present study. Besides, it would be a nearly impossible task to carry out such marketing management analysis as all Tata companies operate in different industries and hence have different inputs for the analysis. Out of Six Cs, only *culture* can be analyzed as it is often referred to as Tata-ness and considered “a way of life in the Tata Group” (Chitoor et al. 2013). The corporate culture is based on the belief that too much control would harm employees and hinder their creativity; therefore, it has been aimed at finding a balance between control and freedom. An important feature of the culture is that the group services are available to all Tata companies irrespective of their size. Moreover, the charges for these services are defined based on the revenues of group companies so that the smaller units pay less for the same services as the larger ones do. Such an approach allows developing and fostering innovation in all Tata segments; it also promotes commitment and value among employees. Moreover, it may be hypothesized that marketing management in the Group would be impossible without services rendered by the Tata Strategic Management Group and Department of Economics and Statistics. Besides, the brand serves as a powerful marketing tool for all member companies, and its custodian is the Group Corporate Affairs. Finally, it is also obvious that the business has moved away from the traditional marketing management model as it values culture, communication, and positive managerial behavior.

Proposed Solutions to the Problem and Conclusion

The key problem formulated and researched in the present integrated case study analysis has been whether the Tata Group's new management should continue following a previously developed strategic plan or alter some of its elements. Based on the above analysis, it may be concluded that the current course of business development is highly effective and efficient, and other alternative models and courses fail to offer the same success rate in terms of the implementation and revenues generation. The case study under analysis has been challenging in some respects because of some limitations. One of the major ones concerned the lack of information and data required for in-depth analysis of all aspects. Another limitation is that information available primarily concerned the group level while separate member companies remain under-researched within the scope of the present analysis.

However, there is one issue that should be solved as soon as possible in order to boost the Tata Group's performance. It concerns the lack of synergetic cooperation between different Tata member companies albeit this problem is a logical outcome of freedom of choice that different companies enjoy within the group. In order to solve this challenge within a short period of time, Tata Sons' direct interference would be required; in turn, it negates the founding principles of the corporate culture. Therefore, the new management has to find a way to solve this problem without destroying the premises, on which the group has reached its global success. A possible solution to this problem would be the analysis of possibilities for the beneficial cooperation of different companies prepared by the Department of Economics and Statistics or any other relevant division of the Tata Services Limited. Once the companies see benefits that they can obtain from the cooperation within the Group, they will be highly likely to decide in favor of trying it out even though they are mostly reluctant in this moment. Besides, profit seems to be not the main driving force within the Tata Group,

which is why the companies should be reminded about such core value as the commitment to the Group and its strategic goals. This issue could become a powerful incentive that would help smaller units grow and acquire revenues required for their numerous social and corporate responsibility programs.

It is also strange that not all Tata member companies use group services to the same extent; while some are active clients of various corporate subdivisions, others hire external consultants. Of course, it is not prohibited to employ services from external consultants, but it looks illogical as group services are of excellent quality and at a price lower than the average market one. Such unwillingness of smaller companies to use group services may be explained by the lack of knowledge about them. In any case, the only solution that can be offered in such a case is spreading and promoting information about available group services and encouraging Tata companies to share their experiences with each other. Furthermore, such exchange of experiences would also enhance the intra-group communication and make it more cohesive; it is one of the core strategic goals once formulated by Mr. Tata.

The above analysis has shown that the Tata Group is almost exemplary in terms of its strategic management and human resources management, at least at the corporate level. The group's HR management is consistent with the corporate culture; employees feel values, which promote their commitment and loyalty to the corporation in general and their companies in particular. Therefore, the soft HR approach may be considered an integral element of the Group's success story. Nonetheless, its HR management strategy is only a small part of the overall strategic management process that started in the business group in 1992 thanks to the innovative initiatives of Mr. Tata. It would be complicated for the new management to achieve the same level of recognition and devise a strategy that would be no less transformative and effective than the currently implemented long-term one. On the one hand, the new management may decide not to develop anything new and to continue

improving and revising some of the existing programs. On the other hand, the lack of innovation after almost two decades of implementing new initiatives may lead to general stagnation within the Group. Besides, the problem mentioned above resulting from the corporation's structure has to be resolved, not mentioning the fact that the new challenges appear every single day in the rapidly changing world. Therefore, the Tata Group has to be well-equipped and ready to tackle these issues. It is also essential to note that it would not be difficult for the new management to implement innovations and improvements as change for the better has become deeply embedded into the corporate culture; moreover, both the managers and ordinary employees are committed to offering new ideas.

All things considered, it may be concluded that the Tata Group is a highly successful international business that has achieved the current level of success thanks to its innovative and effective strategic management, human resources management, and other initiatives. Of course, there are some problems inherent in the functioning of the business group like the one associated with the lack of coordination between separate companies, but these problems are highly likely to be resolved thanks to the efforts of the top management and continuous improvement. Otherwise, it is not recommended to change the course of the Tata Group's development radically as it has already proved its efficiency and effectiveness by making the corporation cohesive and generating revenues thanks to the improvement of all aspects of its activities. However, this experience can hardly be replicated in full in conglomerates of the Western type because of the unique character of Tata's structure and culture. Nevertheless, some elements might be studied and slightly altered in order to fit the reality of other companies that want to borrow the best practices from the Tata Group.

Reference List

- Analoui, F 2002, *Changing patterns of human resource management*, Ashgate, Aldershot, UK.
- Beaman, KV 2003, 'The new transnational HR model: building a chaordic organization', in Henson R (ed.), *Heads count: an anthology for the competitive enterprise*, Peoplesoft, Inc., Pleasanton, pp. 1–26.
- Chitoor, R, Narain, A, Vyas, R & Tolia, C 2013, Creating a corporate advantage: the case of the Tata Group, *The Indian School of Business*, viewed 25 July 2015, <<http://www.isb.edu/research/ctlc/creating-corporate-advantage-case-tata-group>>.
- Dessler, G, Chhizer, N & Cole, ND 2010, *Human resources management in Canada*, Pearson Canada, Don Mills, Ontario.
- Gordini, N 2010, 'Market-driven management: a critical literature review', *Emerging Issues in Management*, no. 2, viewed 24 July 2015, <<https://www.unimib.it/upload/gestioneFiles/Symphonya/f2010issue2/gordinieng22010.pdf>>
- Greenley, G, Hooley, G & Saunders, J 2004, 'Management processes in marketing planning', *European Journal of Marketing*, vol. 38, no. 8, pp. 933–955.
- Holley, N 2009, HR models – lessons from best practice, *Henley Business School*, viewed 24 July 2015, <http://www.henley.ac.uk/web/FILES/corporate/cl-Henley_Centre_HR_models_desk_research_October_2009.pdf>.
- Ihuah, PW 2014, April, A review of soft and hard approaches of human resource management and the success of real estate development in Nigeria, *Journal of Business Management and Economic Development*, vol. 1, no. 1, pp. 16–23.
- Strategy Management Group 2010, The strategic management maturity model, *Balanced Scorecard Institute*, viewed 24 July 2015, <<http://www.balancedscorecard.org/portals/0/pdf/bscistrategicmanagementmaturitymodel.pdf>>.
- Tallman, SB 1991, Summer, 'Strategic management models and Resource-Based Strategies Among MNEs in a Host Market', *Strategic Management Journal*, vol. 12, pp. 69–82.
- Vasile, T & Iancu, A 2014, A model of the strategic management process, *Annals of University of Craiova – Economic Sciences Series*, vol. 2, no. 42, viewed 24 July 2015, <<http://fse.tibiscus.ro/anale/Lucrari2009/067.%20Vasile.%20Iancu.pdf>>.
- Wind, Y 1986, 'Models for marketing planning and decision making', *Handbook of Modern Marketing*, vol. 49, no. 1, pp. 49-1 – 49-12.

Appendix A

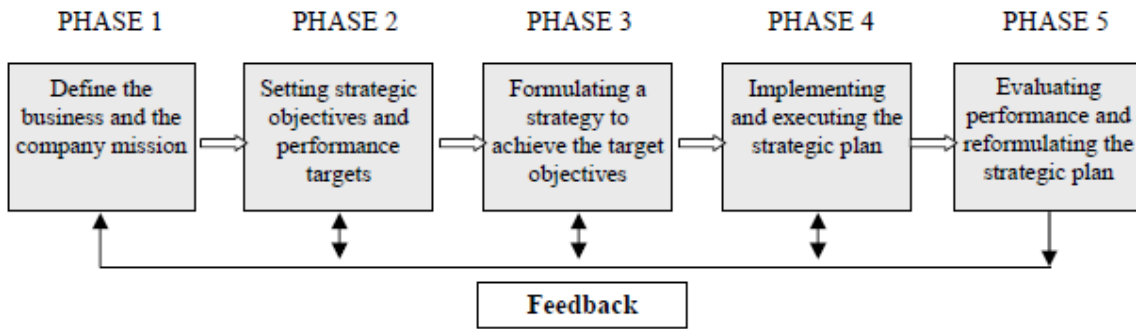


Figure 1. Simple Model of Strategic Management (Vasile & Iancu 2014)

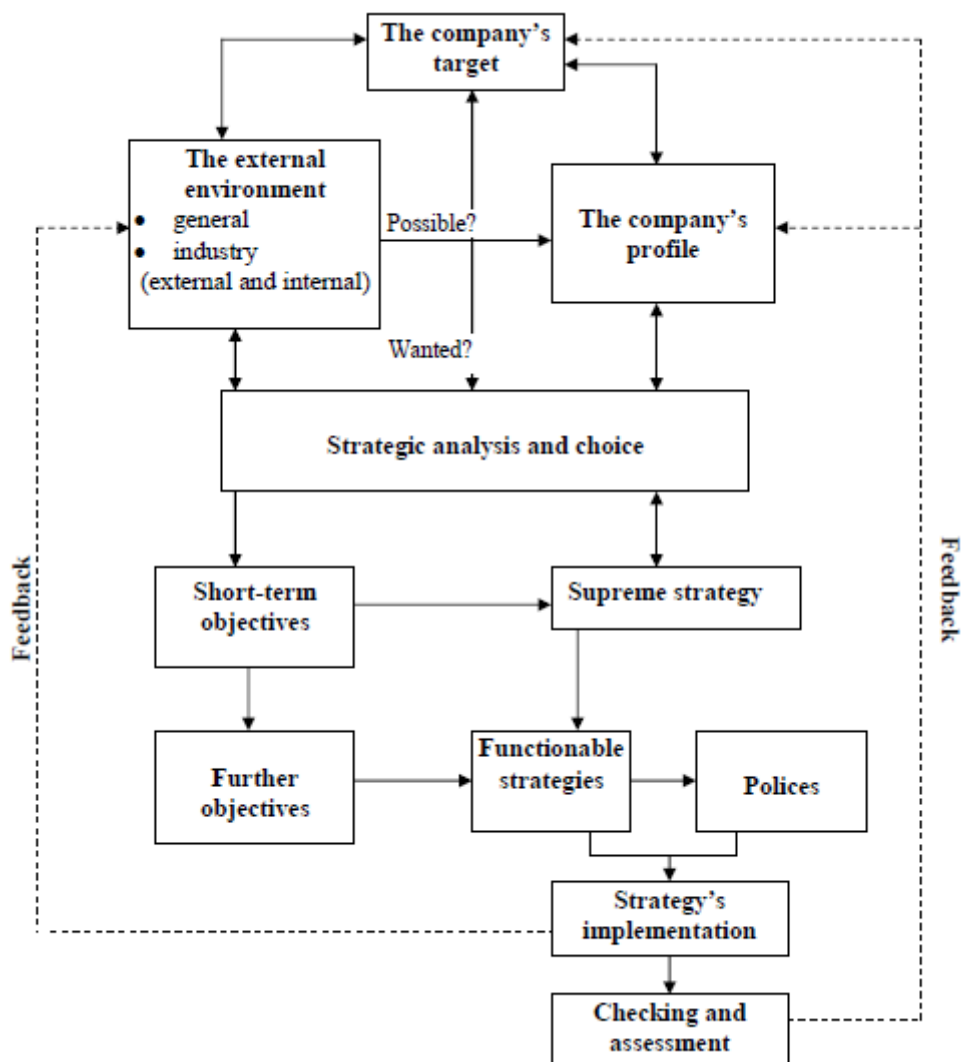


Figure 2. Model of Strategy Issuance of Strategic Management (Vasile & Iancu 2014)

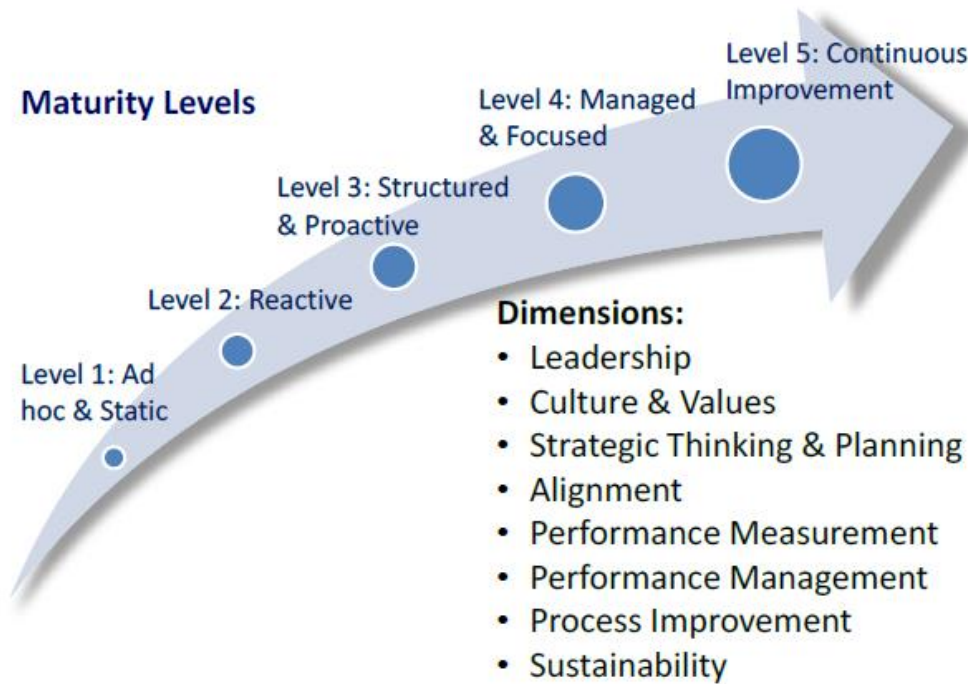


Figure 3. Strategic Management Maturity Model (Strategy Management Group 2010)

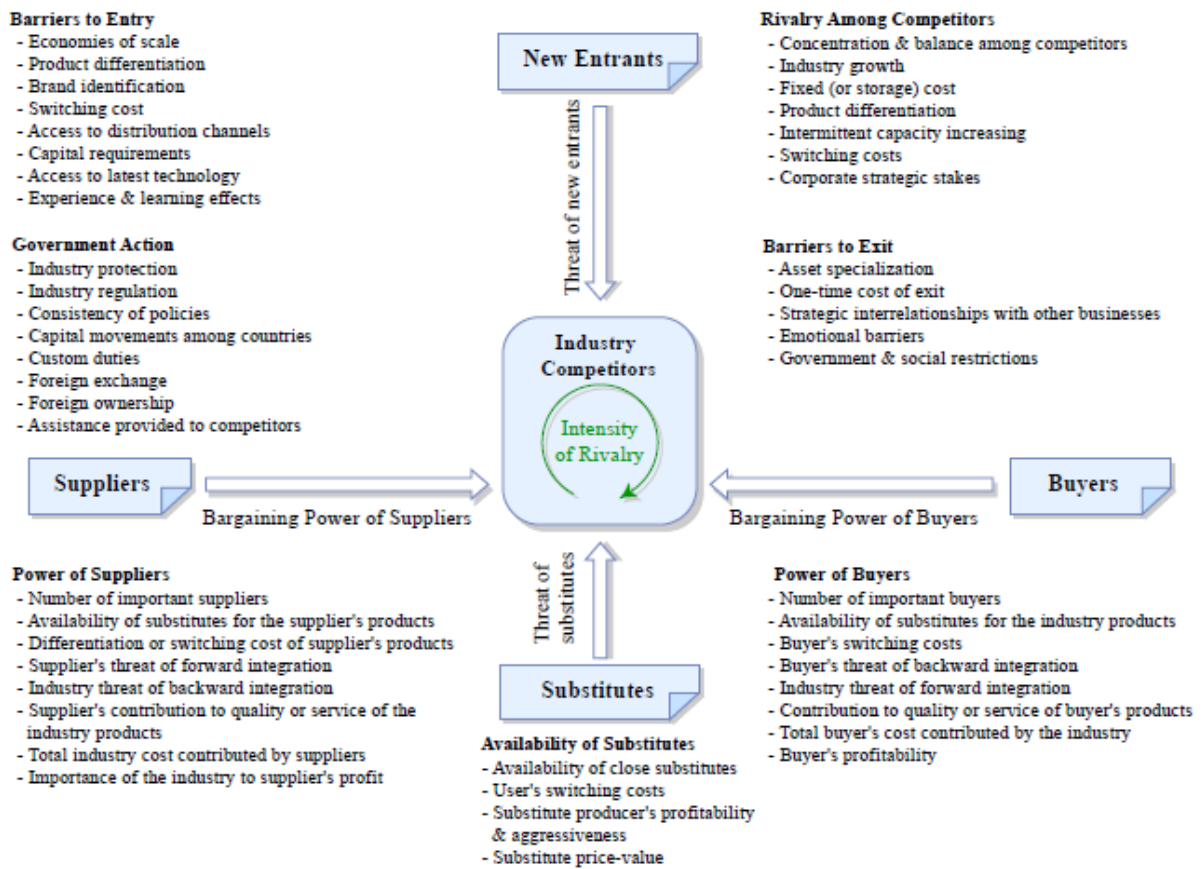


Figure 4. Porter's Five-Forces Model (Hax 2006)

Appendix B

Business Partners	Shared Services	Centres of Expertise
Establish relationships with customers - line/ business units	Deliver HR services	Create HR frameworks
Contribute to business unit plans	Manage routine processes effectively and efficiently	Develop and introduce strategic HR initiatives.
Develop organisational capabilities	Often using a single HRIS, intranets to provide basic information and call centres for specific queries	Specialised areas such as compensation and benefits, employee relations, learning and development, talent management, OD, staffing, diversity, and workforce planning
Implement HR practices	May be outsourced	
Represent central HR	Back Office	Often depend on the business partners to roll out programmes to the business.
Log needs and coordinate HR services		
Front Office		

Figure 5. Classic HR Management Model (Holley 2009)

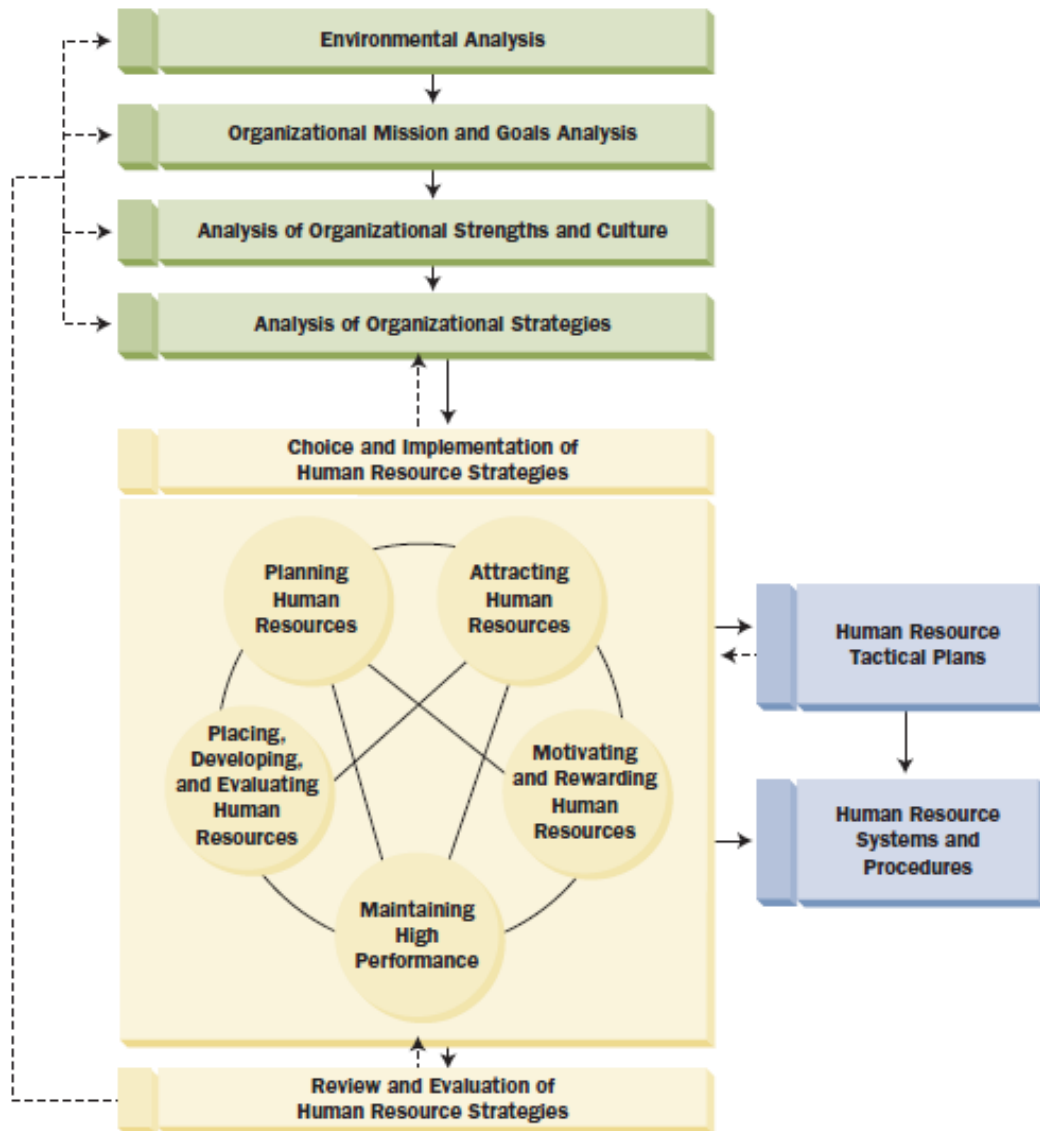


Figure 6. Model of Strategic Human Resource Management (Dessler, Chhizer & Cole 2010)

Appendix C

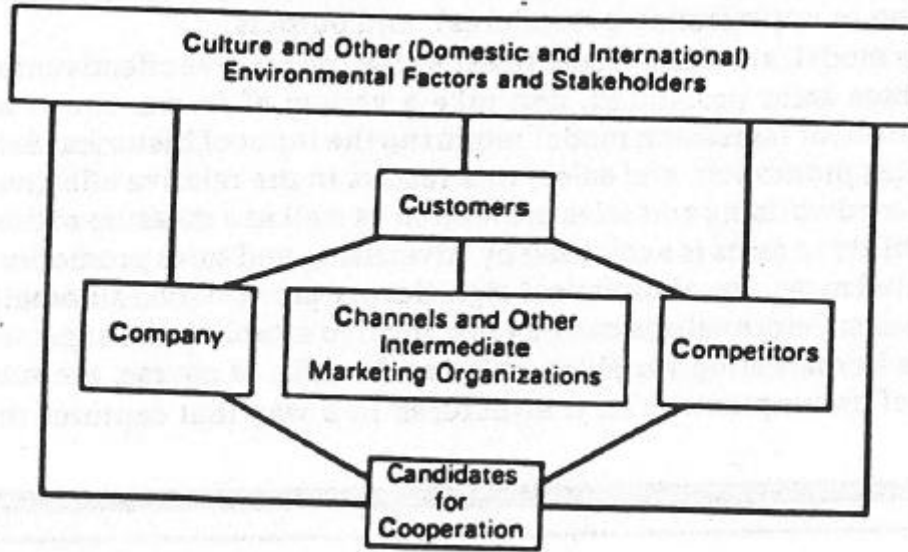


Figure 7. Four Cs of Marketing (Wind 1986)

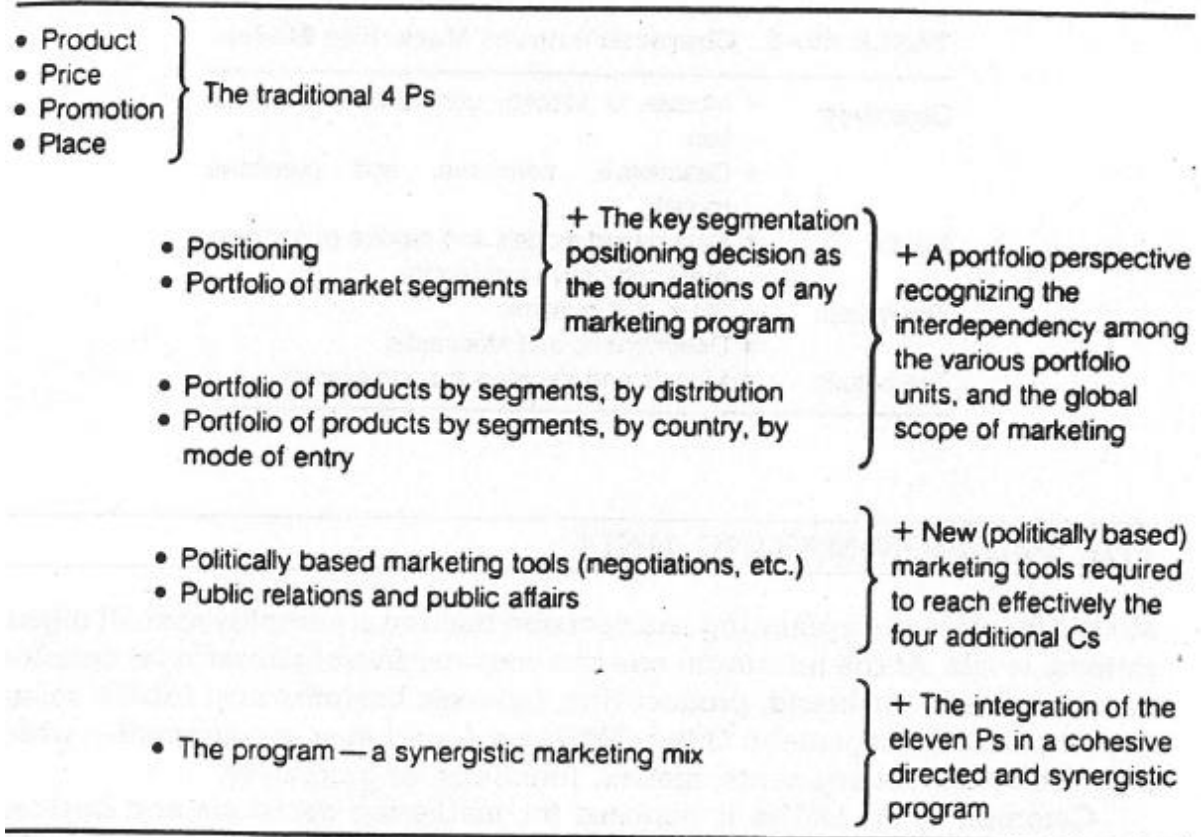


Figure 8. Eleven Ps of Marketing (Wind 1986)